

Sponsor's Perspective

Intelligent Finance Organizations Research Summary

First in a series of eight research briefs



KPMG, in collaboration with CFO Research, conducted a survey of more than 350 senior finance executives to find out how CFOs at large companies are planning to use technology to further their strategic initiatives. We created a series, The Intelligent Finance Organization, of 8 research briefs that discuss these findings and encourages closer alignment between the CFO and CIO.

As part of this series we also present our perspective on the use of technology and how KPMG can help organizations improve in light of the issues they face

1 As information needs are rapidly changing, finance executives have a unique opportunity to become strategic information leaders for their finance organizations and the enterprise as a whole—creating a more intelligent finance organization and enterprise. Migrating to this new role is possible with the maturity of technologies such as data and analytics, mobility, cloud, and collaboration tools, among others. Is your finance organization prepared to take this leadership role? Does your current environment enable your business strategies? Are you looking for performance-driven ideas? If so, this research series will provide results from our survey, insight from other finance executives on how they are addressing these issues, and pragmatic ideas from KPMG on how to improve your organization today and in the future.

2 One of the primary struggles KPMG clients face is how to leverage historical technology investments and develop long-term technology strategies to accomplish their growth and operational objectives. Many are faced with historical implementations and upgrades that failed to deliver, and they are reluctant to attempt major change. There are options—large and small—that enable improved performance.

3 As managing change on the road to improvement is critical to any successful program, organizations need to ensure they have assessed their risk and readiness, and understand how to manage stakeholders and related communication in addition to any workforce transition issues. For more detailed ideas on how to drive value from change, see [KPMG's view on change management](#).

4 Importantly, at this critical convergence of old and new technology, we find most of our clients are not confident in their data outside of financial reporting. If your organization does not have confidence in its data, architecture, and information, a quick review and an assessment may be necessary to understand the root causes of the data issues and to develop a strategy and roadmap to remedy these issues. This strategy should include a holistic view of what your stakeholders need coupled with an end-to-end, methodical process to transform your information into a proactive analytical tool that will assist you in identifying, enabling, and realizing business value.

5 When evaluating performance goals and objectives for a finance organization, steps to improve may be small and large, and offer challenges to CFOs, many cited in this study. As executives develop plans to work through these challenges, transforming the finance organization may be a necessary step. If so, CFOs may find value in reviewing [Transforming Finance, challenges and breakthrough solutions for CFOs](#).

6 The cloud continues to receive a record amount of media attention, and often seems a distraction to CFOs and finance organizations. We have observed notable impact from leveraging cloud-enabled technology in the finance organization, and recognize the role cloud may play in finance transformation. If you have not looked at [Finance in the Cloud](#), perhaps you should.

Is your finance organization prepared to take a strategic information leadership role?

8 This summary of the research highlights the depth of information to come, and we encourage you to follow this series as we highlight the research and provide ideas on how to impact your finance organization and enterprise.

7 As you contemplate or manage any significant technology program, governance, risk, and compliance remain a necessary component. Critical issues to consider and KPMG's ideas on approach are outlined in KPMG's [GRC technology page](#) as you evaluate the GRC and its role in your technology programs.

To read all the briefs in KPMG and [CFO Research's](#) 8-part series on Intelligent Finance Organizations, go to the [KPMG Advisory Institute](#).

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