



Future of finance

Strategy and innovation



CFO agenda for elevating finance

KPMG firms believe that CFOs and their teams are natural leaders in today's digitally enabled, dynamic environment. Leading finance organisations are investing in new capabilities that can allow them to elevate from their traditional roles to strategic advisors across the enterprise. KPMG firms' strategy for future-ready finance includes five distinct, but complementary pillars focused on unlocking business value. [Download](#) this white paper to learn more.



As a key component to continued success, the Finance team must be empowered to drive innovation across the organisation"

Chris Cadden
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Finance needs to be a strategic function in today's business world. But what does that mean in terms of actual business value? More to the point, how can CFOs create a strategic path forward that enhances the finance function while benefiting the whole enterprise?

In the recent white paper CFO agenda for elevating finance, KPMG professionals explored three ideas about extending the strategic function of finance: the **creation** of enterprise value, the **integration** of agendas, plans, and key performance indicators (KPIs), and the **realisation** of value by turning insights into action.

From this point of view, we'll look at how the right strategic framework can achieve value for finance.



The value realisation framework

CFOs can develop an integrated framework across the enterprise to help realise greater business value. This includes improving employee satisfaction and establishing clear goals that resonate at the individual-level.

The right framework can help prioritise human and financial capital, execute initiatives, and track success through enterprise performance management (EPM) solutions.

To identify, define and prioritise strategies:

Finance can operationalise invested capital across the enterprise to realise value. This begins with identifying the value that aligns with the strategy and stakeholder interests. Finance should then prioritise human and financial capital on initiatives that deliver business value.

To execute, validate and optimise initiatives:

Execution involves delivering initiatives in line with strategic business priorities. Finance can validate the success of these initiatives by using EPM capabilities for monitoring, reporting, and analysis. Finance can also improve initiatives that are not producing sufficient value by recalibrating execution or reallocating capital.

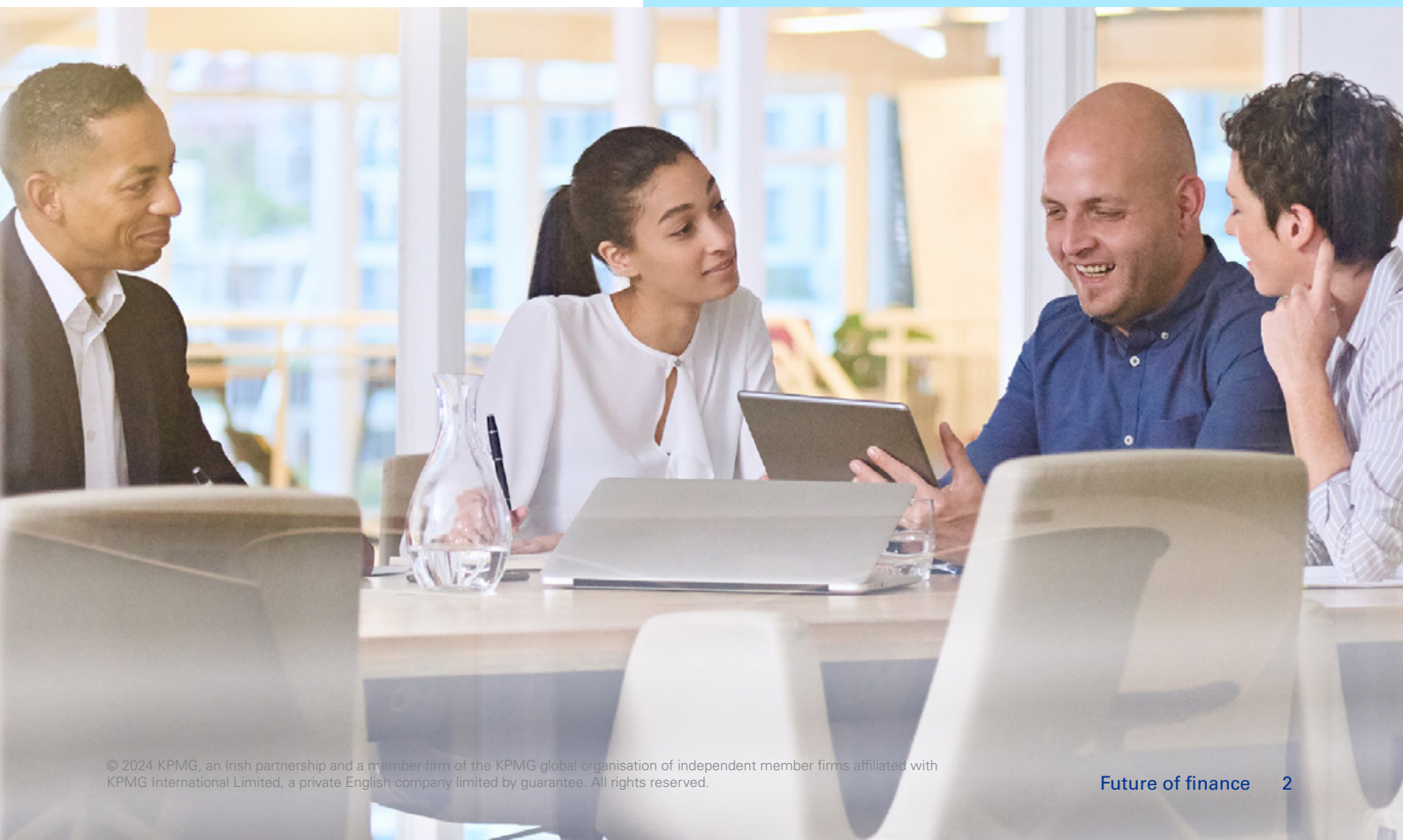
Case in point

This KPMG Ireland case study highlights the importance of data as a key element of the value realisation framework.

Challenge: A leading global player in the human capital management and social recognition market, faced a pivotal transformational objective. The goal was to revamp their finance department's target operating model and to spearhead a comprehensive strategic planning process that would reposition the finance team to offer enhanced support and services to its global business partners.

How we helped: KPMG conducted a comprehensive review of the client's Finance Function and existing operating model. We conducted a thorough 'current-state' assessment, establishing a robust baseline and pinpointing key challenges and root causes. KPMG professionals redesigned the target operating model, which included the implementation of a control's framework, a future systems framework design, standardised reporting capabilities, and standardised KPIs. In addition, KPMG professionals helped realign the organisation to the new proposed delivery model, thereby rebalancing the support between core business planning and analysis (BP&A) and finance operations.

Benefits to the client: The client gained by having a clear strategy for the future, standardised controls, and streamlined operations. The initiatives proposed increased efficiency, enhanced performance, and introduced a culture of continuous improvement. By establishing robust governance structures and prioritising alignment, the client has secured lasting benefits, ensuring sustained growth and optimised outcomes.



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