

Modern workforce

Elevating finance

2023

Digital acceleration, new ways of working, and evolving requirements are disrupting the status quo and creating the pressure to change.

CFOs are investing in technology and talent to elevate the role of Finance

Large investments in **data-driven** initiatives



70% are increasing spend on **data** and **analytics related activities**

Robust talent strategies



>66% are focusing on **talent strategies** to **elevate the role of finance** in their organization

Increased focus on business partnering



35–45% expected growth in **business partnering**, shifting effort away from transactional processing

Deployment of specialized COEs



>75% have dedicated **transformation teams and digital CoEs** to deploy new capabilities across the enterprise

Source: KPMG 2022 Elevating Finance Survey & KPMG 2021 KPMG Trusted Imperative.

Agenda for the modern workforce

Leading organizations are agile, are digitally enabled, and include high-performing talent that influence business decisions with data-driven, action-oriented insights.

Enabling organizational agility



- Alignment with business needs and outcomes
- Usage of specialized CoEs for standardization and efficiency

Elevating value of services delivered



- Greater focus on:
 - business partnering
 - Predictive and timely analytics
 - Translation of data into insights

New and evolving roles



- Expanding roles beyond value preserver to performance driver and strategic adviser
- Increasing demands for new skills

Reimagined talent strategies



- Focus on employee value proposition
- Cross-functional career pathing and leadership development
- Creative incentives

Talent strategies are placing the employee at the center of it all

to enable more effective engagement, attraction, development, and retention of personnel.

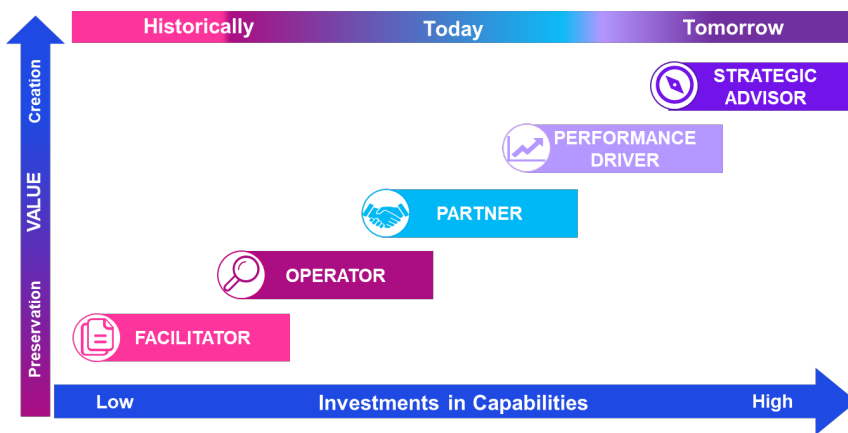
64% of CEOs plan to increase HR resources to manage employee well-being and mental health

50%+ of top-performing finance organizations offer digital fluency programs to elevate their workforce
Source: KPMG 2022 Elevating Finance Survey and KPMG 2021 KPMG Trusted Imperative.

Evolving requirements and new ways of working are increasing the demand for **new skills** and competencies while reinforcing foundational skills.

Foundational	Emerging	Leadership
Knowledge in finance and accounting, the business and industry, financial controls, problem solving, and the ability to collaborate	Data literacy, digital fluency and visualization, and ability to think through design using a human-centered approach	Strategic thinking and impactful storytelling, ability to change and influence as well as motivate teams, and relationship building

Attracting and developing the right talent will allow Finance to elevate its role and create greater value.



Next steps

To learn more about our point of view on market trends, industry disruption, and how your finance function can be best equipped for the future:

- Review additional collateral on read.kpmg.us/FutureFinance
- Schedule an immersive Client Experience Day session with our team to help you shape a plan that turns ideas into action

Where does this happen? KPMG has flexible delivery options—virtually, anywhere, anytime.

Where do you go from here?

The scale and speed of transformation required to keep up is unprecedented.

The key to success is taking the first step by developing a blueprint for how your finance organization can turn disruptors into opportunities for value creation and growth.

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