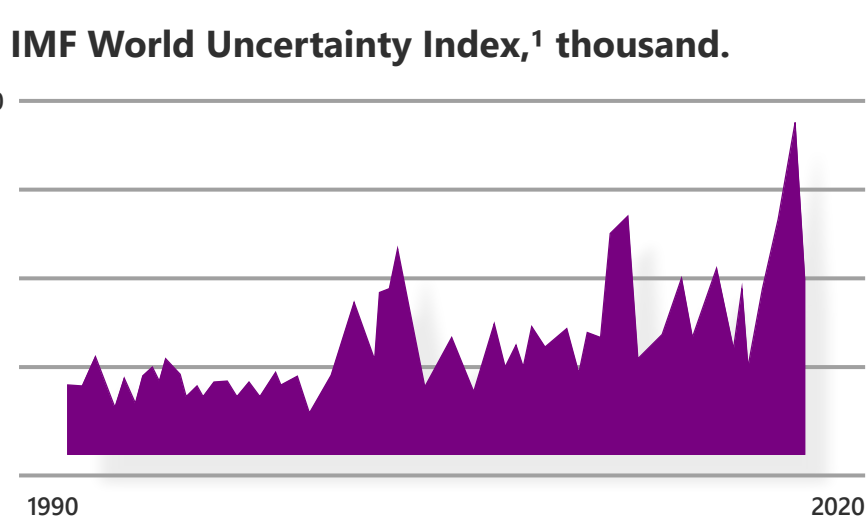


9 Emerging trends for the futurist CFO

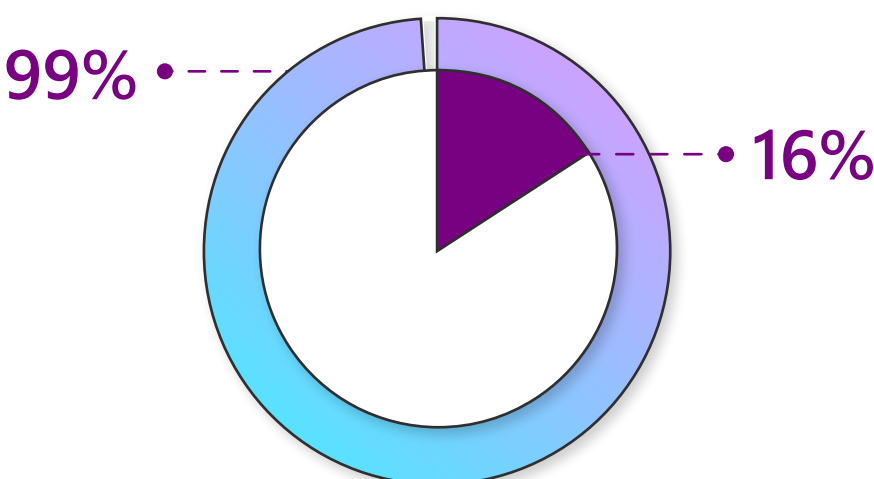
From number cruncher to strategic partner, the role of the CFO is evolving. The demand for data-driven insights and skills finance teams bring to the business has never been higher and is still growing.

1 Increased responsibility for managing complex emerging risks



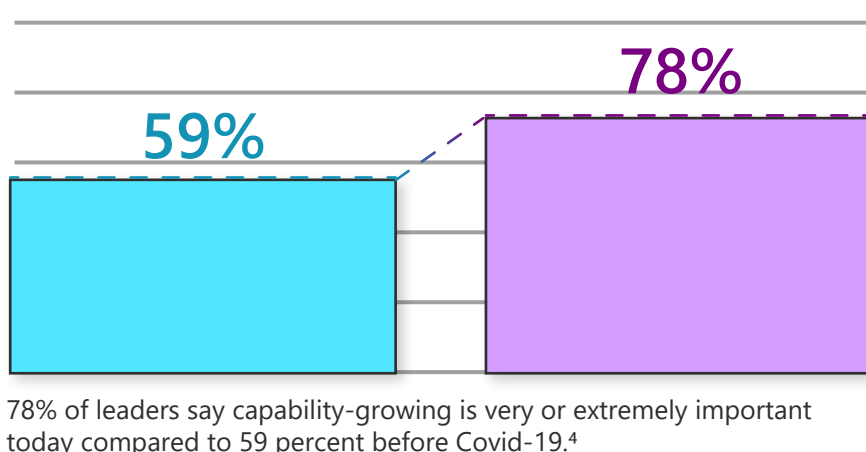
2 Increased demand for decision-ready data

Among CFOs surveyed by Accenture, 99 percent want to use real-time data to improve decision-making, yet only 16 percent can do so.²



3 Planning is more important than ever

Self-service planning has grown to become the number-one trend in planning software, with 63 percent of companies adopting it, a trend that is likely to continue.³



4 Leaders place growing importance on learning

Making the most of talent will become an even higher priority across sectors and businesses in a tight labor market.

5 CFOs will have greater participation in shaping remote and hybrid work strategies

The bottom line impact of return-to-work strategies will require CFO insights. One survey found that, on average, companies intend to **decrease office space by 30 percent**.⁵

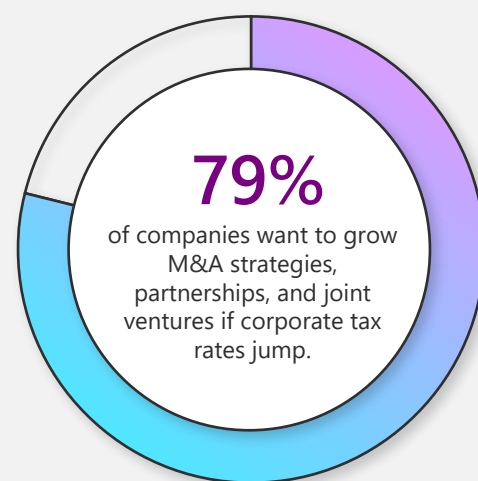


6 Liberation of finance talent through AI and automation

When asked why they implement automation, **90 percent of CFOs say it's to reduce time-consuming manual activities**.⁶

7 Increased focus on strategic transactions

Changes to corporate tax policy could fuel further growth in strategic transactions, with 79 percent of companies reporting that they want to grow M&A strategies, partnerships, and joint ventures if corporate tax rates jump.⁷



8 AI and analytics will deliver significant competitive advantage to firms that crack the culture challenge

Today, **66 percent of companies report that they lack the human resources needed to make the best use of advanced analytics**.⁸ Companies that focus on building capabilities in this area will be able to drive better decisions, faster response times, and deeper innovation.

9 Increased revenue opportunities from digitally enabled products

Nearly half (46 percent) of CFOs see the explosion of the digital economy as a high-growth opportunity.⁹



As a Microsoft partner we are committed to empowering finance as a strategic partner to the business through scalable cloud-based technology, easy-to-use business intelligence, and open, flexible solutions to serve the full range of enterprise needs.

Contact us to take the next step

¹Based on the percentage of the word "uncertain" (or its variant) in the Economist Intelligence Unit Country reports, undated.
²Accenture, "The Power of the Finance Operating Model," 2020. <https://www.accenture.com/us-en/insights/operations/smart-cfo>.
³BARC, "Infographic: Increase in Self-Service Planning in Business Departments: A Sign of the Times," 2021. <http://barc-research.com/press-release-increase-self-service-planning/>.
⁴McKinsey, "Rethink capabilities to emerge stronger from COVID-19," 2020. <https://www.mckinsey.com/business-functions/mckinsey-accelerate/our-insights/rethink-capabilities-to-emerge-stronger-from-covid-19>.
⁵McKinsey, "The future of work after COVID-19," 2021. <https://www.mckinsey.com/featured-insights/future-of-work/the-future-of-work-after-covid-19>.
⁶CFO, "CFOs Are Ready for Digital Transformation in 2021, New Survey Shows," 2021. <https://www.cfo.com/pressreleases/cfos-are-ready-for-digital-transformation-in-2021-new-survey-shows/>.
⁷Ernst & Young, "US executives rethink corporate strategies in anticipation of post-election legislation, regulation, and policy changes," 2020. https://www.ey.com/en_us/news/2020/11/ey-survey-us-executives-rethink-corporate-strategies-in-anticipation-of-post-election-legislation-regulation-and-policy-changes.
⁸BARC, "Infographic: The Future of Analytics," 2020. <http://barc-research.com/future-of-analytics-infographic/>.
⁹PwC, "From defense to offense: CFOs look to drive growth in a digital economy," 2021. <https://www.pwc.com/us/en/tech-effect/cloud/innovating-finance-with-cloud.html>.