

The future of finance

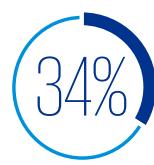
Data, analytics and insights

March 2021

Why should Finance care?

Data, Analytics and Insights (DA&I) is focused on driving business value while enabling Finance to act as a catalyst for an analytics-driven enterprise. Organizations are optimistic about investing in data and analytics and are looking to realize measurable value through the digital journey.

Perceived value is higher



of CEOs **trusted computer-driven data** knowing it was contrary to their intuition¹

Despite the realization of the scope and complexity of AI, **CEOs are more accepting as it relates to their decision making than ever before**

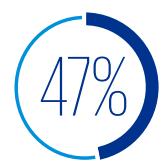
Use cases are expanding



of organizations **have piloted or begun AI implementation**¹

As companies complete their initial use cases, they are identifying additional areas that AI can impact. They are not moving slower, but **expanding the uses of AI**

Expectations are tempered



of organizations **expect a significant return from AI investments in next 3 years**¹

Becoming truly AI-enabled is a multi-step process which **involves technology, data, and rethinking business processes**

The overall sentiment in today's environment is that organizations are interested in DA&I benefits, however in our experience we have seen that the challenge lies in actually realizing value/ROI and involves both process and data/tech changes.

Source: ¹ KPMG International — Agile or Irrelevant: Redefining Resilience, 2019 US CEO Outlook

The new reality for Finance organizations

Leading organizations are rapidly establishing digital capabilities to consume external data to forecast recovery and automate the forecasting process to get better insights and establish agility for the future.



Cloud

Explore transition to cloud-based solutions to reduce future risk



External data signals

Leverage untapped external data from countries ahead of the curve in responding to major disruption



Touchless forecasting

Allow for visibility into impacts on financial, sales, and demand forecasts to make better decisions



Capital allocation

Quicker insights to redeploy capital across brands and geographies and manage risk



Workforce

Prepare workforce for virtual and touchless forecasting



Data ingestion and reporting

Rapidly assess data ingestion process and reporting data model



Scenario planning

Enable quick, efficient scenario planning and "What-if" analysis to react quickly for the next event

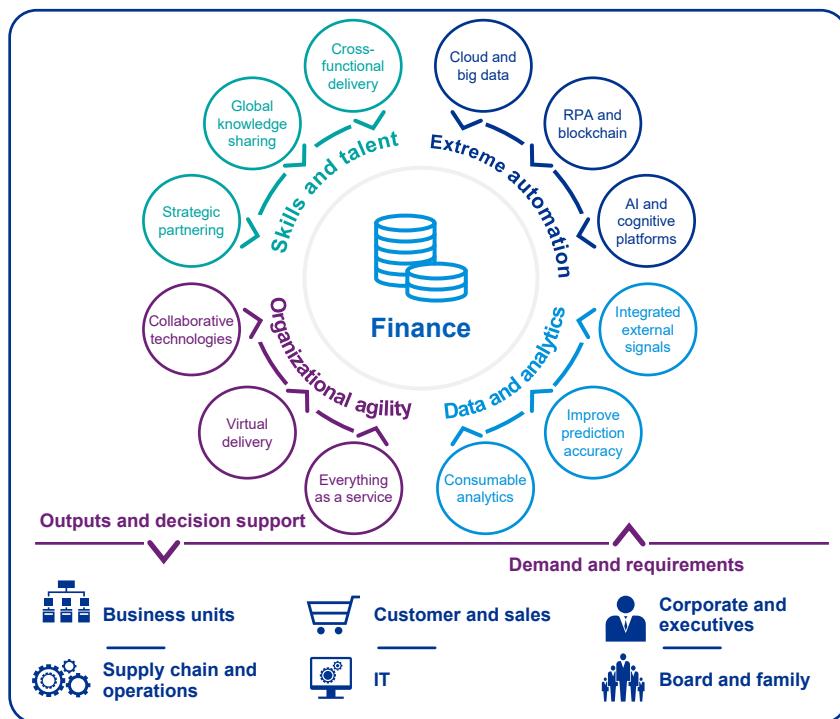


Customer behavior

Rapid reforecasts to capture changes in customer behaviour and be ready to bounce back

Finance is the new leader of business value

Finance is central and uniquely positioned to put business value front and center. Finance is integrated in business requests, decisions and outputs and can help promote learning agility, enhanced decision making and increased data exploration.



As Finance sits at the core of an enterprise, it needs to spearhead the effort towards becoming an analytics-driven organization, such as automatically integrating data from multiple internal and external sources to support advanced analytics and setting up a data ecosystem as the foundation to unlock new viewpoints.

Organizing the Finance team for the future

As analytical capabilities evolve, organizations need to think about optimizing their operating model to capitalize on the new, analytics and data focused service catalog to provide appropriate governance of data management. Consider the sectors of an optimized organization structure below:



Engage (Finance business partners)

Act as a strategic advisor to business and function leaders to provide data-driven insights to help drive decision making, prioritization of initiatives and establish partnerships across business units to support growth initiatives.



Plan (corporate planning)

Establish and promote the enterprise planning strategy while proactively identifying business/economic trends during business disruption and ambiguity. Integrate multi-source data to support advanced analytics and insights.



Build (Finance solutions)

Build and maintain customer-centric solutions (non-financial outputs such as vendor, pricing, customer), while serving as technologists and solution architects. Identify emerging technologies to drive innovation.



Deliver (centralized services)

Provide enterprise-wide analytics, KPIs, operational policies and requirements while leveraging technologies to support end-to-end transparency and accuracy of financial data and reporting through data visualization and modeling.

How can you get started?

- Where does your Data, Insights, and Analytics vision fit within the overall Finance vision? Does it enable analytical maturity and enterprise scalability?
- Have you standardized the data model and structure across the organization?
- What components of the process can be automated? Can specific technologies fill those gaps?
- How are you providing information to customers of Finance?
- Are you ready to transition to an analytical organization equipped with new skills and roles?

Contact us

Nikki McAllen

Global Head, Finance Transformation
Center of Excellence
KPMG International
E: nmcallen@kpmg.com.au

Some or all of the services described herein may not be permissible for KPMG audit clients and their affiliates or related entities. Contact your local KPMG office for more information.

home.kpmg/futurefinance



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.

KPMG refers to the global organization or to one or more of the member firms of KPMG International Limited ("KPMG International"), each of which is a separate legal entity. KPMG International Limited is a private English company limited by guarantee and does not provide services to clients. For more detail about our structure please visit home.kpmg/governance.

© 2021 Copyright owned by one or more of the KPMG International entities. KPMG International entities provide no services to clients. All rights reserved.

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