

Deloitte.

Finance in a digital world

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"Finance organisations have lots of experience in dealing with change. But digital represents opportunities and challenges we haven't experienced before. Basically, we need to prepare ourselves to meet the demands of a business we haven't even seen yet."

Group CFO, Fortune 100

We live in times of unprecedented change and opportunity...

Technology is everywhere

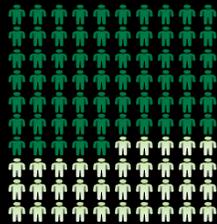


2.6 billion+
smartphones in the world

Completely new jobs

65%

of today's primary school children will work in jobs that don't yet exist



Diversity & Generational Change



25%

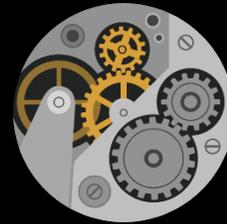
global population from Africa by 2050

Jobs vulnerable to Automation

35% UK

47% US

77% China



Tsunami of data



9x more

In the last two years

AI, Cognitive Computing, Robotics

\$500,000 in 2008

\$22,000 today



Change in nature of a career



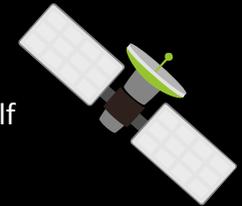
2.5-5

years half-life of skills

Diverse Workforce

3 in 4

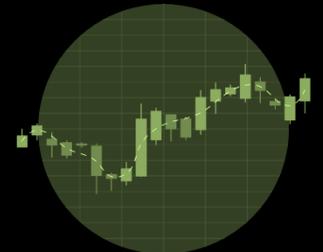
Millennials will make up half of all workers by 2020, and By 2025 they will comprise 75% of the global workforce



Explosion in Contingent Work

40%

US contingent workers by 2020



Video: Finance has a decision to make.....

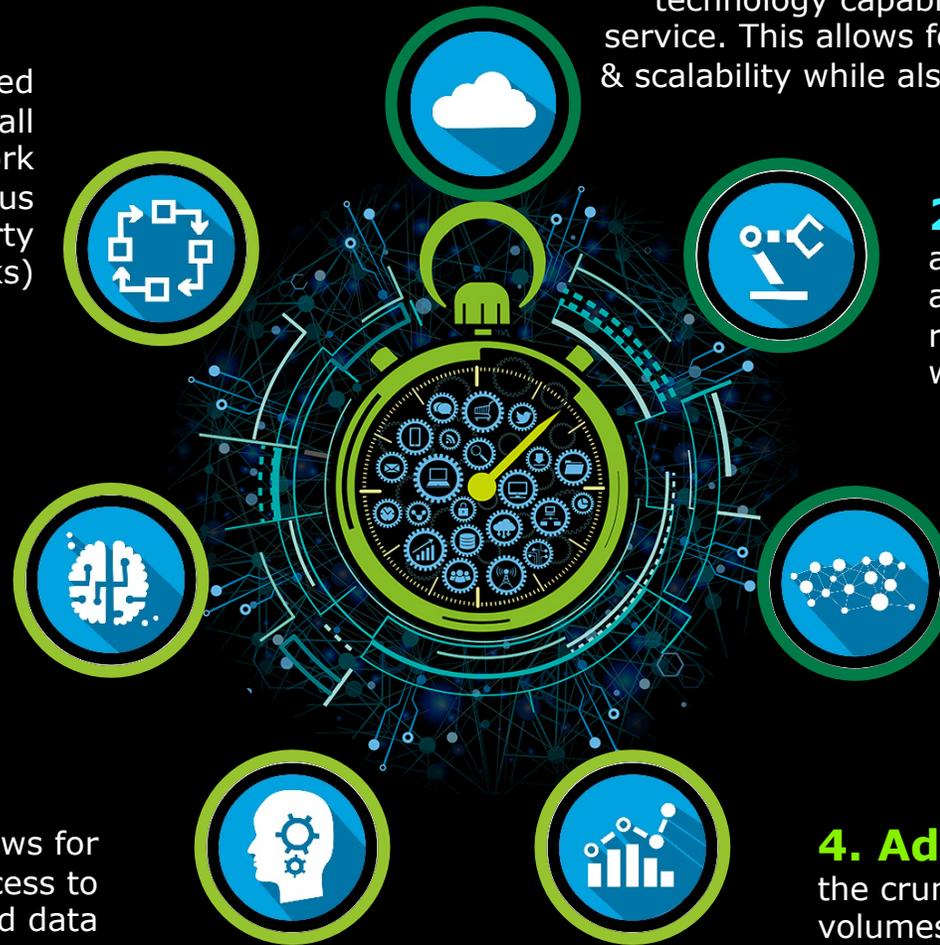


The Finance Toolkit

7. Blockchain is a digital distributed ledger. Transactions are verified by all participants and securely stored on a network of distributed and connected nodes, thus eliminating the need for third party intermediaries (e.g., banks)

6. Cognitive Computing simulates human thinking and judgment based work. Advancements in machine learning, natural language generation, speech recognition and computer vision are broadening opportunities for automation

5. In-Memory Computing allows for the storage of data in main memory. Access to larger volumes of data, consolidated data domains, and processing power is significantly improved while also reducing the overall technology footprint



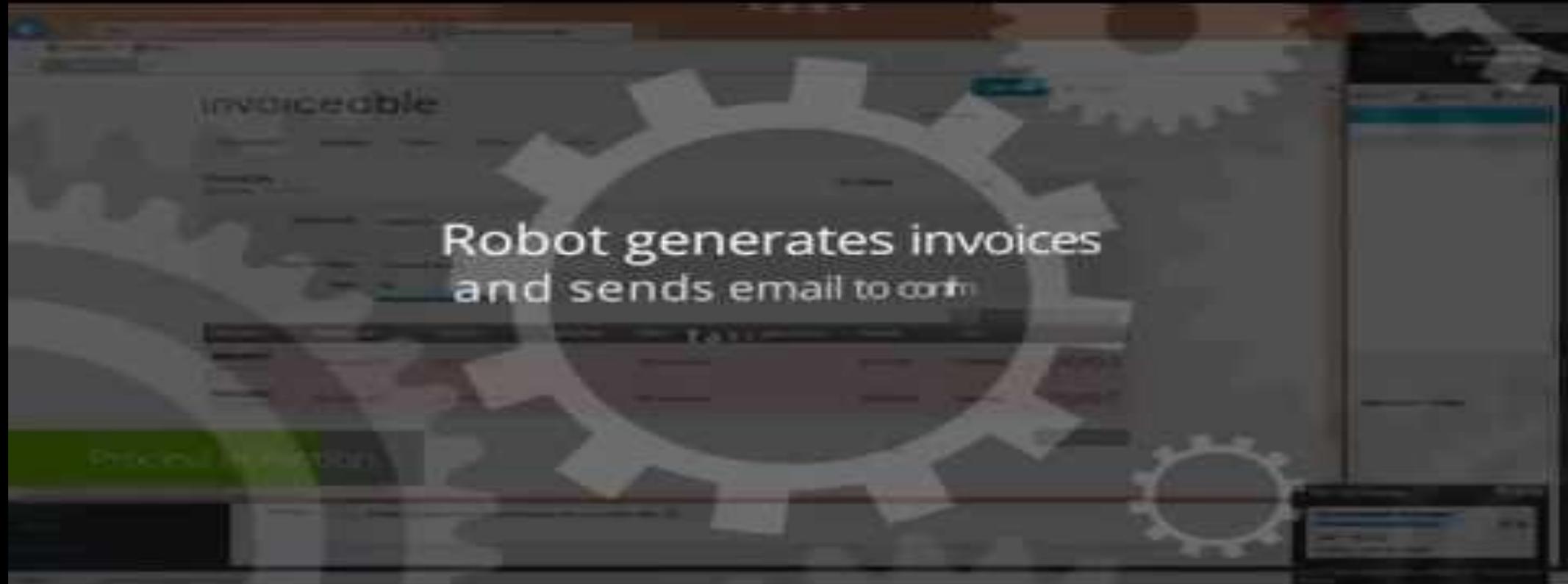
1. Cloud Computing is business technology capabilities delivered as a service. This allows for greater flexibility & scalability while also reducing up-front investment

2. Process Robotics is the automation of transaction processing across technologies. 'Bots' perform recurring processes more efficiently and with less risk of errors

3. Visualization is the innovative use of images and interactive technology commonly generated into an easily managed dashboard, allowing end users to explore large, high-density data sets

4. Advanced Analytics helps tackle the crunchy questions by sourcing greater volumes of data and performing more rigorous pattern recognition and prediction using data science

Video: Robotics in Action



Deloitte Finance 2025 Predictions



1. The Finance Factory. Transactions will be touchless as automation and blockchain reach deeper into finance operations.



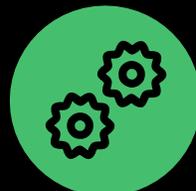
2. The Role of Finance. With operations automated, Finance will double down on business insights and service. Success is not assured.



3. Finance Cycles. Finance goes real time. Periodic reporting will no longer drive operations and decisions—if it ever did.



4. Self-Service. Self-service will become the norm. Finance will be uneasy about this.



5. Operating Models. New service-delivery models will emerge as robots and algorithms join a more diverse finance workforce. Companies will assess the benefits of automation against onshore and offshore operations.



6. Enterprise Resource Planning. Finance applications and microservices will challenge traditional ERP. Big vendors will be prepared.



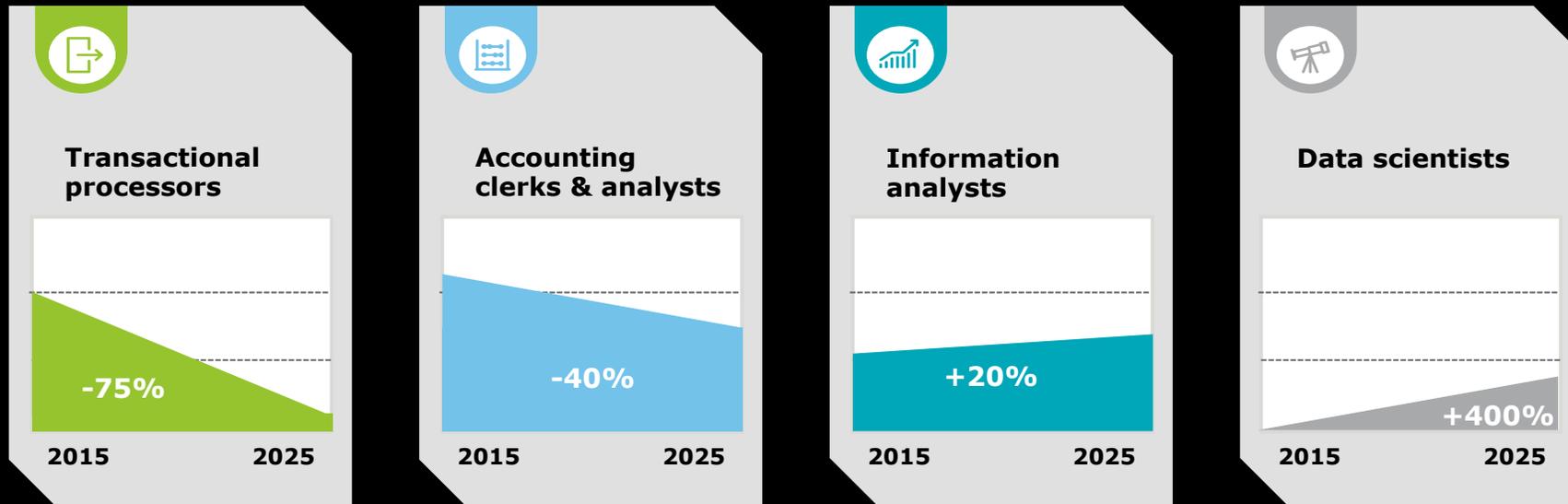
7. Data. The proliferation of APIs will drive data standardization, but it won't be enough. Many companies will still struggle to clean up their data messes.



8. Workforce and Workplace. Employees will be doing new things in new ways, some of which will make CFOs uncomfortable.

Predicted change in resourcing models

The capability and competency mix for Finance organisations will endure significant change as digital accelerates the pace of technology and innovation



The new Finance worker is not just functionally proficient; they will increasingly be asked to demonstrate non-traditional skills such as...



Application Development



Data Management



Technology Integration



Design



Story Teller

Companies try different approaches to become digital

THESE
DON'T
WORK



Focus only on digital technologies



Try to 'org design' their way to digital



Hope mobile strategies will be all they need



Just tell people to be more agile and innovative



Isolated victory or bursts of activity - then declare digital success



Buy digital skills without also training existing talent

Proving the case builds momentum

THINK BIG



Immerse Yourself in Innovation

Join an immersive experience (e.g., tour an IoT lab) to explore the “art of the possible”, incite ideas, and cultivate a culture of innovation



Build Your Ecosystem

Collaborate with suppliers, engaging with niche players, and sharing and/or offloading assets

START SMALL



Scaling the Edges

Disconnect from the core business and set up a “black ops” team to enable disruption within an established organisation



Pick One or Two Plays

Prioritise your desired tactics and pick just one or two to get started in order to establish proof of concept

ACT FAST



Prove it Works (Quickly)

Use an agile, iterative approach to move from strategy to prototyping as quickly as possible – “fail fast” and achieve rapid results



Market Your Own Success

Champion your successes to gain traction and achieve enterprise-wide adoption