



Genesis

Transformation Toolkit | Future of Finance

CFO ready

kpmg.com/eastafrica



Contents

Foreword	ii
Common challenges for a finance function	01
Target finance function outcomes	02
The transformation imperative	03
The “Dream”	04
Leading finance organizations are...	05
Changing role of finance	06
Introducing Genesis – the future of finance	07
Our Capabilities	15
Relevant resources	18

Foreword

As the financial stewards of their organizations, CFOs and their finance teams are often tasked with the role of preserving and protecting value as part of their fiduciary responsibility. Critical developments such as automation, data management, enhanced regulatory framework and a more robust workforce have continued to equip the modern CFO with tools and assets that enhance the speed with which they perform their mandate, enhance the accuracy and quality of financial data and analysis while enabling them mitigate financial and compliance risks.

There is however a heightened sense of expectation on today's CFO, the need to enhance value through - corporate development enhancement, innovative capital allocation, and improved evaluation of new business models. The CFO is also expected to serve as a leader in enterprise performance by driving strategic profitability and cost management, supporting new levels of business planning, fostering agile resource planning, and creating new ways to optimize working capital.

While these uncertainties pose a challenge, CFOs and their teams can lead the change in elevating finance and their organization as a whole to address the challenges and opportunities of a technology-driven business world. We believe that for CFOs and their teams are natural leaders in today's digitally-enabled dynamic environment. Leading organizations are investing in new capabilities that enable them to elevate their traditional roles to strategic advisors across the enterprise.

This document offers insightful information leveraged from over one hundred (100) years of working with various organizations, driving transformational change and developing a leading set of finance function transformation insights that when leveraged can launch and future-proof any finance function regardless of industry. We highlight the five key pillars that when well articulated will transform your finance function to an optimal strategic partner of the business.



We believe that for CFOs and their teams are natural leaders in today's digitally-enabled dynamic environment. Leading organizations are investing in new capabilities that enable them to elevate their traditional roles to strategic advisors across the enterprise.



Bernard Amukah

Head of CFO Advisory

KPMG in East Africa

E: bamukah@kpmg.co.ke

Common challenges for a finance function

What are the most effective ways to cut costs without compromising quality or performance?

How do we ensure that we have the right data for our decision-making and reporting needs?

How can we improve and embed financial forecasting reliability to better support business planning and decision-making?

How can we create a more agile and adaptable finance function that can respond quickly to changing market conditions and business needs?

How can we optimize our cash flow and working capital management to improve liquidity?

How can we better align financial strategy with overall business strategy to drive growth and profitability?

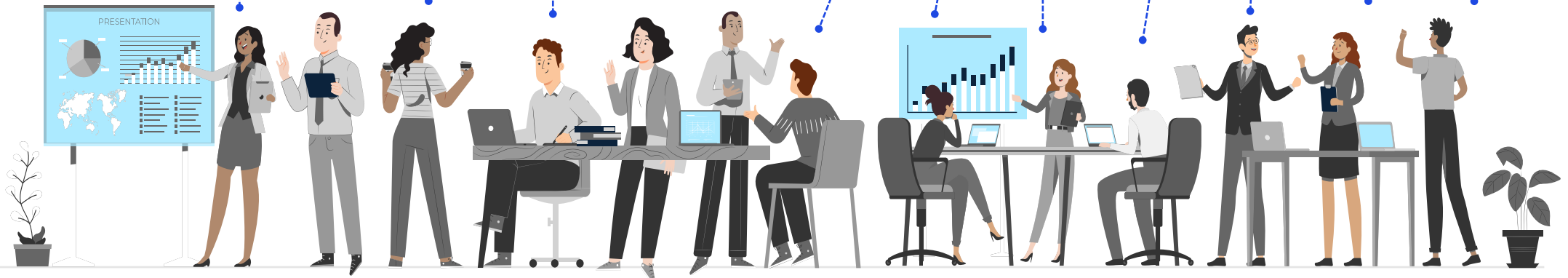
What are the best practices for upskilling the finance team to support ongoing growth and innovation and manage our talent? How do we leverage digital labour?

What are the most important metrics to track and measure financial performance, and how can we use this data to make better decisions?

What are the key risks facing the organization, and how can we mitigate them?

How can we leverage digital technologies like AI and automation to improve financial operations and decision-making?

- CEO
- Chief Financial Officer
- Group / Corporate Controller
- Head of Treasury
- CHRO
- Chief Accounting Officer
- Head of Internal Audit
- Head of FP&A
- Chief Procurement Officer
- Head of Risk & Compliance
- Chief Sustainability Officer
- Chief Information Officer
- Chief Operating Officer



Target finance function outcomes



Enhanced strategic and performance focus by aligning the finance function with the overall enterprise



Greater agility and the ability to quickly adapt to changing business conditions



Future-proof finance workforce with digital fluency and AI skillsets



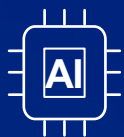
Higher cost savings through streamlined processes and optimized operating models



Enhanced cybersecurity and data privacy to protect sensitive information



Scalable and modern technology architecture leveraging emerging tech



Increased speed and quality of financial and operational insights



Enhanced compliance with complex regulatory requirements and reporting obligations



Improved stakeholder management through seamless communications



The transformation imperative

According to recent KPMG research, many successful finance organizations are already taking significant steps toward elevating their finance function.

Prioritising investments in digital, data and people

More than 60 percent of organizations surveyed are adopting predictive forecasting and analytics. They are also automating more than 70 percent of their transactional processes.

Making faster, more informed decisions

Over 75 percent of organizations are enabling organizational agility with a digital-based Center of Excellence (CoE). In addition, they are supporting continual planning cycles that are five times faster as compared to industry averages.

Top performers insight:

Industry leaders spend up to \$100 million on data investments as a key part of their long-term strategies.

Key question for CFOs:

How can we create a path forward that benefits the whole enterprise?

Leveraging data as their competitive advantage

More than 80 percent of organizations are integrating external data into strategic planning and decision making. They are also spending two to three times more time on analytics and decision support than the industry average.

Elevating their digital fluency and empowering team

Among leading organizations, 50 percent offer digital fluency programs to elevate their workforce.

More than **60%**
of organizations surveyed are adopting predictive forecasting and analytics.

More than **80%**
of organizations are integrating external data into strategic planning and decision making.

Over **75%**
of organizations are enabling organizational agility with a digital-based Center of Excellence (CoE).

50%
Among leading organizations offer digital fluency programs to elevate their workforce.

The “Dream”

Imagine having these capabilities



Real-time visibility into actuals and forecasts



Flexible, self-service dashboards updated continuously



Touchless, AI-enabled processes and analytics



Early identification of control failures and exceptions



Connected intelligence to monetize your data



Analytical, digitally fluent talent that challenges the status quo

Leading finance organizations are...

Prioritizing investments in digital, data and people

Leveraging data as their competitive advantage

Making faster, more informed decisions

Elevating their digital fluency & empowering teams

Value Realized

70%+ automation of transactional processes and reporting

Spend **2-3x** more time on analytics and decision support

Nearly continuous financial close and planning cycles
5x faster

50%+ more accurate forecasts

>60% have adopted predictive forecasting and analytics

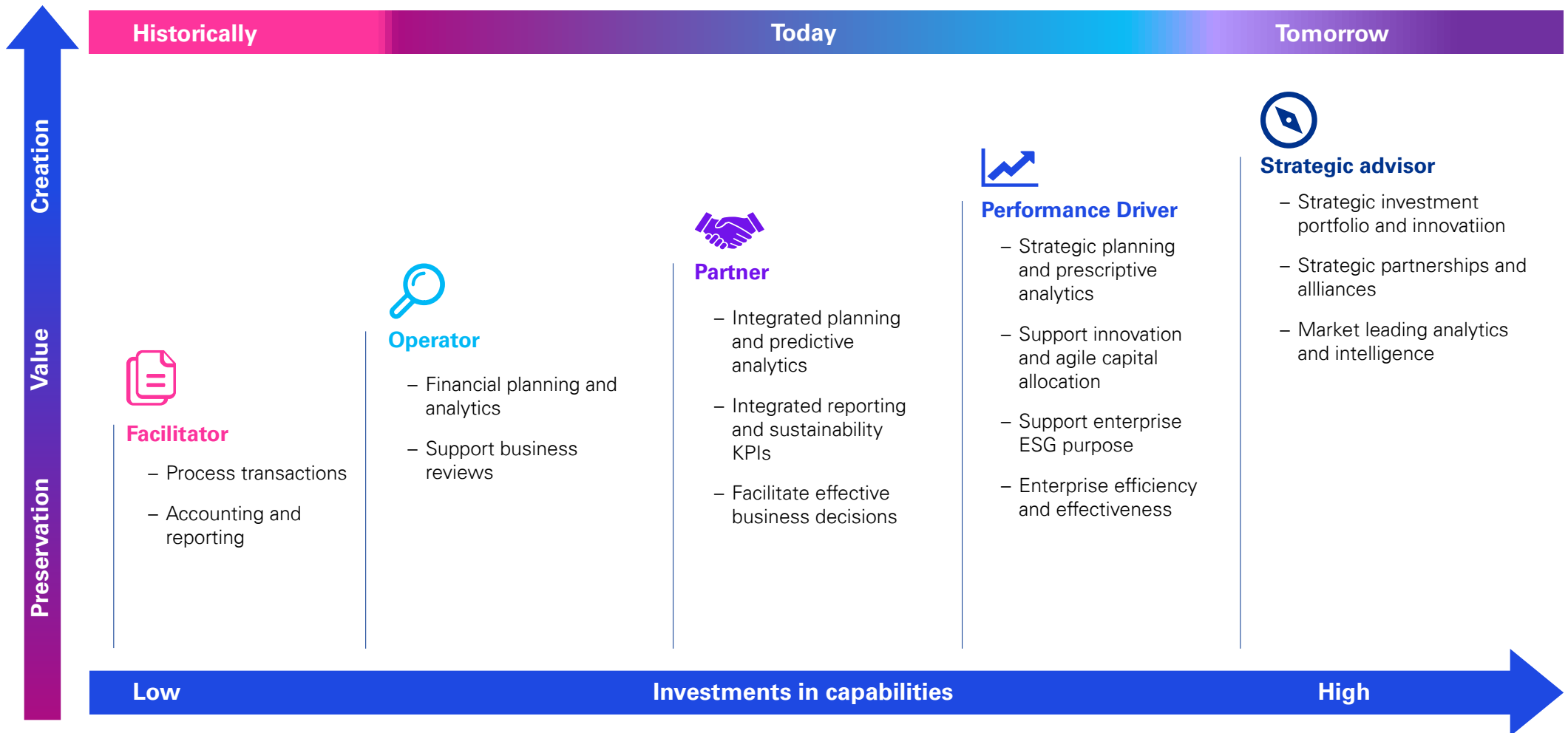
>80% integrate external data into strategic planning and decision making

75% enable organizational agility with specialized CoEs (e.g., Digital)

-80% include ESG metrics in their data & reporting strategy

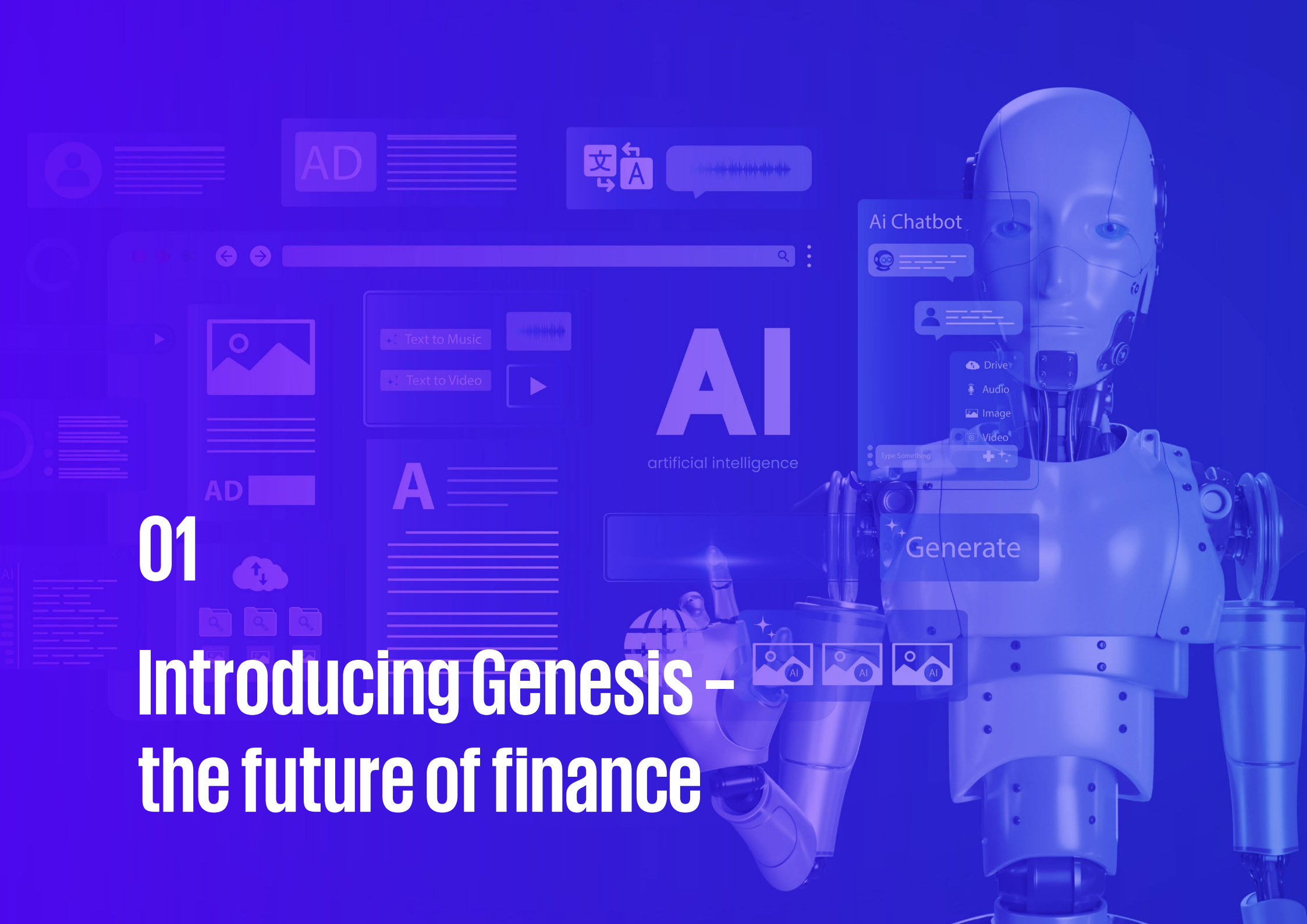
Changing role of finance

Investments in new capabilities are enabling finance to elevate their role to strategic advisor.

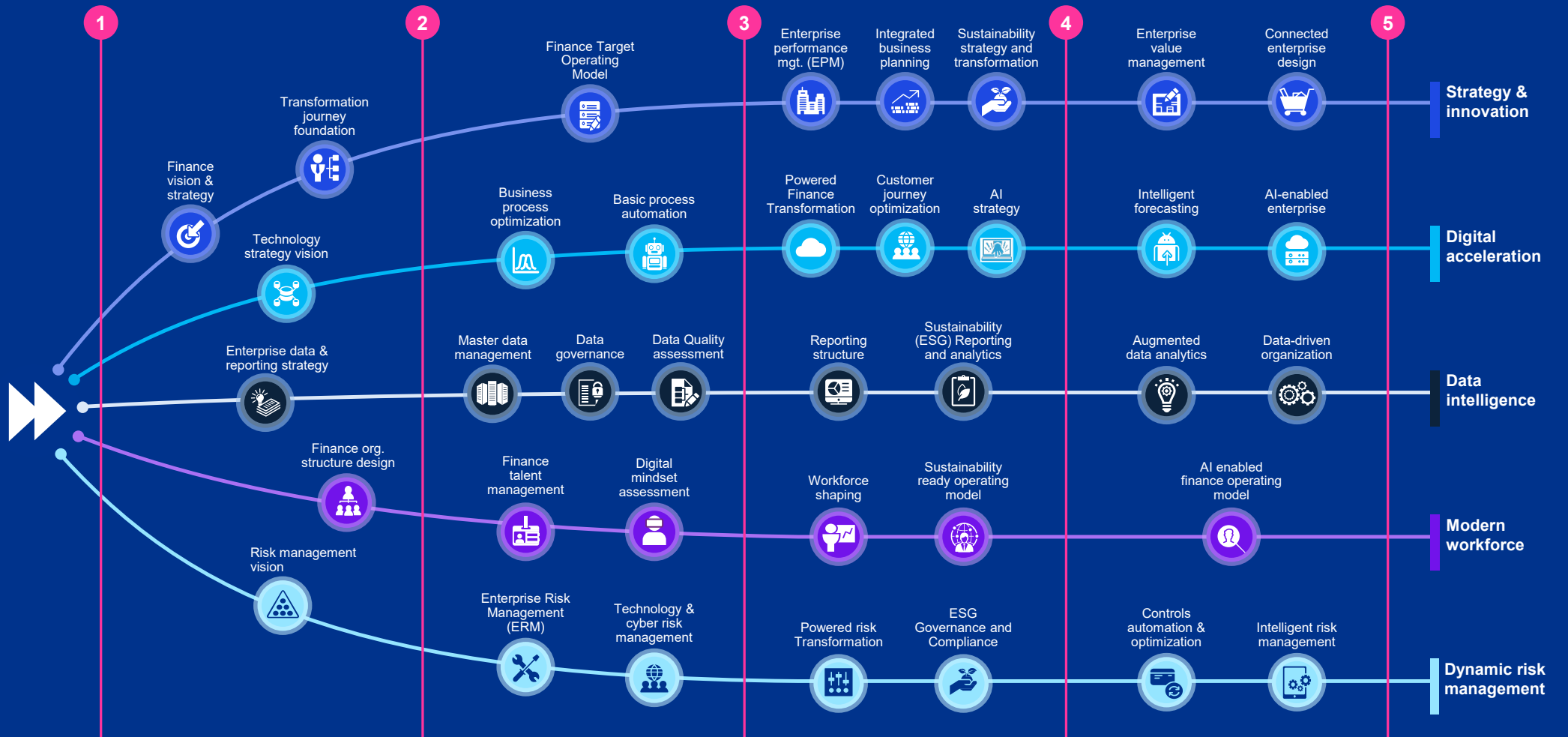


01

Introducing Genesis – the future of finance



Genesis | What does the future finance function look like?



Genesis - Future-proofing the CFO agenda

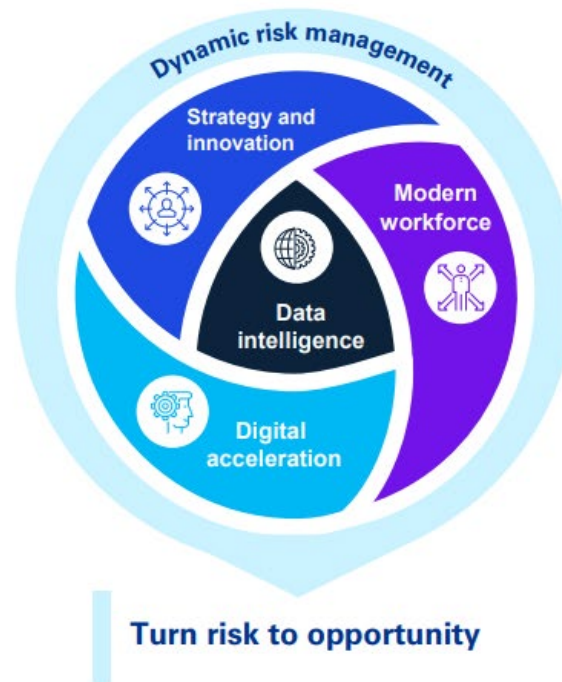
There are five distinct but connected pillars to elevate finance and turn disruption into opportunity. Our insights here are based on KPMG proprietary data, industry-sponsored focus groups, field research, and insights gained directly from numerous KPMG transformation engagements across multiple industries.

Strategy and innovation: Developing sustainable, profitable growth by creating, integrating and realizing enterprise value

Enable sustainable growth and value creation

Think digital, be human, act with purpose

Digital acceleration: Driving a cultural shift to enable accelerated development of fit-for-purpose solutions that deliver business objectives, enhance the human experience, and enable organizational agility



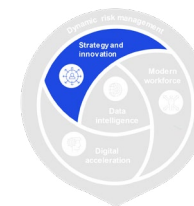
Dynamic risk management: Maintaining trust across stakeholders through the adoption of proactive risk management strategies that strike a balance between value preservation and innovation

Data intelligence: Establishing finance as the value multiplier and integrator, while enabling enterprise data and reporting strategies, proper governance, and effective decision support across the enterprise

Gain an unbeatable competitive edge

Continuously evolve the operating model, embrace new ways of working and prioritise talent

Modern workforce: Driving digital fluency across the finance workforce and adopting new delivery models, ways of working, and talent strategies to increase the scope and value of services delivered



Pillar 1 - Strategy and innovation

Deliver sustainable, profitable growth by creating, integrating and realizing enterprise value.

Creating

Enterprise value



- Unlock value from data
- Enable innovation and ESG purpose
- Deliver excellence

Integrating

Strategic imperatives, plans and KPIs



- Enable the business strategy
- Lead enterprise performance and data integration
- Serve as value integrator

Realizing

Turn insights into action



- Mitigate enterprise risks
- Facilitate dynamic funding
- Deliver action oriented insights and ESG insights

Lead enterprise performance

2/3

prioritize investing in new growth opportunities as part of their strategy.

Drive insights

70%

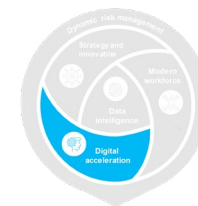
instilling a culture where innovation is celebrated.

Deliver results

2/3

agree that better use of financial data improves ROI.

Source: KPMG in the US 2022 Elevating Finance Survey; KPMG in the US Data Imperative



Pillar 2 - Digital acceleration

Think digital, be human, act with purpose.

Your digital core is purpose driven



Business led, technology enabled

Convergence of processes and innovation.
Extracting full value from technology.



Think like the **customer**

Agile enterprise that moves with the customer.
Optimize the customer journey.



Culture and experiences

Drive culture first, strategy second.
Promote innovation, adaptability and agility.

Your digital enablers accelerate strategy



Fit-for-purpose **solutions**

Point solutions or end-to-end integration.
The "A" trifecta — Automatic, AI and analytics.



Data paves the way

Accessible, accurate and actionable.
Data driven metrics to support decision making.



Future ready **processes**

End-to-end automated business value chain.
Process mining and monitoring.

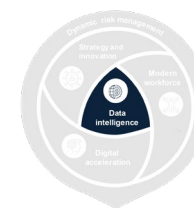
Top performer insights:

70%+ automation of transactional processes and reporting.

2/3 adopting machine learning and/or artificial intelligence.

#01 desired competency is ability to connect outcomes to financial impact.

Source: KPMG in the US 2022 Elevating Finance Survey; Figures represent top performing organizations only



Pillar 3 - Data intelligence

Finance is the enterprise value integrator, leading enterprise performance through the delivery of connected data intelligence and actions that enable the business strategy while creating and protecting value.

Insights

Tailored persona-based consumption integrating value levers with financial and non-financial reporting.

Strategy

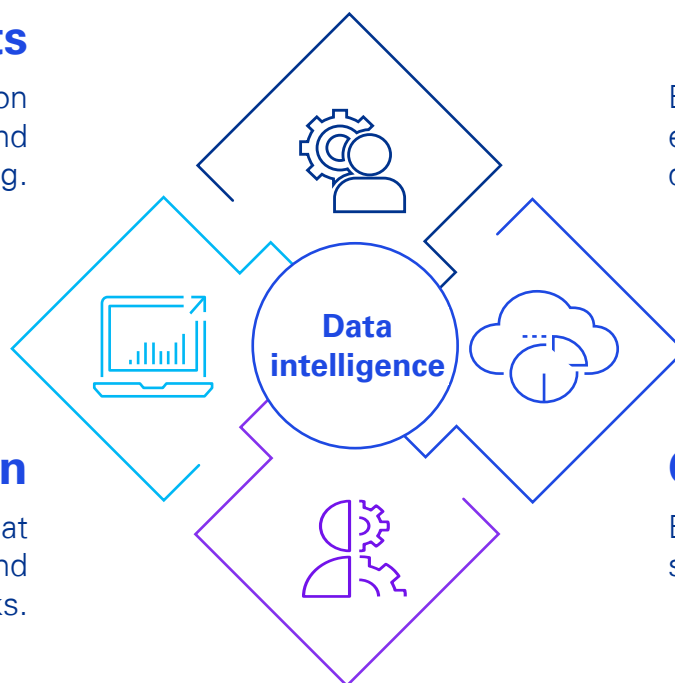
Enterprise data and analytics strategy that enables desired business objectives and drives performance ownership.

Action

Prioritize and enable initiatives that accelerate business opportunities and mitigate risks.

Governance

Backbone to realizing value from your strategy and accelerating speed decisions.

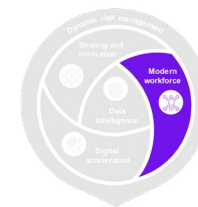


Top performer insights:

71% improved revenue through more effective use of customer data.

75% agree effective use of data can radically change their business model(s).

Source: KPMG in the US 2021 The Data Imperative, KPMG in the US 2021 CEO Outlook Report



Pillar 4 - Modern workforce

Evolving requirements and ways of working are accelerating the need for new skills, competencies, and roles in finance.



Evolving requirements and ways of working

- New revenue streams
- Speed of decisions
- Experience centricity
- Hybrid delivery models
- Workforce demographics



New skills and competencies

- Data and digital fluency
- Impactful storytelling
- Ability to influence
- Ability to develop talent
- Motivating teams to embrace digital finance



New and evolving roles and responsibilities

- Business solutions architect
- Transformation architect
- Financial data modeler
- Value architect
- Strategic partner

Top performer insights:

82% actively seek candidates with data science and computer backgrounds.

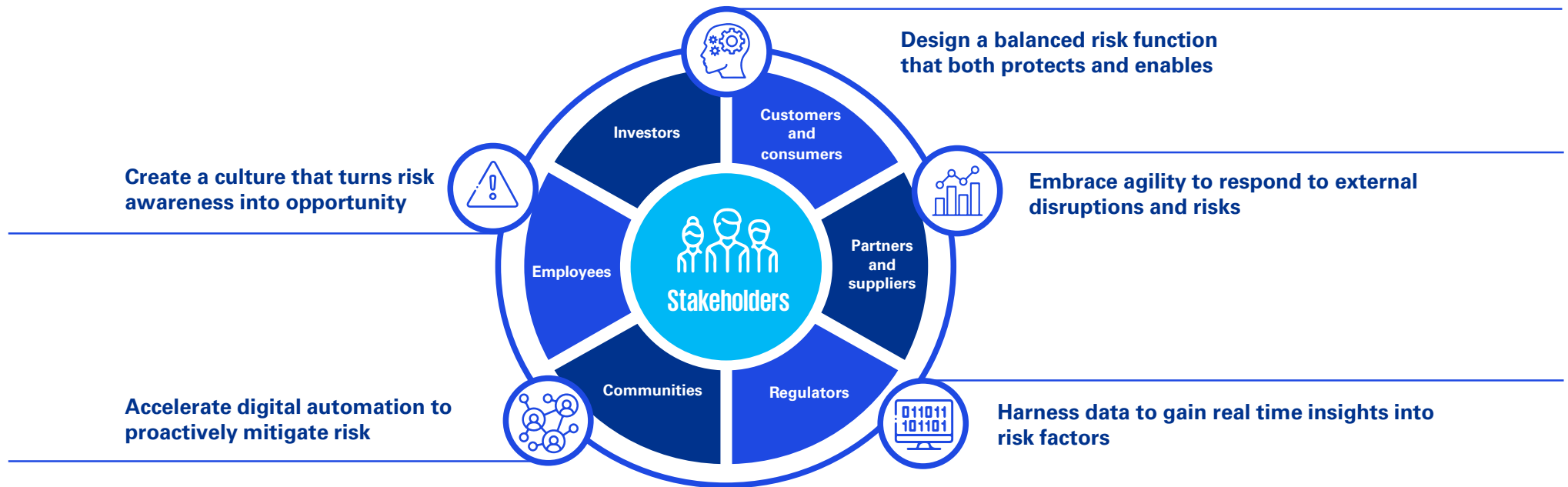
65% have robust talent strategy offering rotations, leadership development programs and L&D opportunities.

50% offer digital fluency programs to elevate their workforce.

Source: KPMG in the US 2022 Elevating Finance Survey; Figures represent top performing organizations only

Pillar 5 - Dynamic risk management

Staying in front of disruption builds trust across stakeholders.



91% agree data privacy is as important as product/service offerings.

69% agree a strong cyber security strategy is critical to ensuring stakeholder trust.

67% are transitioning to proactive, digitally enabled compliance with automation.

Source: KPMG in the US Elevating Finance Survey Overview and KPMG in the US Transformation Journey, 2022

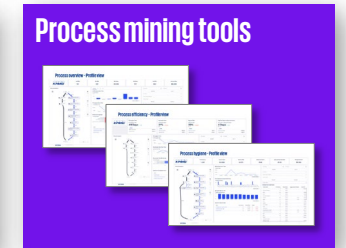
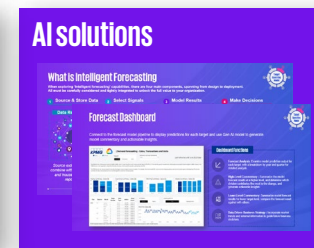
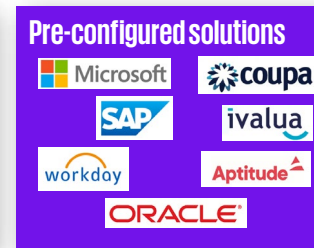
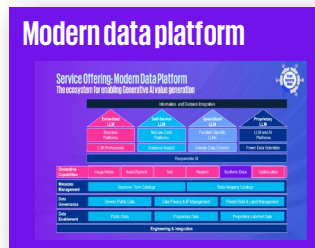
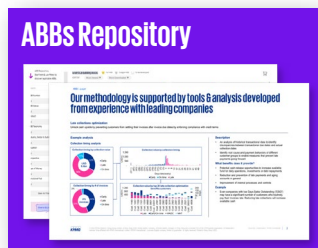
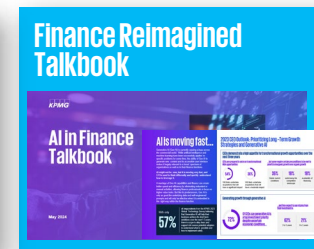
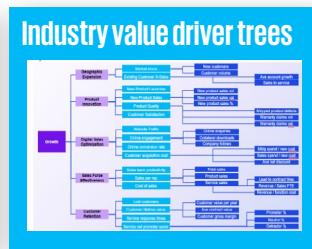
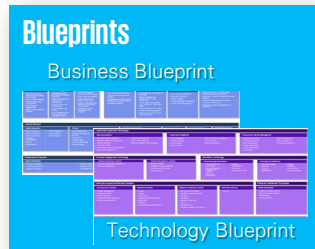
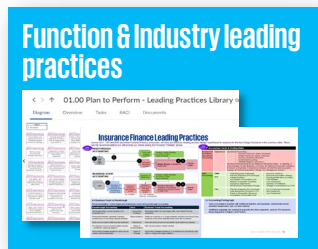
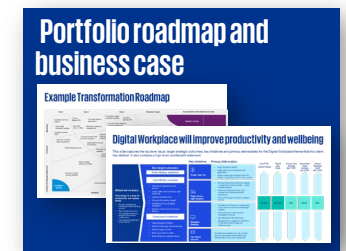
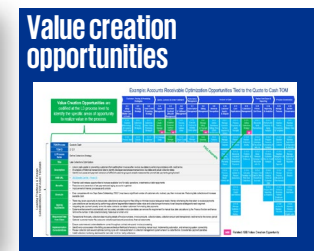
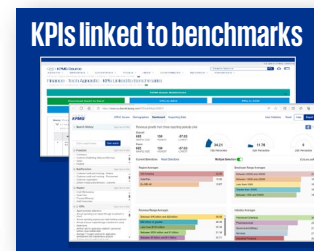
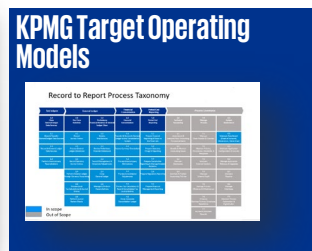
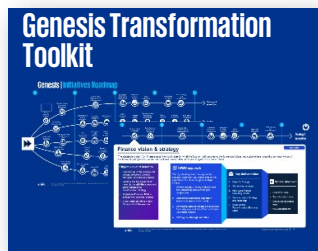


02

Our capabilities

KPMG finance transformation accelerators and enablers

Below is a sample of our vast **repository of accelerators**, designed to support a smooth finance transformation program. Our **pre-built, highly configurable enablers** mean we can accelerate delivery whilst de-risking **time to value**.





Digital transformation

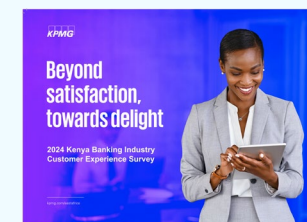
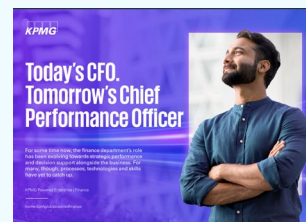
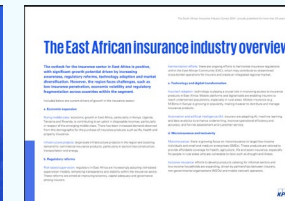
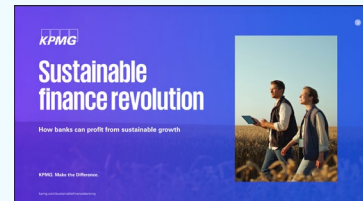
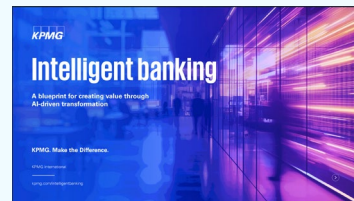
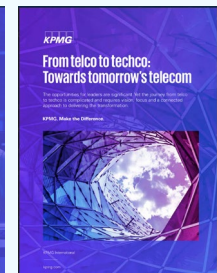
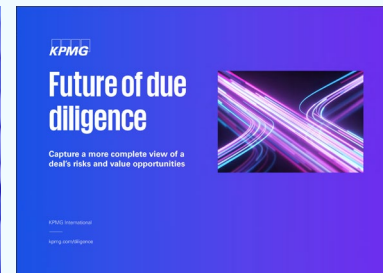
Insights-driven solutions that can help transform your organization—for a connected, powered and trusted future.



Relevant resources



Kindly scan the QR code to view this report as well as other relevant publications useful for future ready CFO





Contacts



Benson Ndung'u

CEO and Senior Partner
KPMG in East Africa

E: bensonndungu@kpmg.co.ke



Bernard Amukah

Head of CFO Advisory
KPMG in East Africa

E: bamukah@kpmg.co.ke



Makenzi Muthusi

M&A, Restructuring and
Transaction Advisory Lead
KPMG in East Africa

E: mmuthusi@kpmg.co.ke



Nikki McAllen

Global Finance Advisory Lead
KPMG International

E: nmcallen@kpmg.com.au

home.kpmg/ke/en/home



Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities.

The information contained herein is of a general nature and is not intended to address the circumstances of any particular individual or entity. Although we endeavor to provide accurate and timely information, there can be no guarantee that such information is accurate as of the date it is received or that it will continue to be accurate in the future. No one should act on such information without appropriate professional advice after a thorough examination of the particular situation.

© 2025. KPMG Advisory Services Limited, a Kenyan Limited Liability Company and a member firm of the KPMG global organization of independent member firms affiliated with KPMG International Limited, a private English company limited by guarantee. All rights reserved.

The KPMG name and logo are trademarks used under license by the independent member firms of the KPMG global organization.