



# CORPORATE PERFORMANCE IMPROVEMENT FINANCE TRANSFORMATION

A rapidly changing business environment, technological innovation, a changing workforce, and evolving restrictions and regulations accelerate the need for corporate transformation initiatives that deliver operational efficiencies and cost reductions. For these initiatives to be successful, the finance organization often needs to undergo a transformation of its own. In dynamic times like these, it is critical for a CFO's finance organization to align with an organization's overall business strategy to create a compelling vision of the future, drive the organization through the change and sustain results long-term.

## Finance Transformation – What is it and how can it drive savings?

**A finance transformation is a fundamental change in the way finance organizations deliver strategic insights and services to the business while driving out inefficiencies in the routine/manual finance and accounting activities.** Helping CFO's reimagine finance entails critical decisions including those on the make-up and location of the finance workforce, data standards, policy changes and technology strategy (e.g., ERP path and enablers). Relatively new technologies including artificial intelligence (AI), robotic process automation (RPA) and machine learning have altered current thinking on ERP strategy and enabled many companies to re-deploy finance professionals in ways not possible even three years ago. By definition, a finance transformation also delivers significant value – in most cases greater than 30 – 50 percent savings, reduced capital spend and self-funding over a 12-14 month period.

In our experience working with clients, there are four primary drivers of value in a finance transformation program:



### Process / Policy Improvement and Standardization Remain the Foundation

- Doing the hard work of process standardization maximizes the ROI on new technology and increases success of centralization
- Opportunities exist within current technology landscapes and operating models for 'quick win' improvements (e.g., working capital improvements by standardizing payment terms)
- Standardization efforts and process improvements could self-fund future technology implementations



### Technology Strategy to Enable Rapid Results

- Traditional ERP strategies of rationalize, expand, or replace rarely deliver quick cost savings or process improvements
- Companies with complex ERP footprints can often rapidly drive value by utilizing engagement layer technology to enable global standards, collaboration, and automation without replacing existing ERP systems
- Engagement layer platforms can be built and deployed in ~6-12 months



### Take Full Advantage of the RPA, AI and Global Workforce

- Workforce has shifted away from physical model, and Collaboration/ Workflow Tools Enable "work from anywhere"
- Use RPA and AI to tackle routine/ transactional work and focus your business resources to drive business results
- Business Process Partner can provide digital platforms and global teams to deliver 70%+ savings



### Change Management Strategy of "Build / Pilot / Deploy"

- Speed to benefit and maintaining momentum is crucial to meeting overall program objectives and timeline
- Pilot/establish best practice and global platform in one location (e.g., N. America), to start, then expand
- Deployment plan based on process, engagement layer and transition readiness

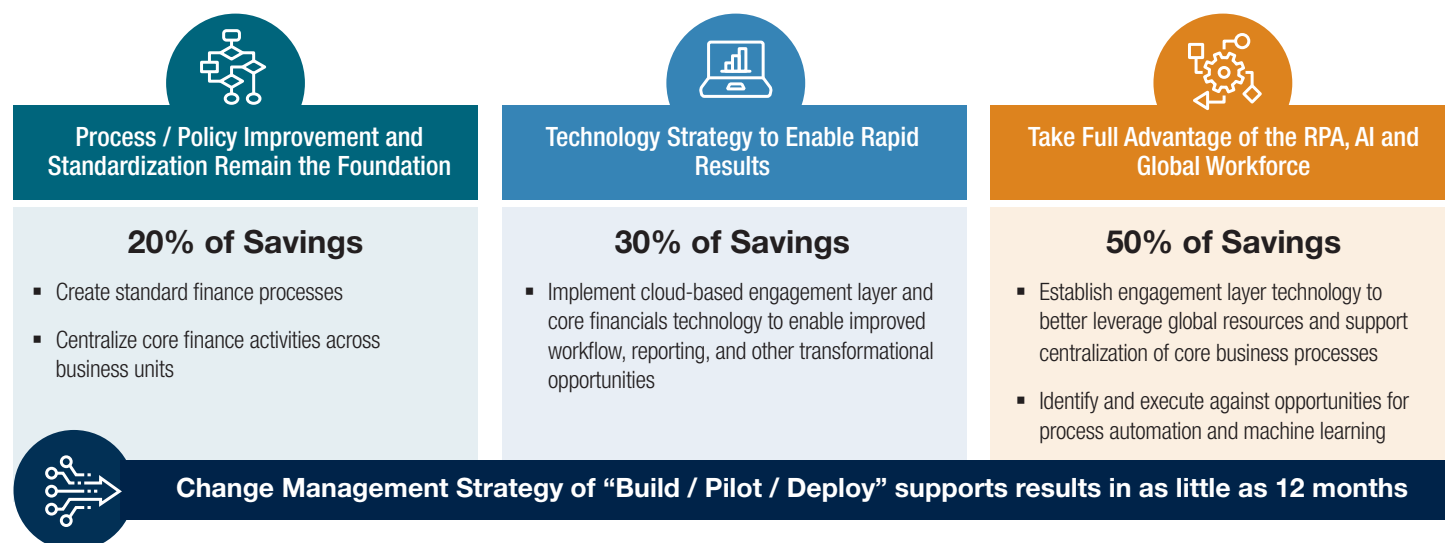
# Beginning the Finance Transformation Journey

A&M's Finance Transformation framework and toolkit is designed to facilitate execution of a transformation program regardless of our client's operational maturity. Transformation programs begin with an in-depth assessment of an organization's capabilities, and strategic intent sessions establish executive leadership's vision for the organization. A successful program requires a clear framework, an established project structure, a strong team, and comprehensive change and project management plans.

The first step in the process is a four to eight week long Finance Assessment and Strategy phase focused on:

- **Strategic Intent for the CFO's Organization:** This executive session aligns key leaders on the strategic intent for the finance function, building from existing strategy or vision work and validating key design parameters.
- **Current to Future Operating Performance:** Includes a baseline cost assessment, functional performance evaluation and a process health-check. This information is synthesized into the organization's future state operating model and technology landscape designed to deliver increased value to the business while also reducing costs.
- **The Transformation Roadmap:** The Roadmap details the overall path from point A to point B with key milestones, timing, a business case, and detailed project and change management plans.

## Associated Savings and Key Tactics



## Key Contacts

A&M's leaders, many of whom are former CFOs and finance executives and/or have served in interim CFO roles, help clients plan and execute successful Finance Transformations that deliver real results. Contact us today to learn more about how we can help.



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