

jaarcongres
finance transformation

2015 // Your next move: making the business case for finance

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Building the Next Generation Finance Function





CIMA

The Finance Digital Imperative:

Measure & Manage What Matters Next

Moderator:

Michael van Asperen – Alex van Groningen

Speakers:

Peter Simons – Development & Innovation Specialist, CIMA

Rob Vereecken – Finance Director Netherlands, Oracle

Coen Reinders – Schipol Airport

ORACLE®

Digital Technologies

Transforming how industries create value



**MOBILE
& SOCIAL**

\$1+ trillion in Mobile
eCommerce revenue
by 2017



**BIG
DATA**

\$17+ billion in Big
Data revenue by 2015



**CLOUD
SERVICES**

\$200+ billion in
Cloud Services
revenue by 2015



**THE INTERNET
OF THINGS**

\$290+ billion in
Machine-to-Machine
revenue by 2017



HEALTH SCIENCES

Personalized
Medicine



COMMUNICATIONS

Machine-to-
Machine
Communications



RETAIL

Commerce
Anywhere on
Any Device



UTILITIES

Smart Grids and
Flexible Power
Consumption



FINANCIAL SERVICES

Online Banking
and Mobile
Payments



ASSET INTENSIVE

Flexible Capital
Planning and
Deployment



HOSPITALITY

“Above Property”
Cloud Solutions

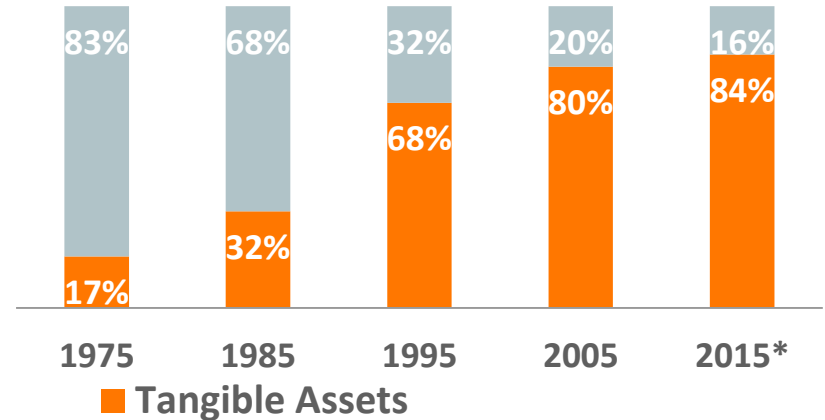
Intangible Assets

Driving value creation in the digital age



CFOs who continue to allocate their company's capital to tangible assets using previous generations of technology are putting their company's management and shareholders at serious risk, **generating lower levels of performance and enterprise value than digitally and big-data savvy CFOs**

Source: Research by Deloitte & Touche LLP and Open Matters, cited in the Wall Street Journal, July 28, 2014

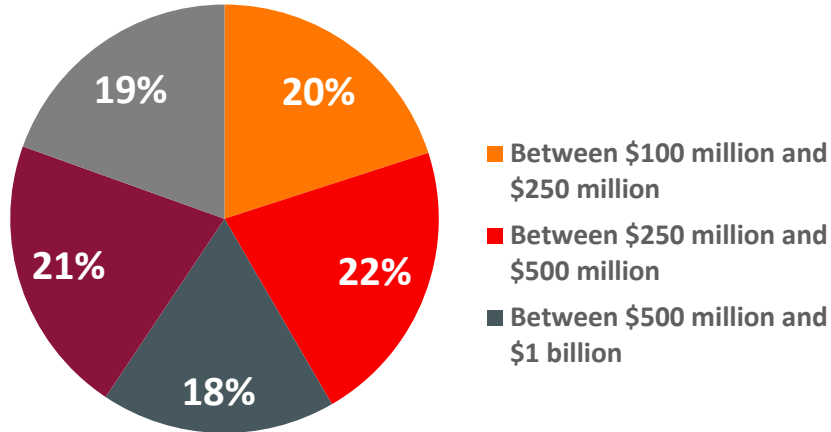


Source: OCEAN TOMO, LLC, JANUARY 1, 2015

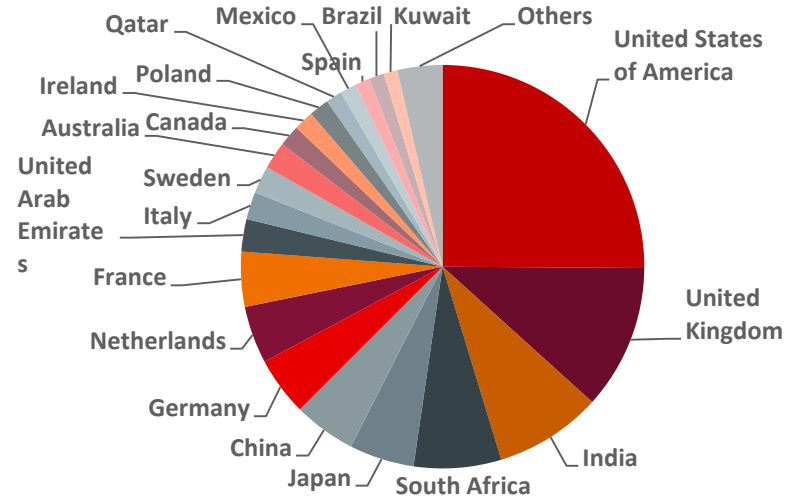
The Research

Global survey 744 respondents plus 10 in-depth interviews

RESPONSES BY COMPANY SIZE



SAMPLE COVERAGE

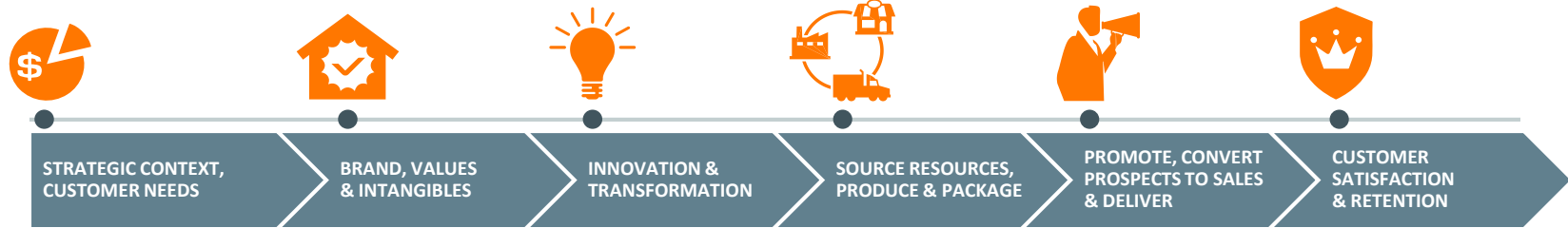


Role of Finance Should Continue to Expand



- ▶ Role of finance has been expanding
- ▶ It is about improving decision making
- ▶ Allocation of finance resources shifting to insight and influence
- ▶ But is the focus still mostly on financial data?
- ▶ Is there untapped potential in enterprise data and new forms of big data?

The Measures Needed to Inform Decision Making and Manage Performance Today

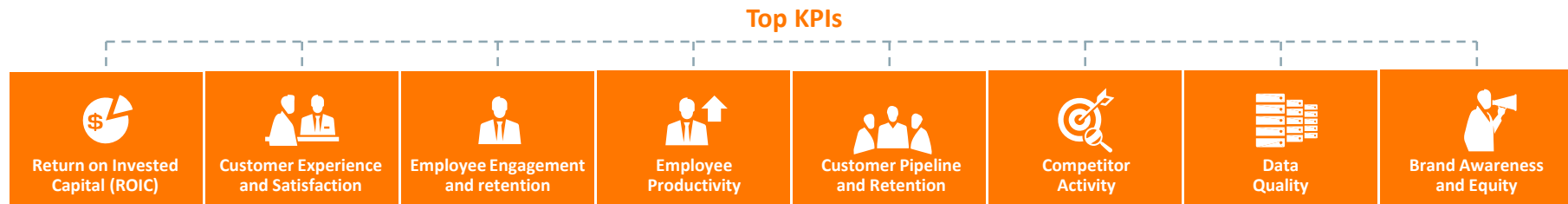


**Project Management;
Competitive Position
and Future Earnings**

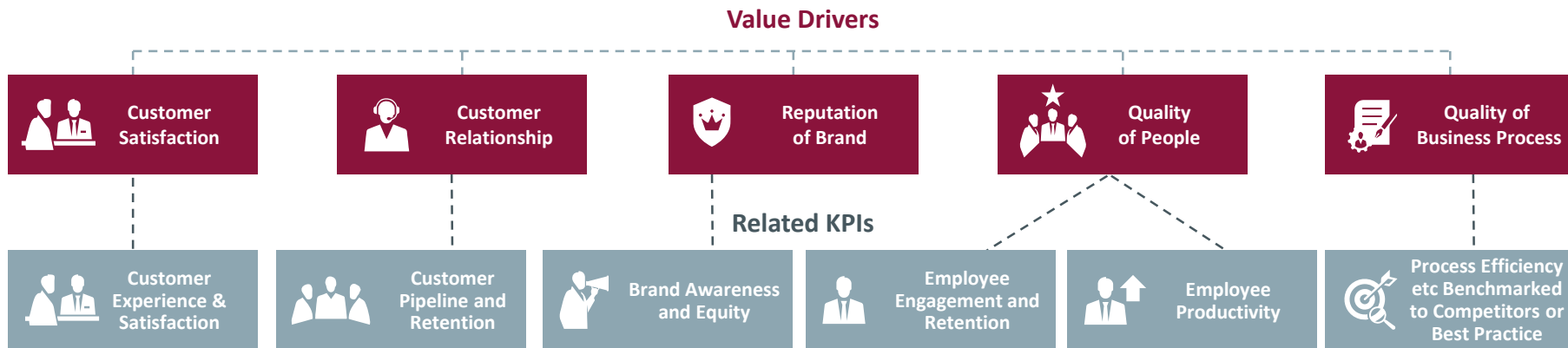


**Process Management
Operating Efficiency**

KPIs for the Value Drivers and Establishing a Link to Value



MATCHING VALUE DRIVERS TO KPIs



Areas of Responsibility

	CEO	CFO	CIO	CRO	COO	Other
Information Technology	13.4%	18.5%	47.2%	2.9%	6.7%	11.4%
Corporate Strategy, Business Model Development	43.9%	26.3%	6.9%	3.8%	9.1%	10.0%
Digital Transformation	10.9%	16.9%	42.5%	4.2%	10.0%	15.4%
Supply Chain and Logistics	9.6%	20.0%	10.7%	8.2%	31.8%	19.6%
Risk Management	13.4%	37.4%	9.6%	19.2%	9.8%	10.7%
Financial Planning and Analysis	4.7%	69.3%	8.0%	6.7%	4.7%	6.7%
Human Resources	15.8%	11.4%	7.3%	13.8%	15.8%	35.9%
Shared Service Centers	8.2%	33.4%	11.6%	7.8%	16.9%	22.0%
Social and Environmental Issues	29.6%	9.8%	8.0%	8.7%	15.6%	28.3%

Who Provides the Information?

	Acc & Fin	SSC	CofE	Biz unit	Not reqd
Financial analysis	51.7%	8.0%	22.3%	16.3%	1.8%
Non Fin strategic analysis	11.1%	19.2%	30.5%	35.0%	4.2%
Accounting performance measures	45.0%	15.1%	22.5%	15.1%	2.2%
Analysis of business unit performance	31.8%	12.0%	24.3%	28.5%	3.3%
Non financial measures or leading indicators	20.0%	13.1%	25.6%	36.5%	4.7%
Analysis to support operational decisions	29.0%	13.8%	23.6%	28.3%	5.3%
Non fin measures of progress of strategy	14.0%	14.3%	29.4%	37.4%	4.9%
Risk management information	26.7%	13.1%	32.7%	24.3%	3.1%
Social and environmental impact	9.8%	15.15	32.5%	30.1%	30.5%

Role of Finance Should Continue to Expand



**Other data
in the biz.**

Accessed and
analysed by
'owners'



*Assembled and
validated by finance*

**New forms
of 'Big Data'**

Data scientists
provide
analytical
insights



*Translate to
commercial insights*

Next Generation Finance



Provider of insight from diverse data sources



Strategic partner



Has the business confidence for providing accurate information



Achieving balance between current and future performance



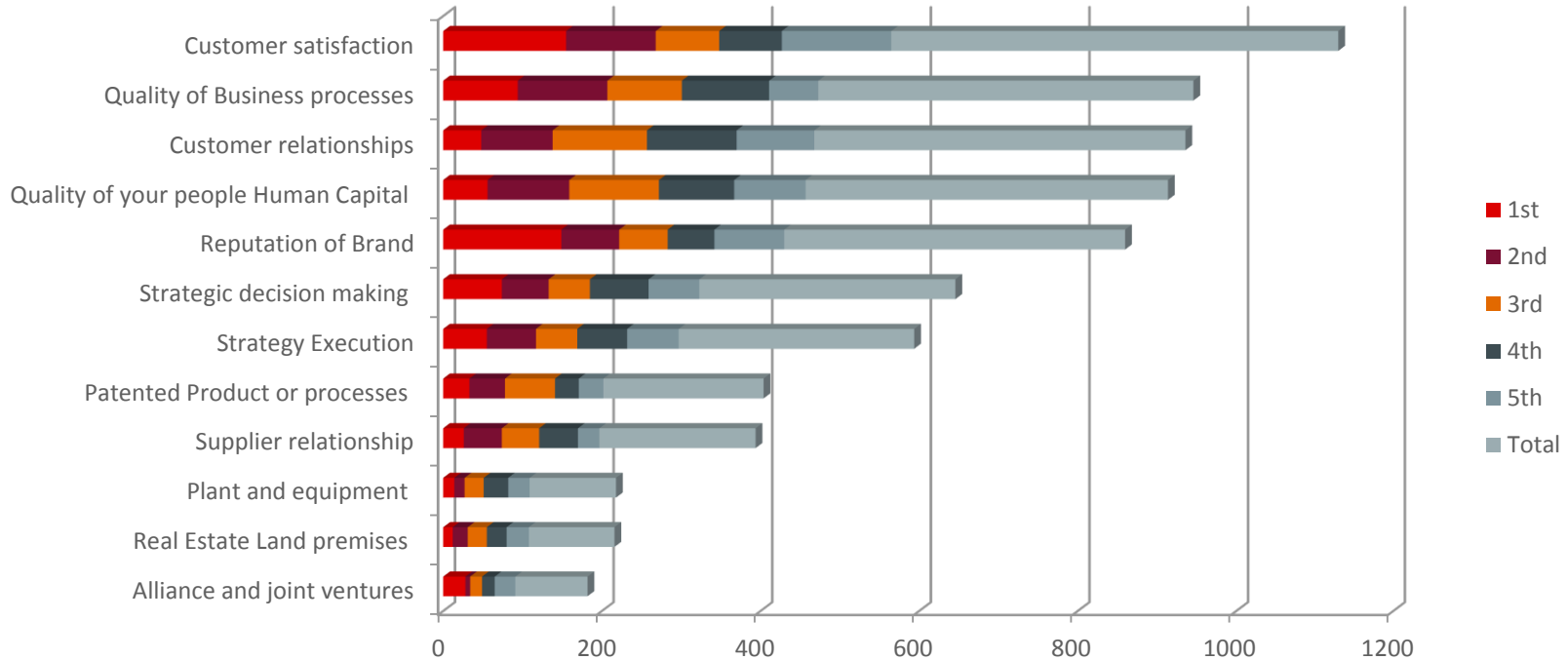
Provider stewardship & process governance for intangible



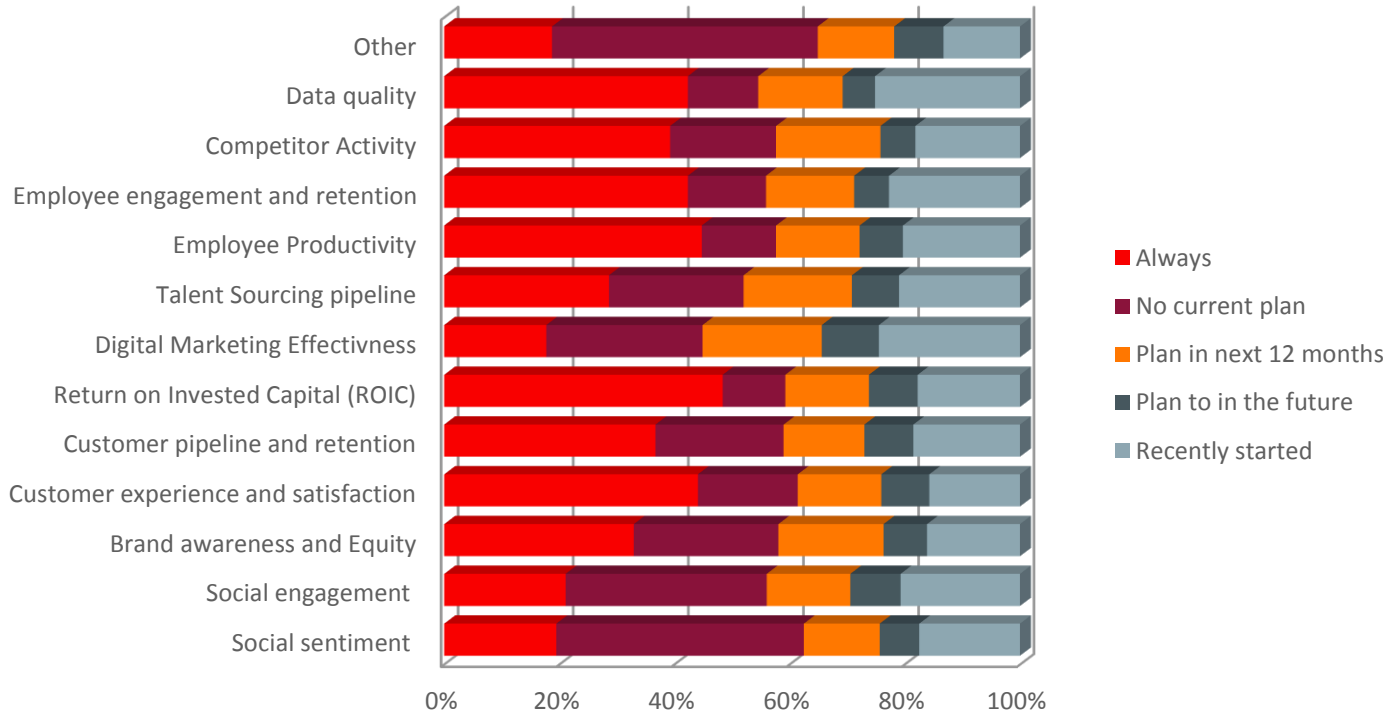
Risk being sidelined

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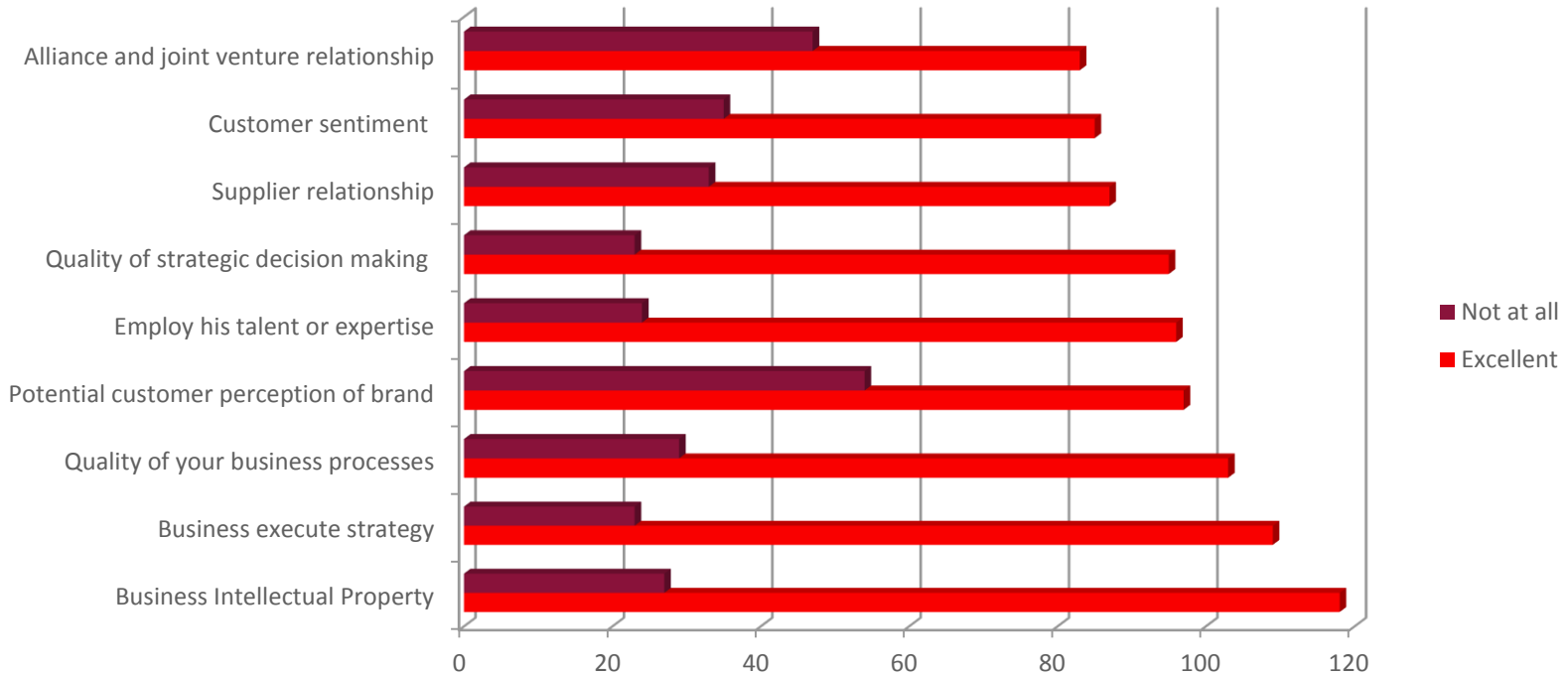
Value drivers in the digital age



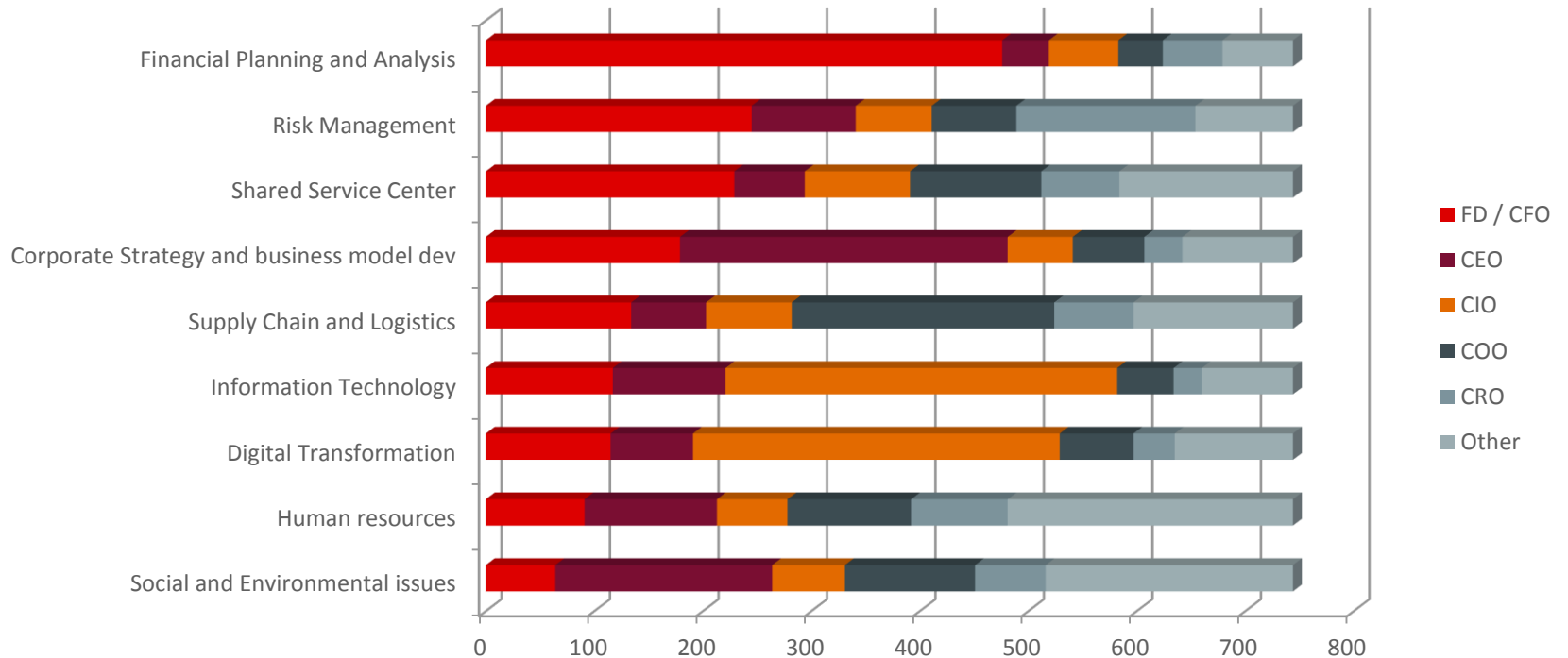
Measuring and monitoring KPIs



Satisfaction with how businesses assemble and analyse data for measuring intangibles



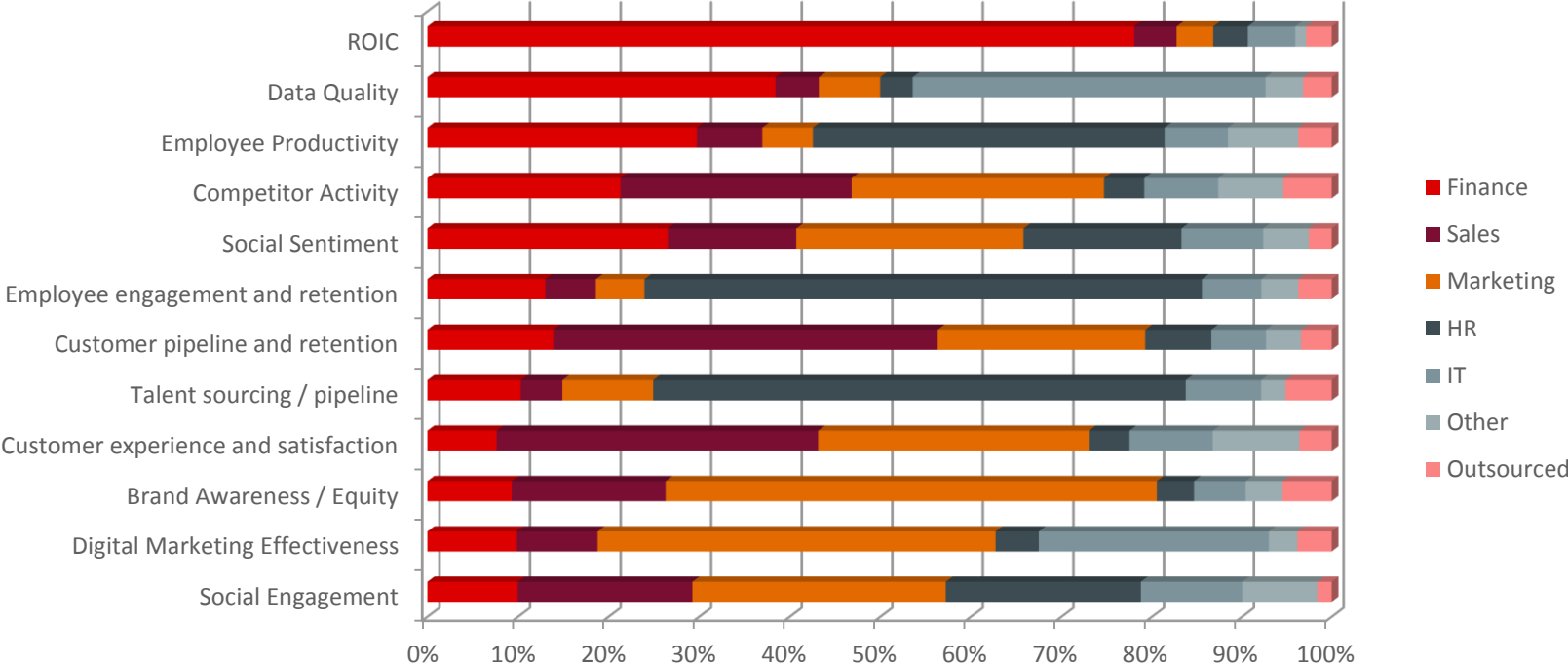
Who is responsible for performance and who provides the management information and KPIs needed?



Who provided the information?



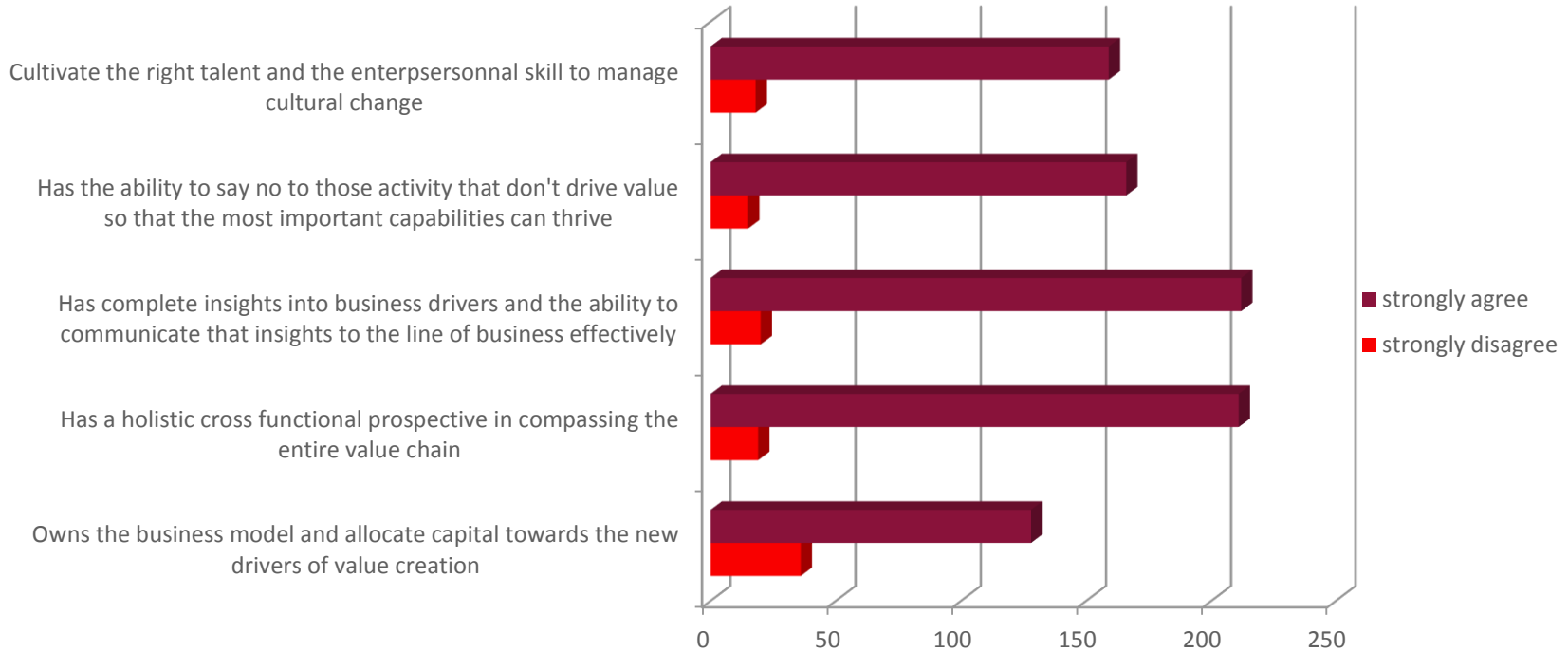
Functions and the KPIs they provide



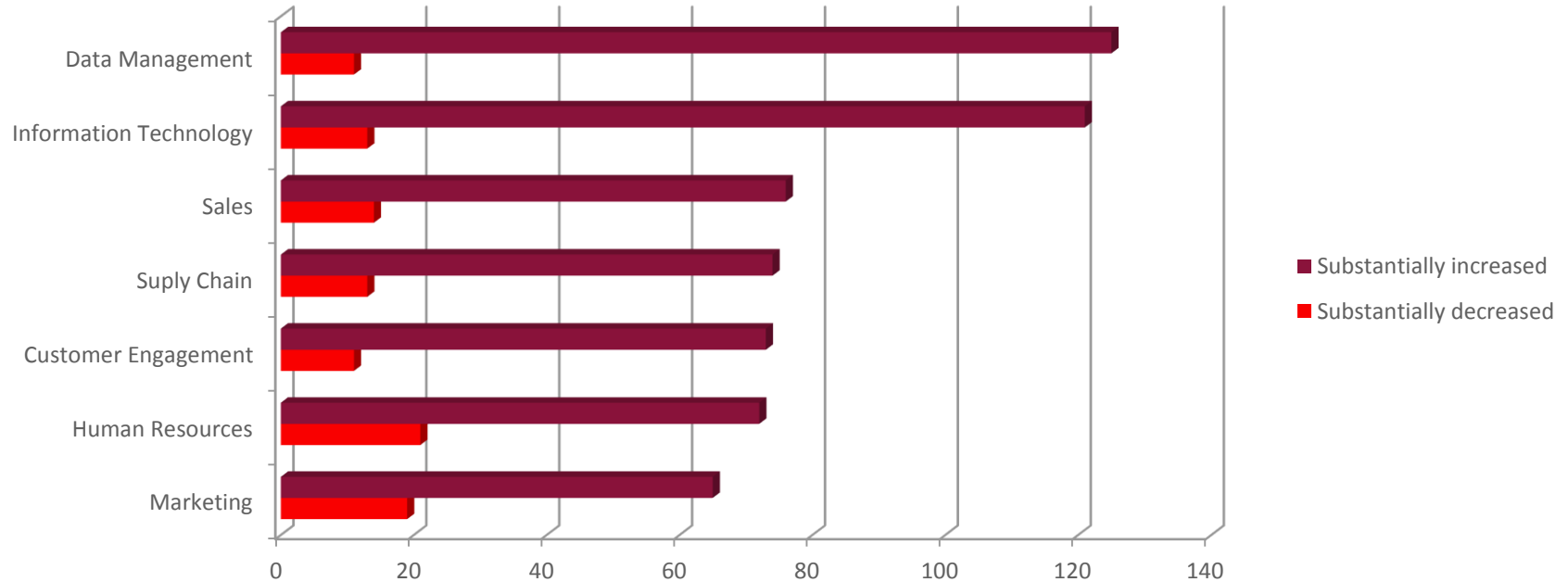
CFO and finance engagement in performance management



The CFO's expanding influence



Extent to which finance has realigned/engaged to support new value drivers



PLATINUM PARTNERS



GOLD PARTNERS



SILVER PARTNERS



KENNIS PARTNERS

