

The Future of Finance

The art of the possible

Finance will be radically different in 10 years.

New capital allocation approaches	Emerging technologies will change the nature of shared services	Amazon's "Alexa" provides instant information	Cornerstone of strategy, finance, and analytics
Cloud everywhere and the dominant platform	Process leadership is a profession	Artificial intelligence processes big data	Finance professional as a strategist

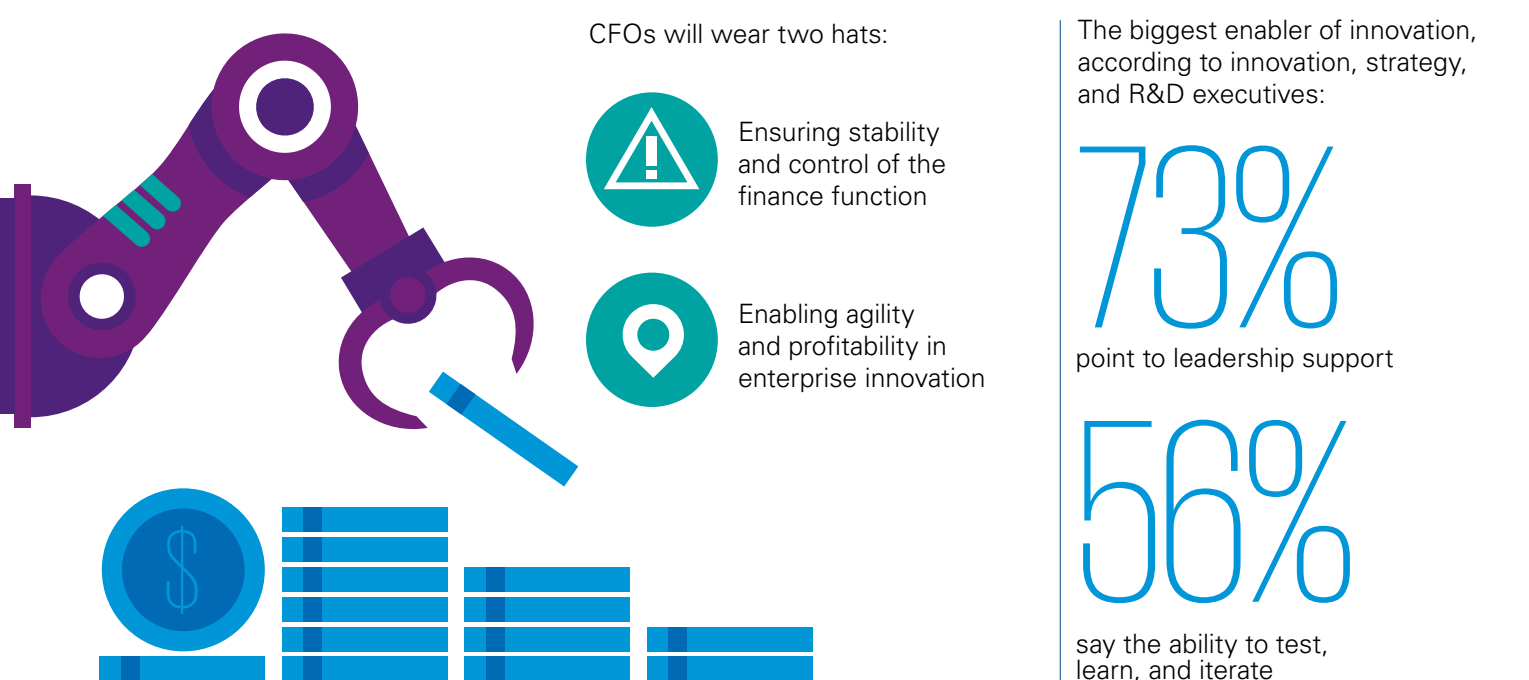
To disrupt is to exist



The CFO agenda for disruption

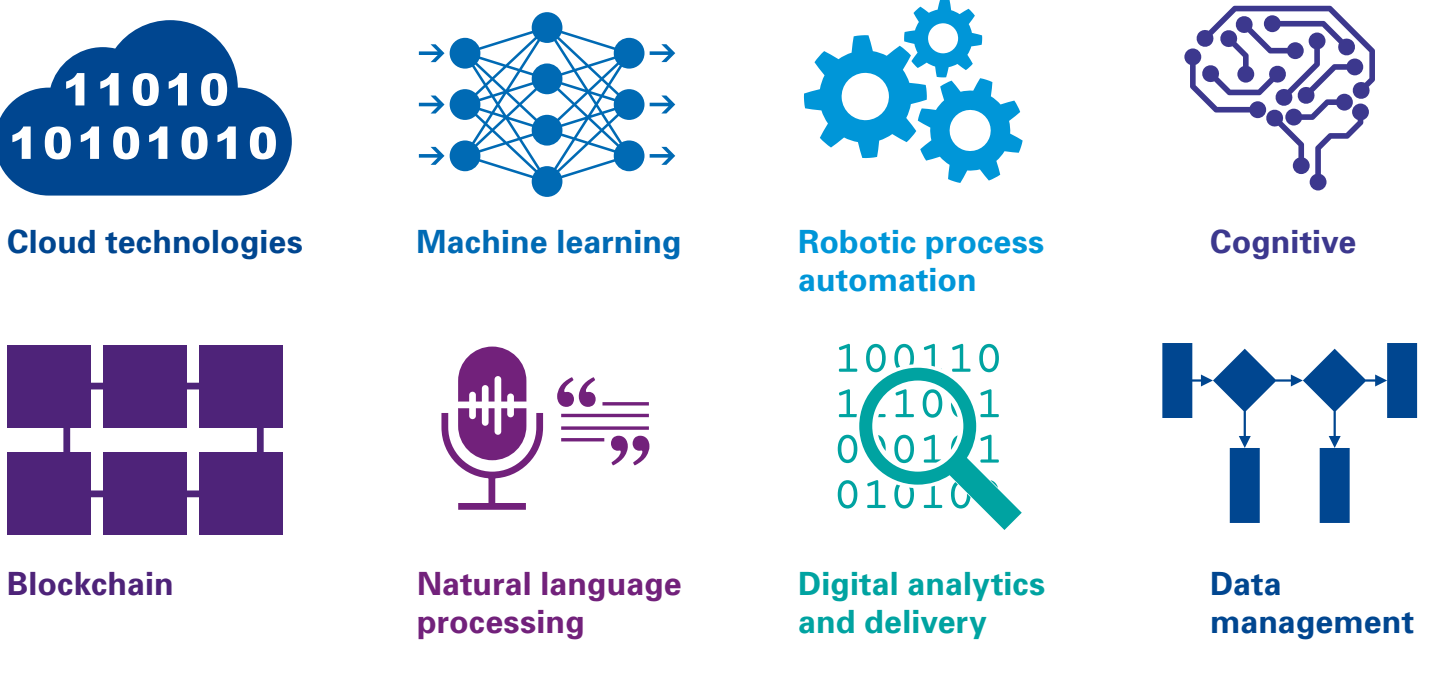
Leading finance organizations are focusing on six key areas:

Innovation and investment



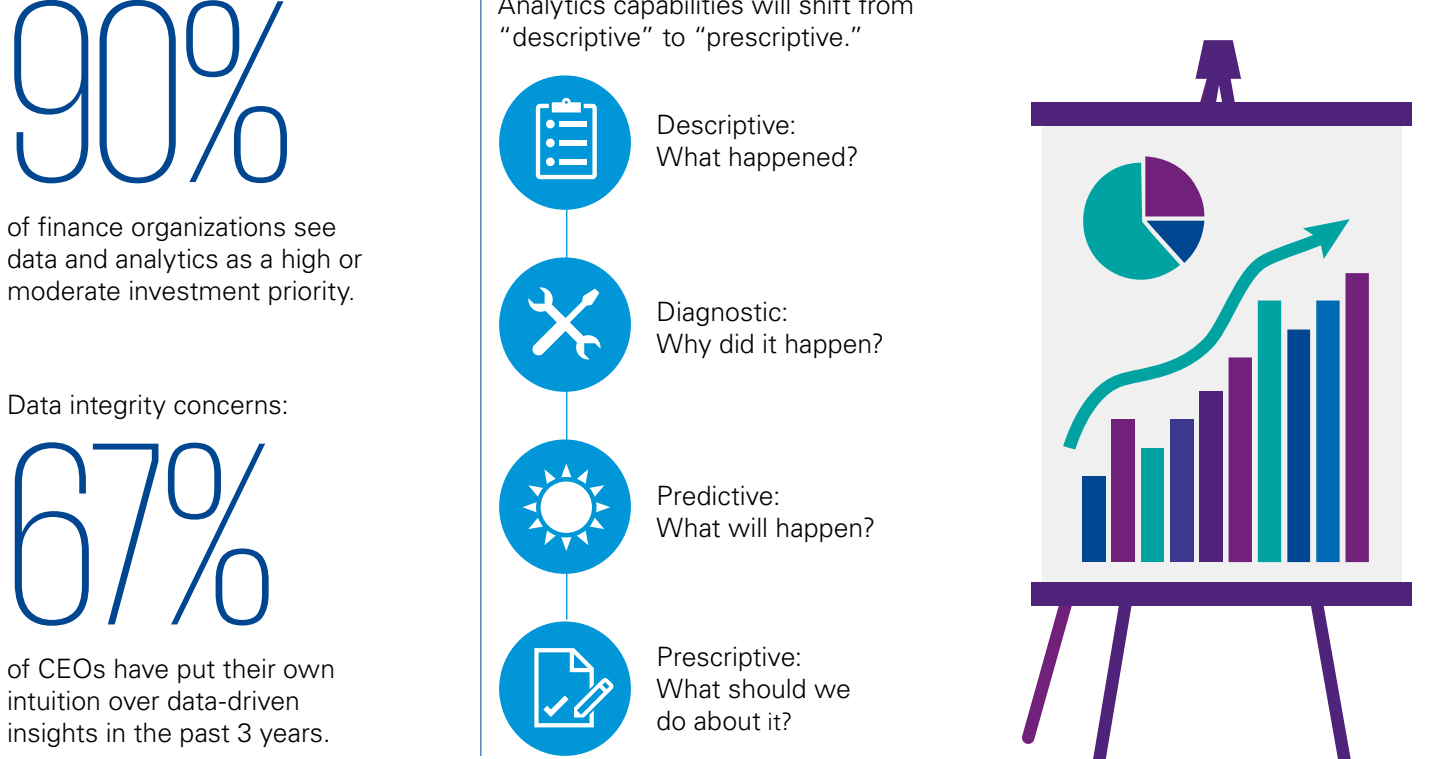
Extreme automation

Eight disruptive technologies will transform all levels of existing finance competencies.



Insights and analysis

The CFO is uniquely positioned to define the analytics agenda for the enterprise.

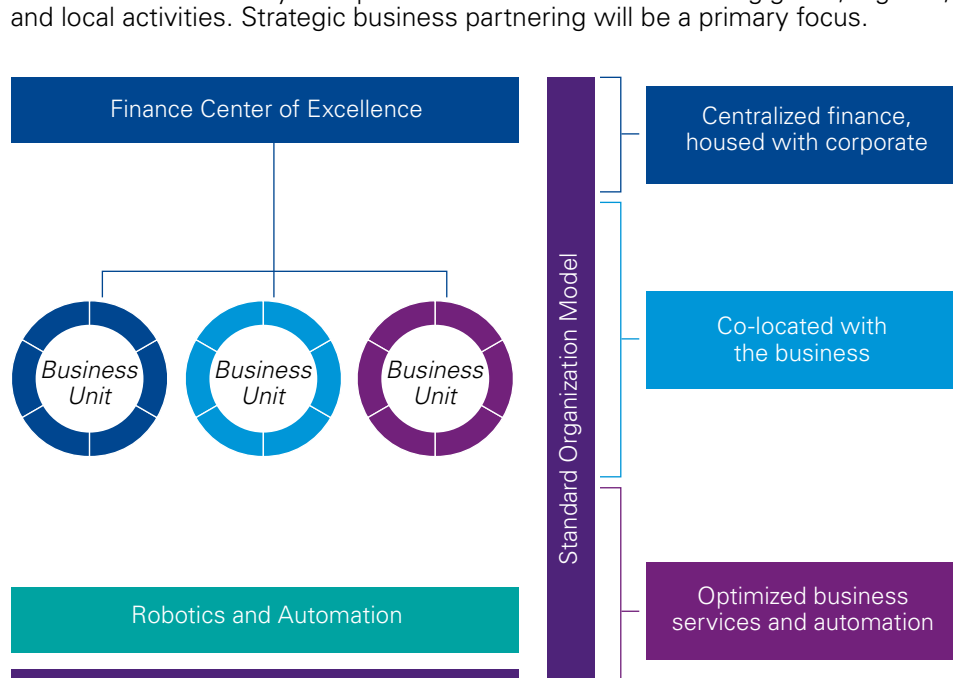


Service delivery model

For sustainable success, finance should consider:

- What work gets done: Higher-value services
- Where work gets done: Geography no longer matters
- Who does the work: Reshaped support structure
- How work gets done: Automation and integration

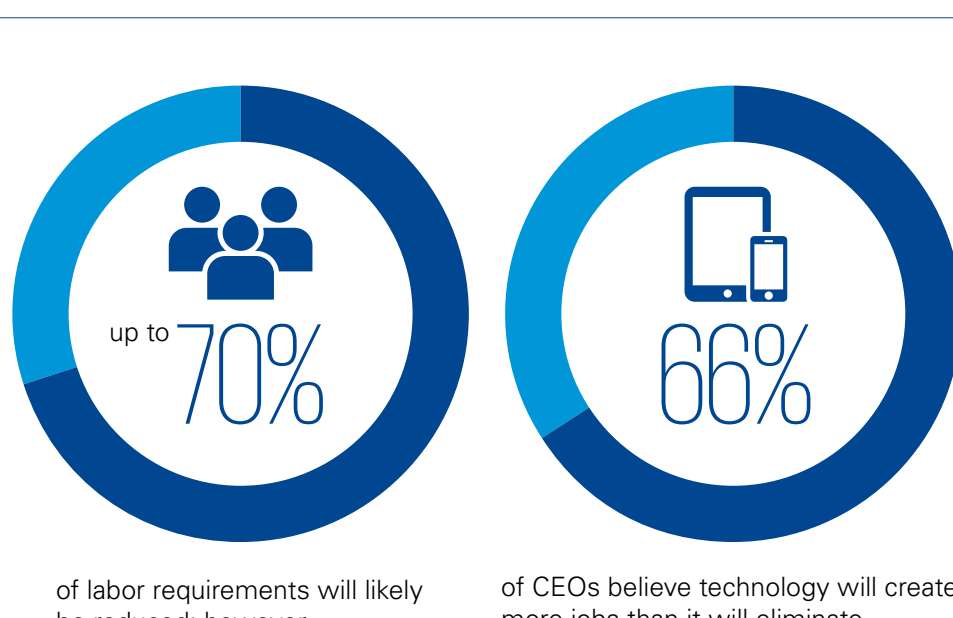
Finance service delivery will optimize automation while balancing global, regional, and local activities. Strategic business partnering will be a primary focus.



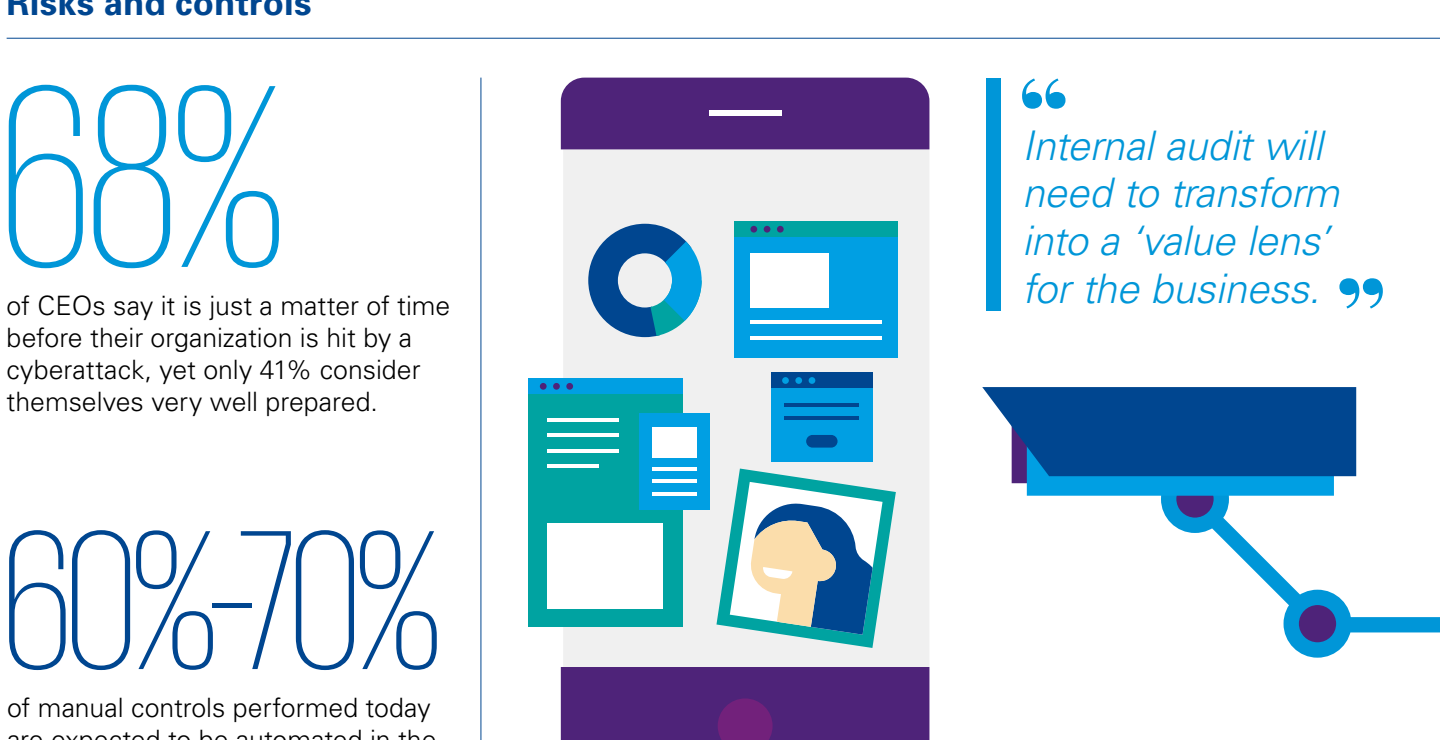
Organization and talent

Skills and capabilities needed to support the future finance organization:

- Data utilization and technology
- Behavioral
- Finance technical



Risks and controls



For more information, please contact:

Kieran O'Brien
Partner
Management Consulting
KPMG in Ireland
T: +353 1 410 2456
E: kieran.obrien@kpmg.ie

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

kpmg.ie



Sources: KPMG International, 2018 Global CEO Outlook: Growing pains; KPMG LLP, 2018 U.S. CEO Outlook: Growing Pains; KPMG LLP and Innovation Leader LLC, Benchmarking Innovation Impact 2018; KPMG International, 1Q 2018 KPMG Global Insights Pulse Survey (April 2018).