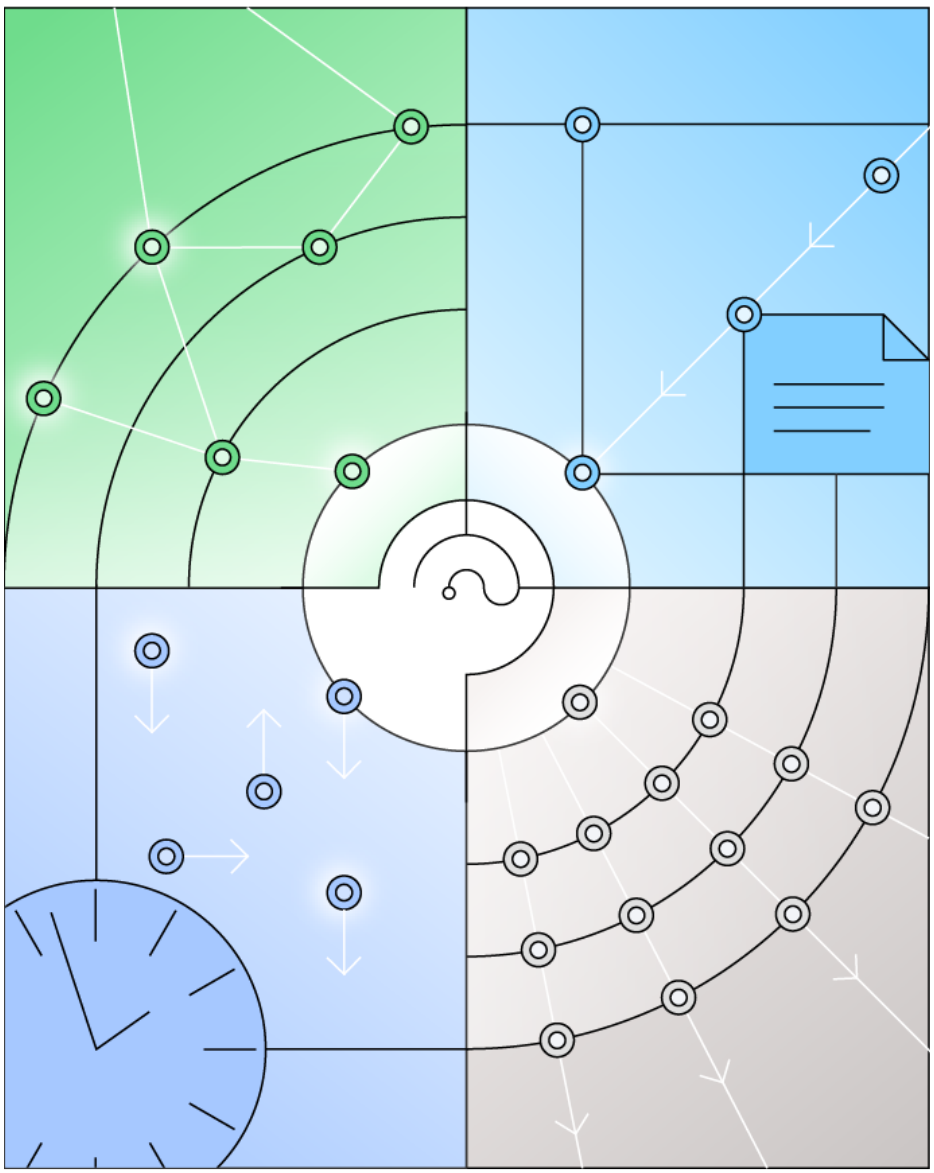


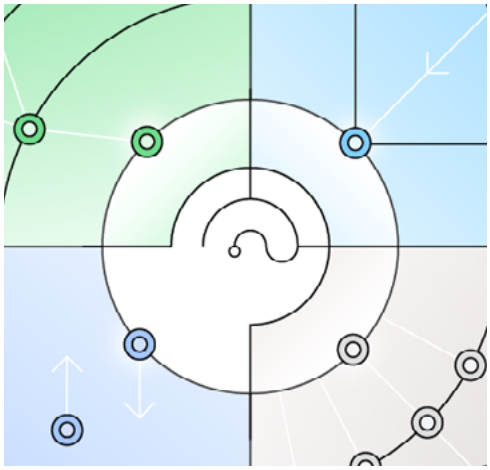
Benchmarking the AI advantage in finance

Propel precision, prowess, and performance

IBM

How IBM can help

IBM offers end-to-end finance consulting services with watsonx™ and our ecosystem of partners to help leaders transform their finance operations with artificial intelligence and automation and lead growth inside their organizations. Our client-centric approach and deep expertise delivered by our finance consultants help leaders reimagine, streamline, and optimize essential workflows. We transform how work gets done by leveraging Intelligent Workflows for Finance, IBM Consulting Dynamic Delivery Framework, AI agents and assistants, and our agile workforce—bringing together functional process expertise, technologies, and specialized services born from years of experience to accelerate finance digital transformation, deliver value creation, and enable ongoing innovation. With trust and governance built into our approach, we help you confidently scale AI across your business, delivering cost savings to the bottom line while contributing to top-line growth. To learn more, please visit ibm.com/consulting/finance.



Key takeaways

AI streamlines the finance function—enabling efficiencies and insights that help fuel growth.

AI moves the needle on operational metrics.

The adoption of AI has a significant positive impact on finance KPIs. For example, mature AI adopters complete the annual budget cycle 33% faster and cut annual accounts payable costs per invoice by 25%.

Mature AI adopters do more with their money.

They have lowered the total cost of finance as a percent of revenue by 16% and redeployed 30% of their FTEs to more value-added activities, such as scenario planning and strategic budgeting.

Sluggish AI adoption leaves finance lagging overall.

69% of CFOs say AI is central to their finance transformation strategy—but fewer than 30% are operating or optimizing traditional AI in key processes. For generative AI, those numbers fall as low as 13%.

Unlock operational excellence with AI for finance

Finance is getting an upgrade. In today's increasingly volatile business landscape, Chief Financial Officers (CFOs) are committed to making their operations more resilient.

As they face mounting pressures—ranging from rising inflation and shifting regulations to trade uncertainties and unpredictable fluctuations in the cost of capital—they're looking for ways to cut through the chaos.

AI has emerged as a stabilizing force for the finance function. The hype has given way to real-world applications that let CFOs more easily and accurately plan for future disruption. And this is a top priority for CEOs.

The IBM Institute for Business Value (IBV) 2025 CEO Study found that 67% of CEOs say allocating more budget flexibility for digital opportunities is crucial for long-term growth and innovation. However, 59% say their organization struggles to maintain the proper balance between funding existing operations and investing in innovation when unexpected changes occur.[1]

To learn how CFOs are using AI to make finance more responsive, unlock real-time insights, and streamline operations, the IBM IBV conducted three separate research studies (see "Study approach and methodology," page 19). First, we partnered with the American Productivity & Quality Center (APQC) to interview 25 finance and AI leaders about the scope of their finance AI initiatives and the metrics they used to quantify their success. We also surveyed 601 senior finance professionals from organizations using AI in their finance functions to assess AI's impact on those key performance indicators, particularly for those organizations that were on the more mature end of AI adoption (either operating or optimizing AI in their finance function). Finally, we surveyed 300 CFOs to gauge the state of AI adoption within their finance departments.

Our research reveals how the most successful finance organizations are tapping AI to transform their operations—and where these efforts are delivering the greatest value. In this paper, we'll discuss trends in AI adoption across the finance function. We'll highlight how mature AI adopters are improving finance performance by optimizing four key processes: financial planning and analysis, order-to-cash, procure-to-pay, and record-to-report. Finally, we'll outline three steps CFOs can take today to make a bigger impact with AI.

Gaining the flexible finance advantage

CFOs are under intense pressure to respond to relentless disruption. As AI-fueled transformation redefines growth strategies—and the potential of agentic AI dominates the business news cycle—CFOs are looking for responsible ways to leverage the power of AI in finance.

Nearly four in five CFOs plan to maintain or accelerate their finance organization's pace of transformational change—and AI will play a major role in this revolution. In fact, 69% of CFOs say AI is integral to their finance transformation strategy. But successfully implementing AI in finance remains complex. 56% of CFOs cite the execution of AI initiatives as a major obstacle for their finance teams, with 38% saying their finance AI budgets are inadequate to meet their strategic objectives.

Looking forward, CFOs are intentionally prioritizing technology investments to enhance their decision-making capabilities. Over the next three years, nearly twice as many CFOs intend to allocate resources toward AI and automation technologies rather than changes to their operating model or reskilling and upskilling their workforce. While skilled people continue to be a big part of the AI equation, this indicates a clear shift toward prioritizing the technical component of transformation.

This pivot also speaks to the finance function's need to accelerate AI implementation to deliver greater value. While we've seen a slight uptick in adoption between 2021 and 2025, the pace has been relatively slow. This is partially due to the complexity and resource intensity that comes with implementing AI technologies within finance.

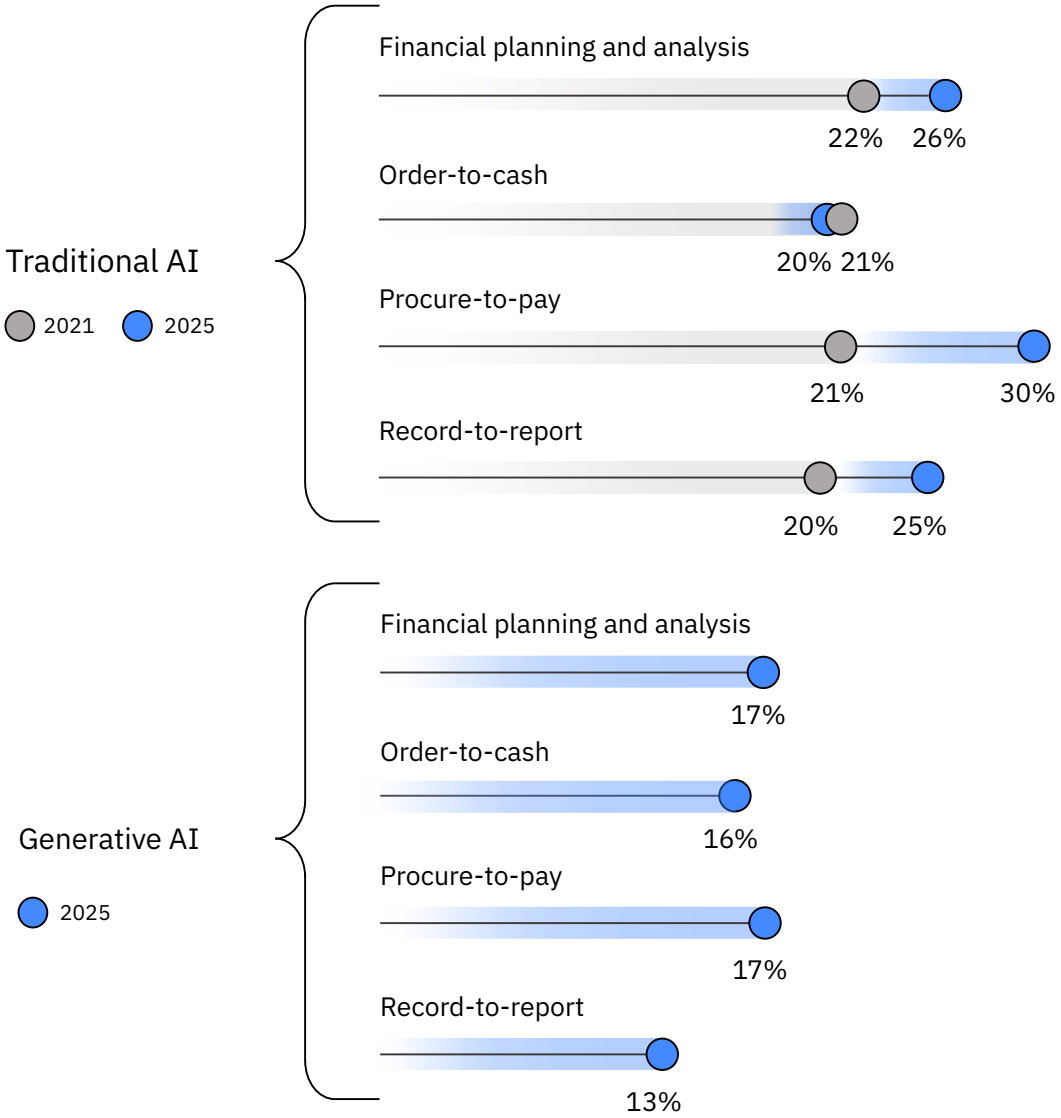
AI has emerged as a stabilizing force for the finance function. The hype has given way to real-world applications that let CFOs more easily and accurately plan for future disruption.

AI initiatives often require substantial investments in both technology and talent, which can be a barrier for organizations with limited budgets or expertise. Additionally, the need for a robust data infrastructure—and the alignment of new AI solutions with existing systems—can slow adoption. Plus, the regulatory environment and concerns around data privacy and security give CFOs pause, particularly in industries with stringent compliance requirements. Then there are concerns about the accuracy and reliability of AI applications, especially when making high-stakes financial decisions.

FIGURE 1

Inching forward

Finance organizations have made limited headway with advanced AI adoption. Percentages reflect respondents who say their organization is “operating” or “optimizing” AI.



Questions: To what extent has finance adopted traditional AI in the following processes today? To what extent has finance adopted generative AI in the following processes today?

It's a lot to navigate. As a result, the adoption of both traditional and generative AI in finance remains relatively low. The portion of organizations that are operating or optimizing traditional AI across finance function ranges from 20% to 30%—and that figure is even lower for generative AI, with rates ranging from 13% to 17% (see Figure 1).

However, there are a few areas where most finance organizations are using traditional AI more frequently than others (see Figure 2). It plays a significant role in forecasting and modeling, helping organizations predict future financial outcomes with greater accuracy. It also assists in processing customer credit, facilitating more data-driven credit evaluations. In collections, AI helps ensure timely payments and debt recovery, and in the reconciliation of the general ledger, it improves accuracy and reduces manual errors. Furthermore, AI supports the processing of intercompany transactions, simplifying the complex and often time-consuming process of balancing accounts across various entities within a company.

Generative AI—and the AI assistants and agents it powers—is poised to open the door to an even broader set of use cases (see Figure 3). Given its promise, 53% of CFOs say they need to adopt gen AI quickly to stay competitive. Most CFOs intend to use it in integrated financial planning, enabling businesses to link various financial planning processes and data sources for more comprehensive insights.

In planning and budgeting, for example, gen AI assistants and agents can quickly provide the data needed to improve budget forecasting and alignment with organizational goals. Gen AI can also power more dynamic, real-time reporting that reflects the most up-to-date financial data. Using structured financial data (from ERP systems, for instance), gen AI assistants and agents can create detailed, insightful financial reports—such as profit and loss analysis, variance reports, forecasting summaries, and board decks.

Generative AI can also evaluate potential suppliers and create contracts based on specific criteria, leading to streamlined supplier selection and more informed purchasing decisions. CFOs expect these sophisticated capabilities—and so many more—to significantly reduce manual effort while improving strategic decision-making and overall financial performance.

Looking ahead, CFOs are committed to extending AI usage across finance processes. More than four in five CFOs say it's important to adopt traditional AI in financial planning and analysis (84%) and procure-to-pay (83%). Similarly, 81% and 78% say it's important to adopt gen AI in procure-to-pay and order-to-cash, respectively. This widespread intent to broaden AI adoption underscores CFOs' growing recognition that AI can revolutionize finance operations—and that urgent action is needed to stay ahead of the curve.

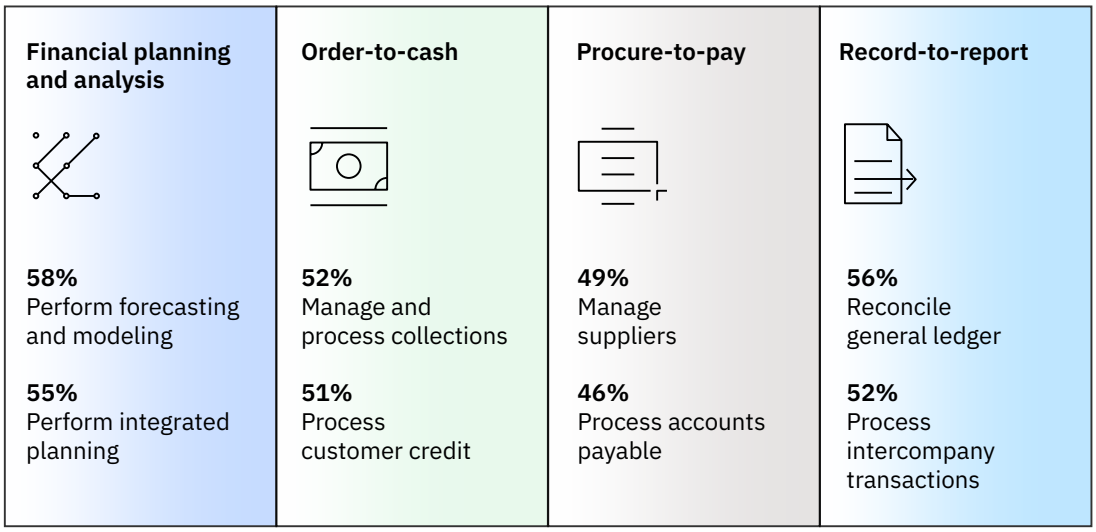
69%

of CFOs say AI is integral to their finance transformation strategy.

FIGURE 2

The automation equation

Organizations have made the most headway with adopting traditional AI in a few key process areas.

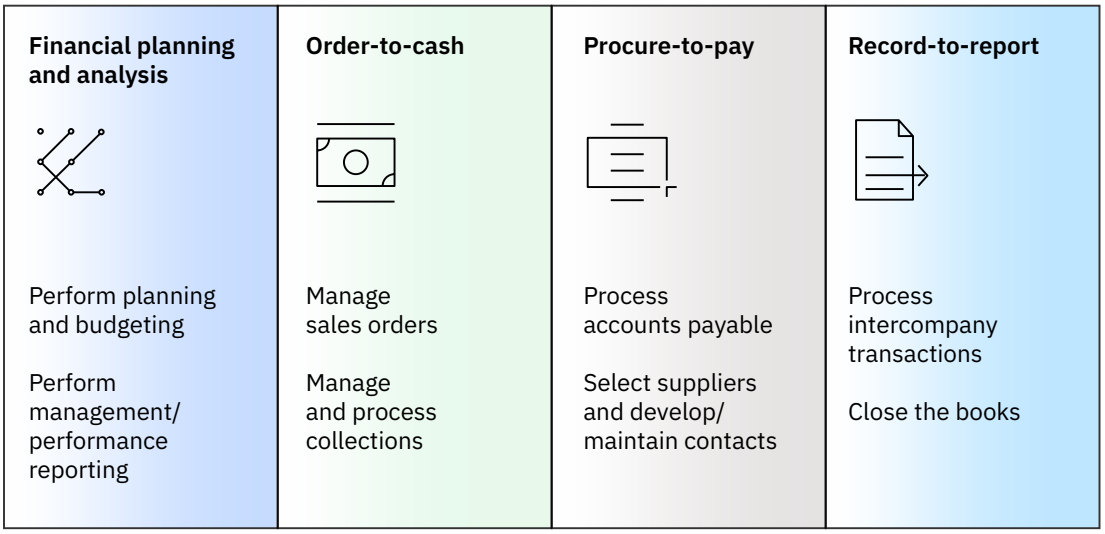


Questions: In which financial planning and analysis processes have you adopted traditional AI? In which order-to-cash processes have you adopted traditional AI? In which procure-to-pay processes have you adopted traditional AI? In which record-to-report processes have you adopted traditional AI?

FIGURE 3

Gen AI extends its reach

Most CFOs expect to use gen AI in a handful of top priority use cases.



Questions: In which financial planning and analysis processes have you adopted/will adopt generative AI? In which order-to-cash processes have you adopted/will adopt generative AI? In which procure-to-pay processes have you adopted/will adopt generative AI? In which record-to-report processes have you adopted/will adopt generative AI?

Case study

Solar Coca-Cola's new operating model succeeds with the help of a continuous, integrated planning platform[2]

Based in Solar Coca-Cola's headquarters in Fortaleza, on Brazil's northeast coast, Hermeson Anibal Marques leads a team of about a dozen in the finance department, whose mission is to report the numbers to the many decision-makers who rely on them. As a 10-year veteran in the reporting area, Marques, as much as anyone, can speak to how much financial reporting has evolved at Solar—Coca-Cola's second-largest bottler in Brazil and the 15th largest in the world—within a surprisingly short timeframe.

"As a kind of reporting hub in the company, it was up to our team to gather financial information from many internal sources and transform it—through a series of spreadsheet-based models—into highly tailored 'slices' suitable for planning, budgeting and more," Marques explains. "A lot of what we did involved running simulations of various decision scenarios, and it was almost all manual and it took a lot of time to run them."

A new operating model—powered by game-changing insights

Over many months, Solar had been acquiring other bottling companies within Brazil to expand its market presence and gain market share. In parallel with this expansion, Solar was also moving to further decentralize its business.

For this model to succeed, Solar needed to ensure that the right data—sliced to a high-level of granularity—was available to each decentralized unit for planning and decision-making purposes. The problem, says Marques, was complexity. "Our existing system simply couldn't handle how complex the data reporting and modeling had become. We needed a planning tool that could accommodate the complexity of our business."

From an implementation standpoint, the challenges to building such a system were two-fold. The first was knowing how to use the right financial data elements to properly frame Solar's most important business decisions. The other big challenge relates directly to the type of decentralized decision-making Solar is moving toward.

In the big picture, Solar was asking CTI Global, an IBM Business Partner focused on decision-support solutions, to optimize the processes by which it ran the financial simulations. That meant making the process not only faster and more accurate, but also more flexible in terms of its ability to support decentralized analysis by Solar's different business units.

A "revolution" in financial reporting

In a little over five months, and working closely with Solar's finance team, CTI designed and implemented an integrated planning solution that Solar is now running and maintaining on its own. As part of the knowledge transfer phase, at the tail end of the project, designated members of the finance team learned how to use the business rules function at the core of the Planning Analytics platform.

"The fact that we can rely on ourselves to adapt the system as needed gives us a huge amount of flexibility," Marques, asserts, "and that means our team is more efficient and more productive."

Perhaps the clearest evidence of this efficiency is what Marques and his team are not doing: pulling data extracts together from multiple sources, loading them into spreadsheets and running slow and error-prone models. "For the team as a whole, we're saving five to seven days every month in the time we used to spend building spreadsheet reports," says Marques. "And in terms of overall output, we've been able to deliver about 10 times as much information—and deeper insights—to our internal users, all with the same number of people."

Faster, better, cheaper: Measuring the real-word value of AI in finance

Not all AI strategies are created equal. Despite the broad acceptance of AI's potential, 44% of finance organizations either have no AI execution plan or are struggling to implement it effectively.

What's holding them back? Disconnected data, budget restrictions, resource limitations, and execution challenges, for starters. But some finance organizations have overcome these obstacles more effectively than others.

"Mature AI adopters," which we define as organizations operating or optimizing AI technology in their finance function, have been able to reduce costs and redeploy resources at a higher rate than their peers.

This group of leaders, which makes up only 35% of our respondents, attribute a 16% reduction in their total annual finance function cost as a percentage of revenue to AI implementation. This quantifies the substantial gains that come from effective AI strategy execution and underscores the importance of fully optimizing AI's capabilities in finance. These adopters have also redirected 30% of their resources to high-value activities, compared to just 10% of all others.

Mature AI adopters quantify the impact of AI on finance using a balanced set of cost, efficiency, and quality metrics (see Figure 4). In the following sections, we will highlight the performance boost mature organizations have seen since adopting AI by comparing current, real-world data with estimates of past performance for key metrics (see "Study approach and methodology," page 19).

44%

of finance organizations either have no AI execution plan or are struggling to implement it effectively.

FIGURE 4

The merit of maturity

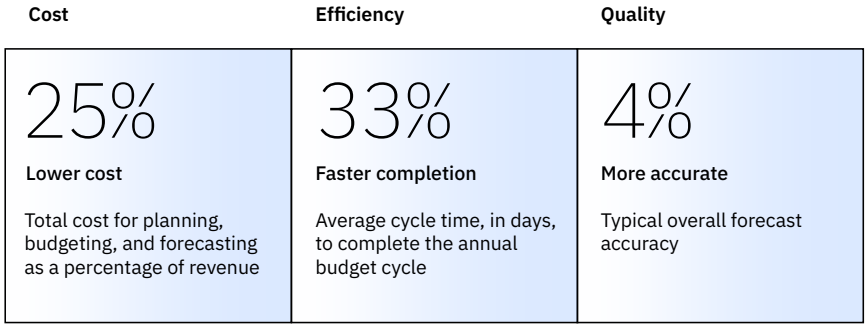
Cost, efficiency, and quality metrics highlight the value of advancing AI in finance.

	Cost	Efficiency	Quality
Financial planning and analysis 	Total cost for planning, budgeting, and forecasting as a percentage of revenue.	Average cycle time, in days, to complete the annual budget cycle.	Typical overall forecast accuracy.
Order-to-cash 	Total annual value of uncollectable balances as a percentage of revenue.	Cycle time, in days, from transmission of invoice to receipt of payment. Average days sales outstanding.	
Procure-to-pay 	Total annual cost for the accounts payable process per invoice processed.	Cycle time, in days, from receipt of invoice until approved and scheduled for payment.	Percentage of purchase orders processed first-time error-free.
Record-to-report 	Average cost to process a journal entry.	Cycle time, in days, to perform monthly close.	Percentage of journal entries that are first-time error-free.

Source: IBV Performance Data and Benchmarking, 2024

FIGURE 5

The impact of AI maturity on financial planning and analysis metrics



** AI impact: Computed at respondent level. AI contribution as a percentage of respondent's current value (median). Median = 0.055% for total cost for planning, budgeting, and forecasting as a percentage of revenue. Median = 31.5 days for average cycle time, in days, to complete the annual budget cycle. Median = 96% for typical overall forecast accuracy.*
Source: IBM IBV Performance Data and Benchmarking, 2024

Financial planning and analysis

AI helps finance teams see the future in clearer focus. Mature AI adopters have realized lower costs, faster cycle times, and improved quality in the financial planning and analysis process (see Figure 5).

By using AI to automate manual tasks, such as data collection, consolidation, and reconciliation, these organizations achieved a 25% lower cost for planning, budgeting, and forecasting as a percentage of revenue. AI algorithms also help optimize planning, budgeting, and forecasting processes by analyzing historical data, leading to additional cost savings.

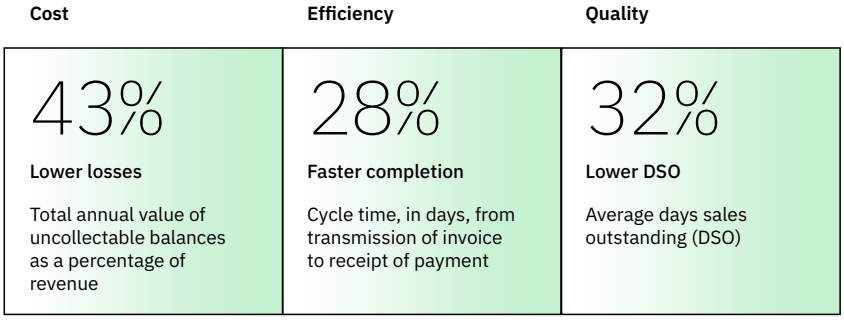
Mature AI adopters also shortened the average annual budget cycle by 33% by streamlining the aggregation of financial data from various sources. It works like this: AI-powered tools reduce delays by integrating with existing financial systems. They use machine learning algorithms to clean and standardize data from various departments and business units in real time, providing teams with reliable information.

As teams input budget projections, these tools leverage historical data and predictive analytics to suggest adjustments based on trends, market conditions, and regional performance. This enables agile decision-making through scenario simulation and real-time financial impact analysis, reducing time spent finalizing the budget.

AI also helps improve forecast accuracy by accessing and analyzing greater volumes of market data faster than humans ever could—which in turn informs more accurate predictions for profits, revenues, and expenses. This lets teams make better business decisions, such as reallocating resources or adjusting revenue projections, in response to change. Using this approach, mature adopters improved their overall forecast accuracy by 4% on average, thanks to AI's capacity to analyze vast data from multiple sources and identify patterns that might go unnoticed by finance staff.

FIGURE 6

The impact of AI maturity on order-to-cash metrics



** AI impact: Computed at respondent level. AI contribution as a percentage of respondent's current value (median). Median = 0.69% for total annual value of uncollectable balances as a percentage of revenue. Median = 15 days for cycle time, in days, from transmission of invoice to receipt of payment. Median = 27 for average days sales outstanding.*
Source: IBV Performance Data and Benchmarking, 2024

Order-to-cash

AI helps finance organizations collect the money they're owed faster and more effectively. Mature AI adopters see improved cash flow, reduced cycle times, and enhanced efficiency in the order-to-cash process (see Figure 6).

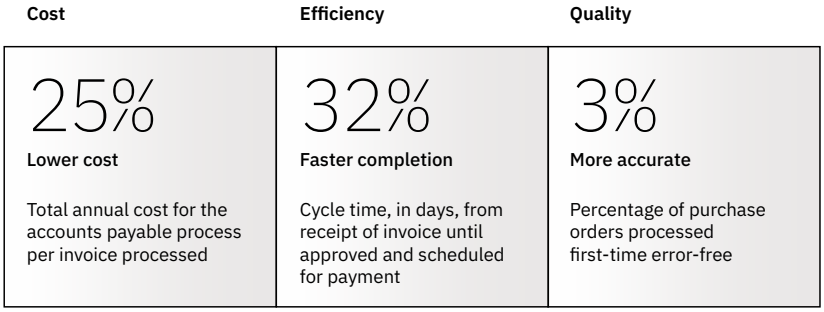
On average, these organizations attributed a 43% decrease in the total annual value of uncollectable balances as a percentage of revenues to AI. This improvement comes, in part, from using AI algorithms to consider numerous variables beyond traditional credit scores, which helps them assess customer creditworthiness more accurately and reduces default risk. AI models can also predict uncollectable accounts in collections, enabling more proactive risk mitigation.

Mature AI adopters also shortened the invoice-to-payment cycle by 28%. One way they speed up the process is by using AI-fueled systems to automate invoice generation and delivery. For example, AI-powered optical character recognition technology can identify and extract information such as text, tables, signatures, and data. AI systems can also match payments to outstanding invoices efficiently, which increases the accuracy of accounts receivable records and accelerates revenue recognition.

AI-driven automation reduces time and resources spent on collections, as well. In fact, mature AI adopters decreased average days sales outstanding by 32% on average. AI algorithms make this possible by analyzing market conditions, customer data, and other variables in real time, then dynamically adjusting payment terms. This allows finance teams to prioritize past-due accounts based on payment history, creditworthiness, and other factors. For example, by identifying customers who may be at risk of defaulting on payments, AI helps collectors take proactive measures, such as contacting customers early to provide reminders, setting up payment plans, or offering incentives to prevent late payments or defaults.

FIGURE 7

The impact of AI maturity on procure-to-pay metrics



** AI impact: Computed at respondent level. AI contribution as a percentage of respondent's current value (median). Median = $5.00 for total annual cost for the accounts payable process per invoice processed. Median = 25 days for cycle time, in days, from receipt of invoice until approved and scheduled for payment. Median = 95% for percentage of purchase orders processed first-time error-free.*
Source: IBV Performance Data and Benchmarking, 2024

Procure-to-pay

AI helps finance organizations move faster while making fewer mistakes. Mature AI adopters have reduced costs, shortened cycle times, and improved quality in the procure-to-pay process (see Figure 7).

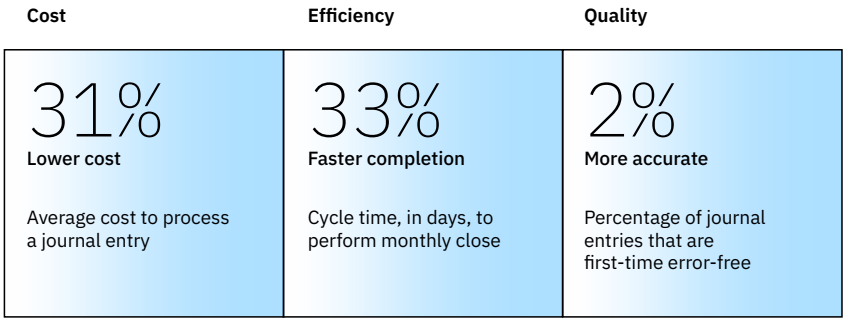
Thanks to AI, these organizations have reduced the total annual cost of invoice processing by an average of 25% and shortened the invoice-to-approval cycle by 32%. AI makes this possible by analyzing historical data to identify bottlenecks and inefficiencies in approval workflows. AI also limits errors in the accounts payable process, reducing reconciliation, dispute resolution, and exception handling costs.

Mature AI adopters also process 3% more purchase orders error-free the first time, on average. By validating purchase order data against criteria such as contract terms and inventory levels, AI can flag discrepancies to help ensure accurate submissions. AI-powered optical character recognition technology can also automate data extraction, alleviating manual data entry, and intelligent workflows can automate repetitive tasks, reducing human error.

AI helps finance organizations move faster while making fewer mistakes.

FIGURE 8

The impact of AI maturity on record-to-report metrics



** AI impact: Computed at respondent level. AI contribution as a percentage of respondent's current value (median). Median = $4.67 for average cost to process a journal entry. Median = 6 days for cycle time, in days, to perform monthly close. Median = 96% for percentage of journal entries that are first-time error-free.*
Source: IBV Performance Data and Benchmarking, 2024

Record-to-report

AI helps make bookkeeping a breeze. Mature AI adopters have reduced cost, shortened cycle time, and enhanced quality in the record-to-report process (see Figure 8).

These organizations reduced the average cost to process a journal entry by 31% by using AI to automate manual processes, such as data entry, reconciliation, and validation, in journal entry processing. AI detects errors and improves the accuracy of journal entries, reducing time and resources spent on corrections and audits.

Mature AI adopters also cut the monthly close cycle time by 33%, on average. AI tools expedite the process by streamlining manual tasks, such as data entry, processing, and account reconciliation, and anticipating discrepancies. They can also make intercompany processing and settlement faster and easier.

Leveraging AI, these organizations also improved the percentage of first-time error-free journal entries by 2%, on average. AI-powered systems improve accuracy by validating journal entries against predefined rules and historical data—and identifying patterns of errors in journal entries to ward off future mistakes.

Case study

Orange reinvents performance management[3]

As a global leader in telecommunications and digital services, Orange serves nearly 298 million customers with a range of fixed and mobile solutions, along with professional services.

Recently, the Group created a new 'finance solutions and data' division within the financial department to unify and enhance its finance solutions and accelerate data utilization across the entire Group. Orange subsequently initiated a search for a new global EPM solution in SaaS mode, aligning with the Group's commitment over the past few years to cloud migration. IBM Planning Analytics emerged as the top choice.

"We are fully on board with IBM Planning Analytics due to its ability to manage large volumes of data and its support for users to generate ad hoc reports independently," said Benoit Lampuré, Director of Finance as a Service at Orange Group.

First go-lives in just 6 months

Orange's EPM system offers extensive functional coverage, including:

- Internal financial reporting management for each country, encompassing actual analysis, P&L management, and costing.
- Budget information collection from each country, including budgets, strategic plans, and budget models.
- Tailored applications for specific countries or activities.

However, to meet the tight deadlines, multiple concurrent projects were necessary.

“We focused on reusing existing work by developing a core model. Each project was supported by dedicated teams of experts from Orange and IBM. Additionally, we established a cross-functional team with IBM to ensure uniformity in development processes and methodologies across all projects,” said Lampuré.

IBM Planning Analytics is slated for full deployment across the entire group and all targeted functional areas in 2025, expanding the user base to 1,500. Orange is also exploring several new use cases to assess the impact of AI and analytics on its finance function. Additionally, Orange is experimenting with generative AI for management controllers. “The goal is to identify key events within specific areas and generate AI-driven comments that provide initial data analysis, which our controllers can then synthesize,” said Lampuré.

Orange’s EPM transformation resulted in successful go-lives in just six months, including tailored applications for specific countries or activities.

Action guide

As AI transforms the finance landscape, CFOs must move beyond experimentation to deliver real business value—and help their organizations drive efficiency and growth. A data-centric culture is no longer a nicety, but a necessity, and CFOs must lead the charge for change. But revolutionizing finance operations will take careful planning and expert execution.

Here are three things finance leaders must do now to help their organizations boost performance and enable long-term growth.

01

Create a strategic blueprint for transformation

Broaden the scope of AI implementation to optimize end-to-end finance workflows. Embed AI strategy within a larger, integrated approach that spans cloud infrastructure, application modernization, and data strategies. Go beyond automating routine tasks—seek out high-impact opportunities that deliver tangible value. Prioritize real-time data integration and predictive modeling to enhance strategic decision-making, ensuring AI synergizes with complementary technologies.

Pinpoint processes ripe for transformation. Understand the distinct roles of AI—traditional AI (rules-based decisions), generative AI (text generation), and agentic AI (autonomous decision-making). Focus on areas where each type of AI can drive the most value. For example, use traditional AI for routine task automation, generative AI for dynamic reporting, and agentic AI for fraud detection.

Build compelling business cases. Develop a rigorous framework to assess the business potential of AI initiatives, evaluating both feasibility and impact. Establish measurable metrics—cost, efficiency, and quality—that track AI's value over time. Make integration with ERP and accounting systems mandatory. Show how AI will augment, rather than replace, human roles.

Make your infrastructure AI-ready. Review and upgrade existing financial systems, data infrastructure, and analytics tools to support AI integration. Ensure data is clean, integrated, and available for AI models, fostering an interconnected data ecosystem that enables seamless data flow across finance, sales, and operations.

02

Ignite rapid-fire AI innovation

Work closely with data science teams and AI specialists to refine models and adjust strategies swiftly. Adopt shared AI tools that are accessible and user-friendly. Encourage agile, iterative experimentation, where AI tools are piloted across different parts of finance to validate both business value and scalability before full-scale implementation.

Break down silos for seamless execution.
Collaborate closely with departments beyond finance, including IT, sales, and operations, to help ensure AI solutions address cross-departmental challenges and enhance overall business efficiency. For instance, with AI-driven profitability analysis, be sure finance focuses on generating insights, IT manages infrastructure and security, operations optimize supply chains, and sales uses demand forecasting to adjust strategy.

Iterate toward excellence.
Design and execute proof-of-concept projects in targeted areas, such as predictive analytics for budgeting or automation of reporting, to assess AI feasibility and effectiveness. Use these experiments to learn what works—and what doesn't—and refine your strategy.

Encode AI expertise into your team culture.
Invest in upskilling finance teams with the necessary AI-related competencies, such as data science, machine learning, analytics, and working with cyber support assistants.

03

Deploy AI with precision and purpose

Adopt AI solutions designed to be adaptive and self-learning. Make continuous feedback loops and automated optimization processes part of the AI implementation cycle. Adapt AI solutions to shifting market conditions and operational changes as they emerge. Invest in AI governance, ethical considerations, and a data-driven culture across the finance function.

Scale successful pilots.
Once pilot projects demonstrate value, expand them. Integrate AI solutions seamlessly with existing systems, processes, and workflows to increase impact.

Keep your eye on the prize.
Continuously measure the impact of AI implementations by tracking key performance indicators. Use these metrics to assess whether the AI strategy is meeting business goals.

Create AI checks and balances.
Develop policies and procedures focused on ethical, responsible, and transparent AI adoption. Outline practices to protect data privacy, mitigate bias, and align AI strategies with overall business ethics and compliance standards.

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Monica stands at the forefront of finance transformation and AI-first finance. With more than 20 years of experience in industry and consulting roles, Monica is known for catalyzing hypergrowth and driving measurable outcomes by refining finance operating models. Her end-to-end approach encompasses human-centric transformations, coupled with ERP modernization, intelligent operations, AI-driven workflows, and robust data strategies.

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Study approach and methodology

In partnership with APQC, we interviewed 13 finance and 12 AI leaders representing nine major industries and five countries to understand the scope of their finance AI initiatives and confirm the metrics used to assess the success of those initiatives.

Following the interviews, we surveyed 601 senior finance personnel in the second half of 2023 (roles included CFO, Finance Director, Controller, and Finance Manager). The research focused specifically on measuring the impact of AI technology on key finance function performance metrics. Respondents were screened to include only those organizations that were piloting, implementing, operating, or optimizing AI technology in their finance function.

For a series of finance KPIs, we asked the AI adopters:

- What is your value for the KPI today? (This includes the influence from AI, since these are AI adopters.)
- What do you estimate that your KPI value would be, were it not for AI?

We calculated the influence of AI at the respondent level in two ways (see Figure 9):

- AI contribution to KPI score: the raw difference made by AI to the KPI score
- AI impact as a percentage of the respondent's current value

FIGURE 9

How we calculated the influence of AI on KPIs

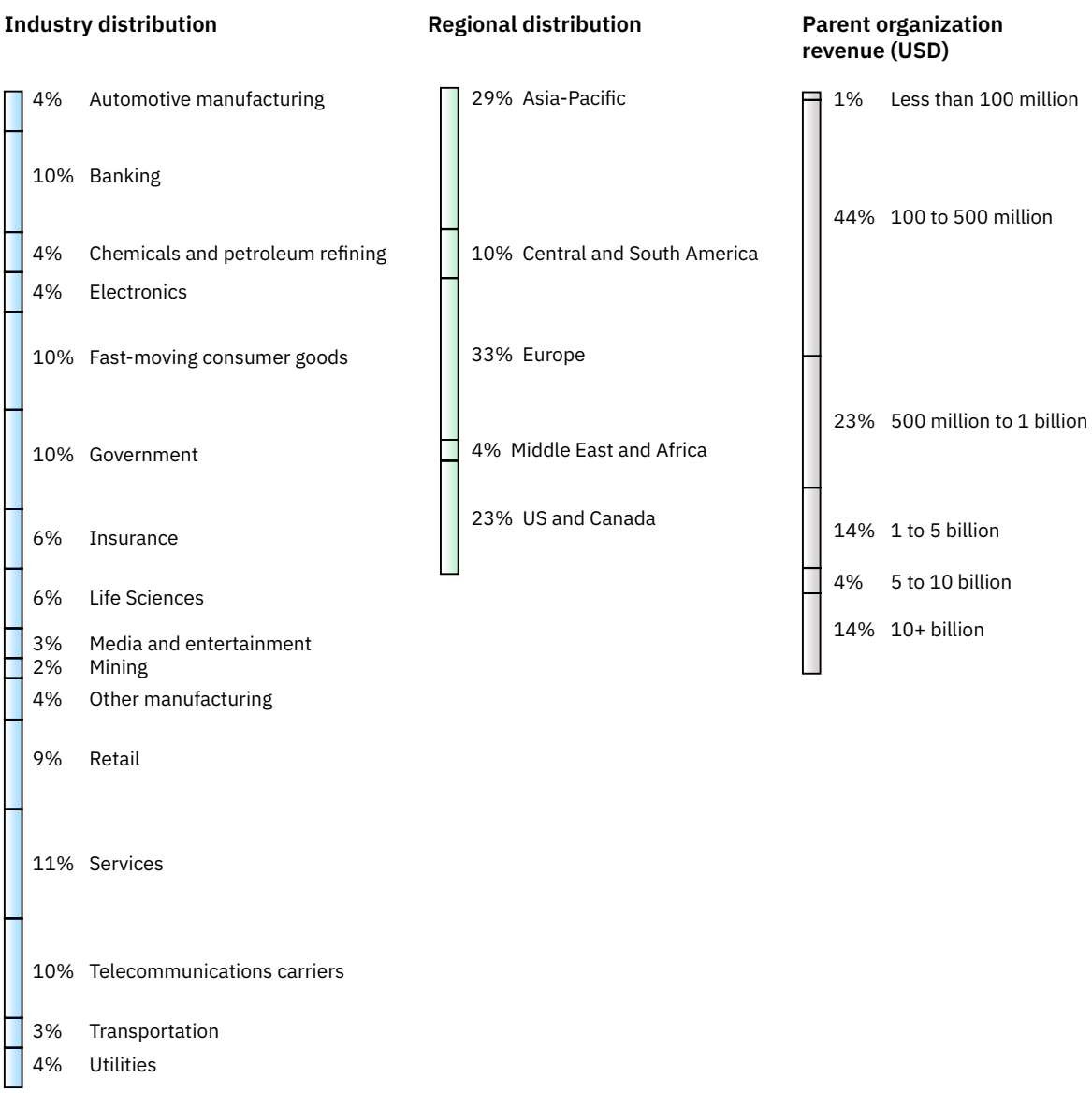
Sample measurements of AI impact on KPIs

	Increase Typical overall forecast accuracy	Decrease Cycle time, in days, from receipt of invoice until approved and scheduled for payment
KPI score (with AI)	**95%**	**30 days**
Estimation of KPI score without AI	**91%**	**40 days**
AI contribution to KPI score	**+4%**	**-10 days**
AI impact (AI contribution as percentage of KPI score)	**+4%/95%=4%**	**-10/30=-33%**

The scope of the survey was global, including 29 geographies across the Americas, Europe, Asia-Pacific, the Middle East, and Africa. The surveyed enterprises represented 16 industries and included a range of enterprise sizes (see Figure 10). Data cited in this study is self-reported by survey respondents.

FIGURE 10

Survey demographics– 601 senior finance leaders

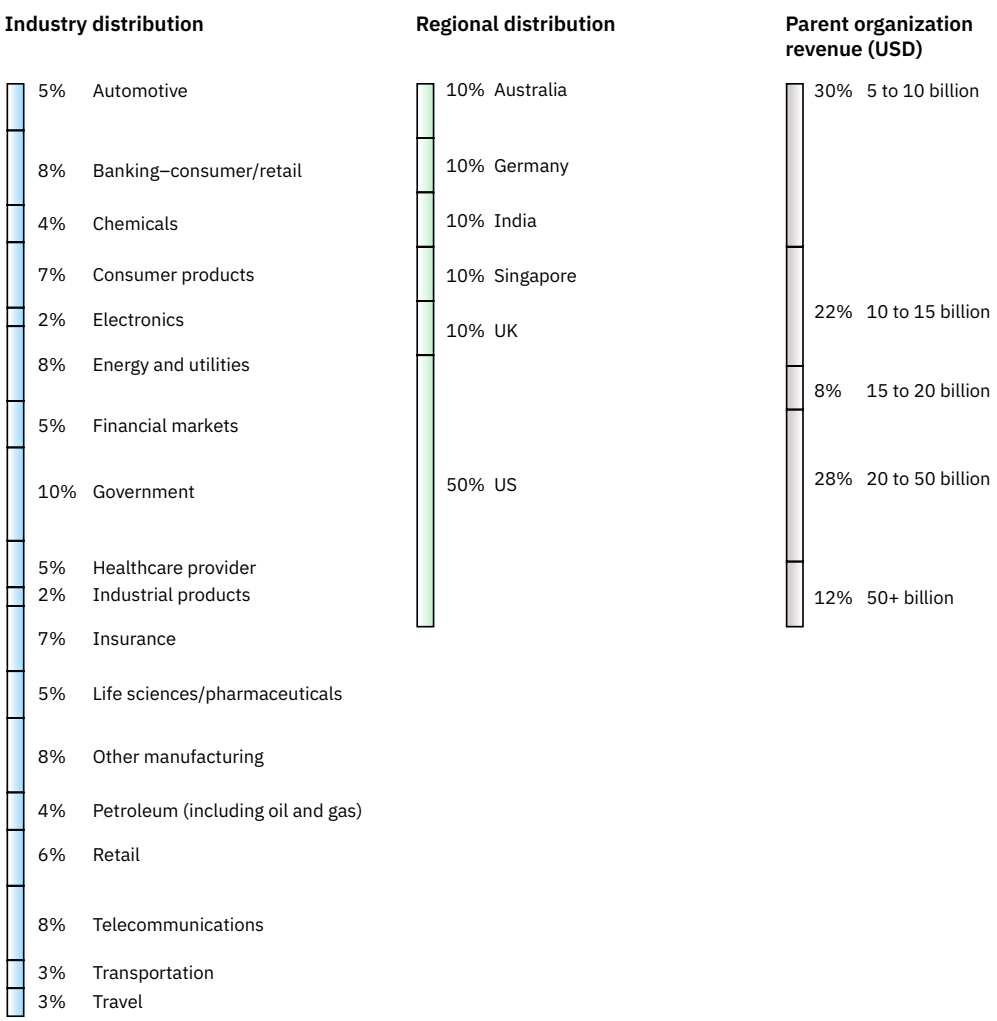


Percentages may not add up to 100% due to rounding.

In January 2025, 300 CFOs were surveyed to assess the state of AI (traditional and generative) in their finance organizations. The surveyed enterprises represented 16 industries and included a range of enterprise sizes (see Figure 11). Data cited in this study is self-reported by survey respondents.

FIGURE 11

Survey demographics–300 CFOs



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Notes and sources

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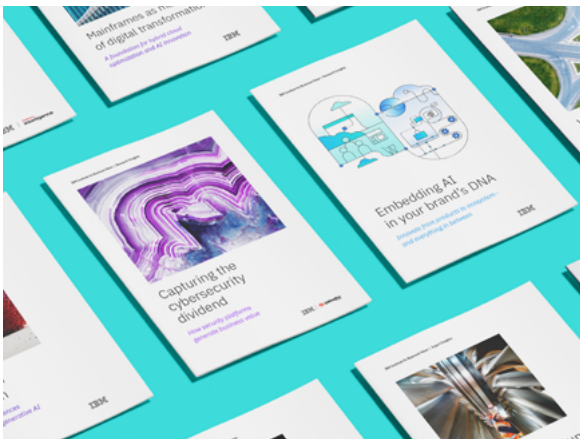

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