

Finance as the essential trusted business partner

To become indispensable, Finance needs next-generation enterprise performance management



Finance has emerged as the key function to help lead decision making, develop resiliency, and capitalize on transformation.

Leaders have established an enterprise performance management foundation with a data-driven culture.



Question: To what extent has your organization invested in each of the following talent initiatives associated with enterprise performance management? Percentages represent the number of respondents who selected 4 or 5 on a 5-point scale.

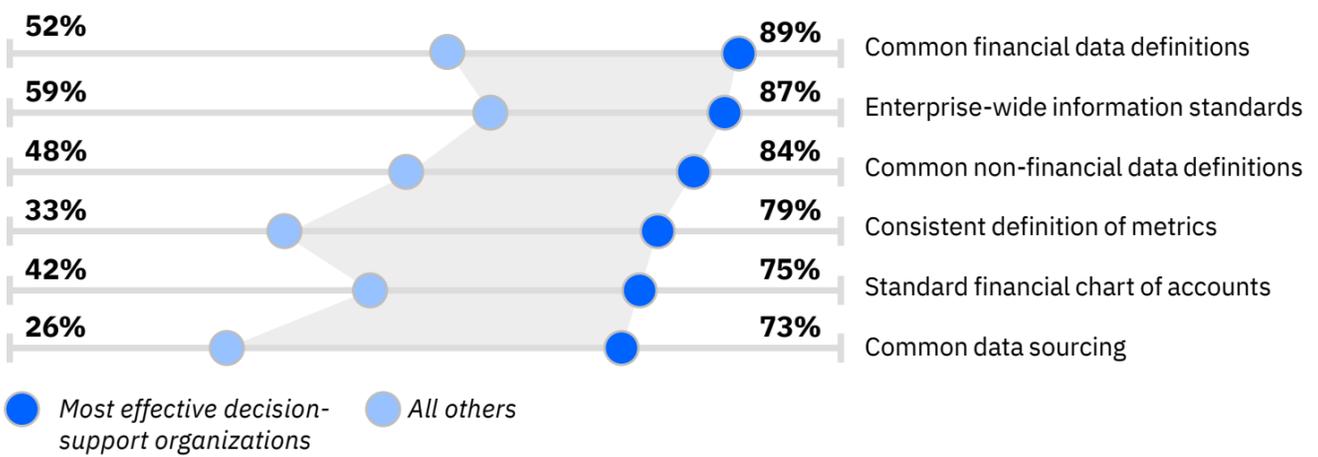
Leaders have implemented advanced financial planning and analysis processes.

#X = more leaders have implemented the technology # times versus their peers

FP&A process area	Implementation of technology by majority of leaders			
	ERP	Robotic process automation	Predictive analytics	AI
Planning	95%	63% 3X		57% 2X
Cash forecasting	71%	65% 3X	61% 2X	58% 2X
Revenue forecasting	83%	51% 2X	54% 2X	52% 2X
Management reporting	65%	52% 2X	52% 3X	
Profitability analysis	73%	54% 2X		53% 2X
Expense forecasting	75%	58% 3X	53% 2X	

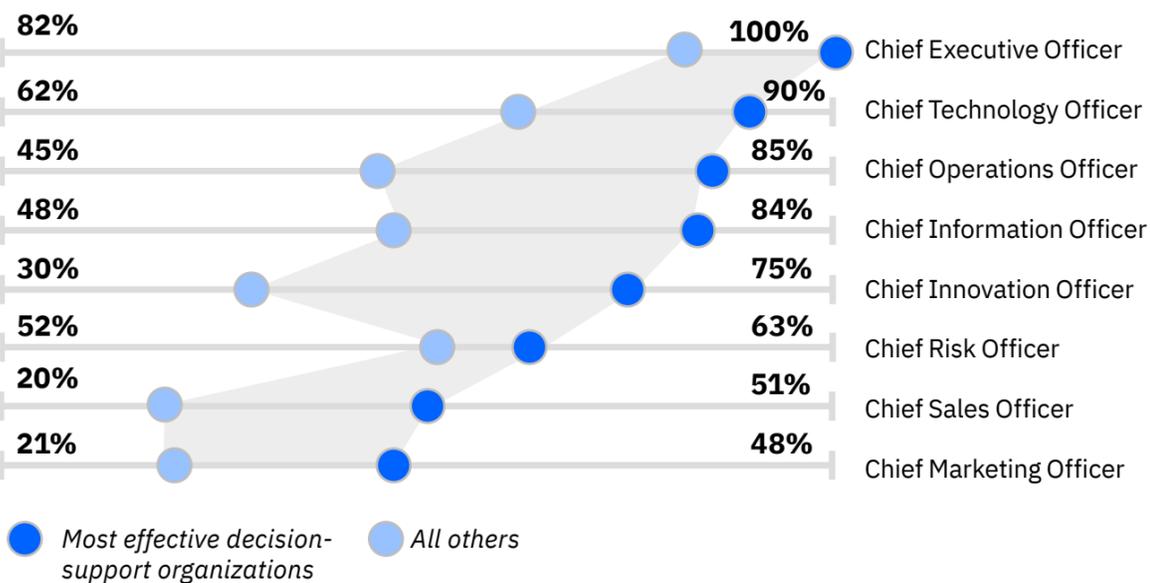
Question: Which of the following technologies have you implemented within the financial planning and analysis (FP&A) process areas?

Leaders have created trust in data to elevate decision making.



Question: To what extent have you implemented the following data management initiatives as part of enhancing your EPM capabilities? Percentages represent the number of respondents who selected 4 or 5 on a 5-point scale.

Leaders are adept at partnering across the C-suite to guide strategy execution and develop resiliency.



Question: To what extent does your Finance function collaborate with the following members of the C-suite regarding EPM? Percentages represent the number of respondents who selected 4 or 5 on a 5-point scale.

Are you ready to reinvent your Finance's decision support capabilities? Unlocking new value from enterprise data faster requires CFOs accelerate the digitization of their enterprise performance management capabilities.

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Source: In cooperation with Oxford Economics, the IBM Institute for Business Value surveyed Chief Finance Officers and Vice Presidents/Directors of Financial Planning and Analysis in 21 countries between July and August 2019. In total, 500 respondents participated in the study—16 percent from North America, 12 percent from South America, 31 percent from Europe, 12 percent from the Middle East and Africa, and 29 percent from Asia Pacific.