

How are Canadian finance teams keeping ahead?

Finance trends 2017

Audit & Assurance ●

Important caveats

- This webcast does not provide official Deloitte interpretive accounting guidance.
- Check with your advisor before taking any action.



What CFOs are telling us

Highlights from the latest North American CFO survey results (CFO Signals Q3/17)

- Dominant issues for CFOs – External issues
 - Growing concerns about US political turmoil and geopolitical conflict
 - Economic outlook for North America is on the decline
 - 64% of CFOs rate current conditions as good, but...
 - Just 45% expecting better conditions in a year

External risks



What CFOs are telling us (cont'd)

Highlights from the latest North American CFO survey results (CFO Signals Q3/17)

- Dominant issues for CFOs – Internal issues
 - Talent challenges continue to top CFOs' list of internal worries
 - Past talent concerns focused around employee morale and engagement
 - More recent concerns focused on difficulties in securing and keeping key talent
 - CFOs' mean number of direct reports is seven (six men and one woman); half say at least one will be CFO-ready within a year

Internal risks



What CFOs are telling us (cont'd)

Highlights from the latest North American CFO survey results (CFO Signals Q3/17)

- Dominant issues for CFOs – Internal issues
- Escalating concerns about technology disruption and managing technological change
 - Use of emerging technologies to improve finance efficiency, analytical support, and controls appears to be in its early stages
 - Robotic process automation (RPA) and analytics solutions are popular among those citing significant use of new technologies
 - Less than 20% of CFOs have aggressively pursued improvements in any one area through use of new technologies

Internal risks



Finance & emerging technologies

- Robotic Process Automation
- In-Memory Computing
- Machine Learning
- Natural Language Processing
- Cognitive Analysis
- Internet of Things



- Big data
- Augmented / Virtual Reality
- Cloud Computing
- Blockchain / Cryptocurrencies
- Cyber Security
- Mobile
- Social Media

Finance & emerging technologies (cont'd)

The impact on finance



Automated Transaction Processing



Dynamic Driver based Forecasting



Automated Controls & Exception based Reporting



End-to-end Process Performance



Finance Collaboration

What CFOs are telling us

Finance's use of emerging technologies

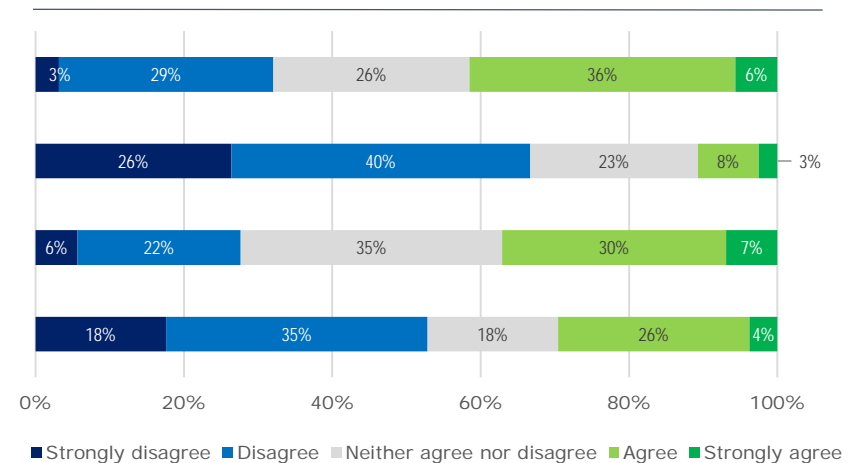
How would you characterize your company's progress in applying emerging technologies to your finance function?

My finance team is **knowledgeable** about the types and potential application of these emerging technologies.

We have **already achieved** the most substantial benefits afforded by currently available technologies.

Costs have been a substantial barrier to our implementation of new technologies/solutions.

We are **moving beyond pilots** to use these technologies to fundamentally transform our finance function.



Results are based on the Q3 2017 North American CFO survey conducted by Deloitte.

What CFOs are telling us (cont'd)

Finance's use of emerging technologies

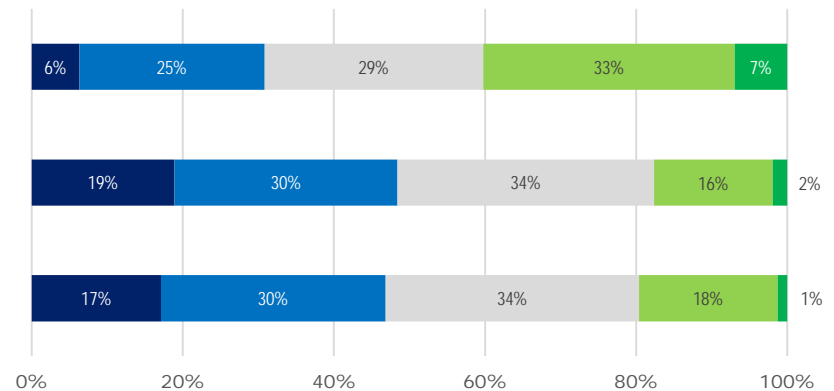
How have you used emerging technologies to improve finance's efficiency, analytical/decision support, and controls?

Current technologies are mature enough to provide major improvements in finance efficiency.

We have been aggressive in using new technologies to improve finance efficiency.

Our finance operations have become significantly more efficient due to new technologies.

Finance operations efficiency



Results are based on the Q3 2017 North American CFO survey conducted by Deloitte.

What CFOs are telling us (cont'd)

Finance's use of emerging technologies

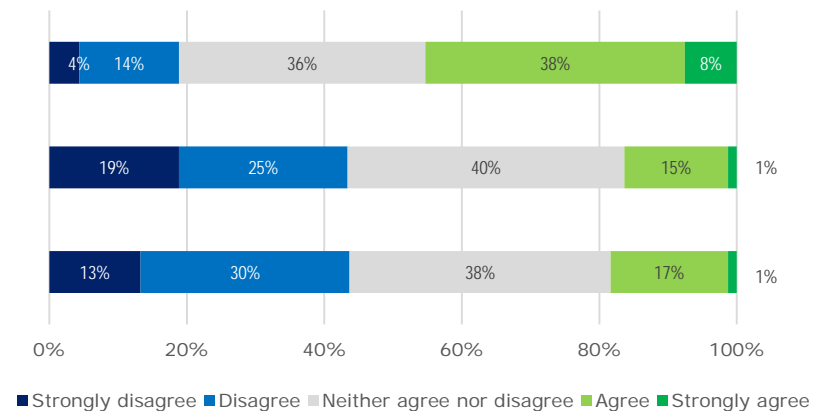
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Analytical / decision support



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What CFOs are telling us (cont'd)

Finance's use of emerging technologies

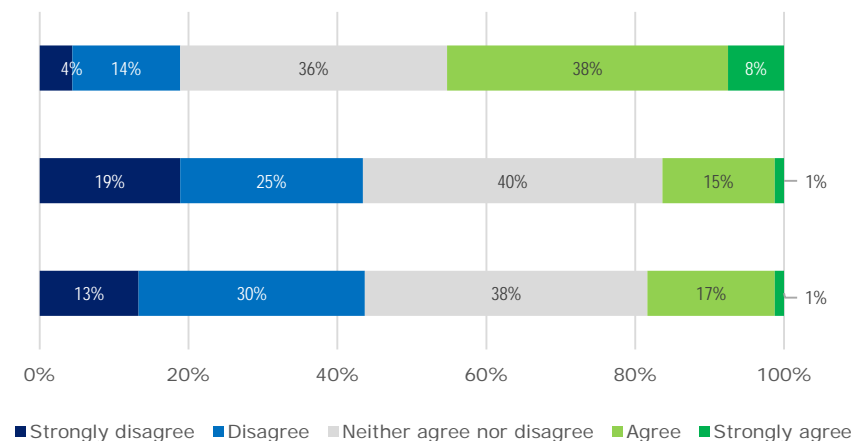
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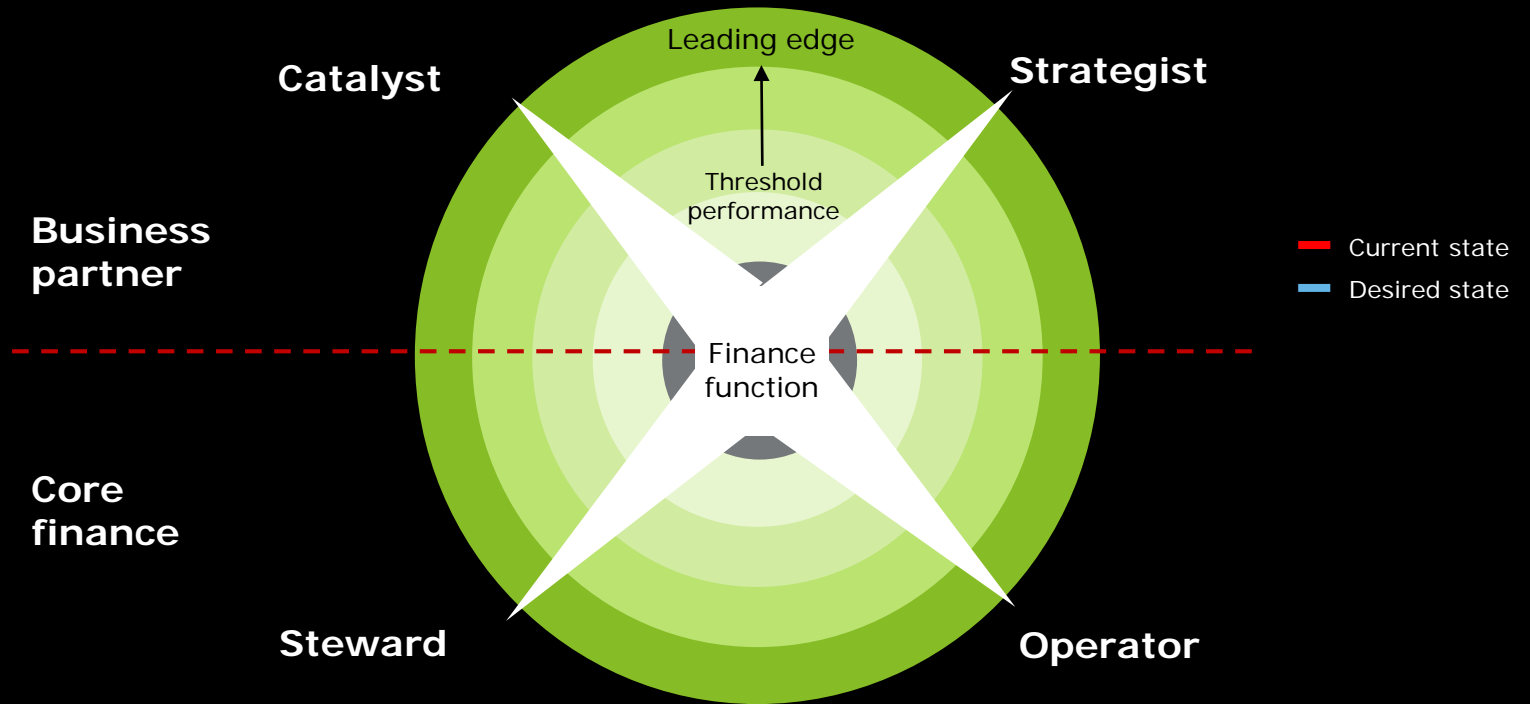
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Finance consistency / controls

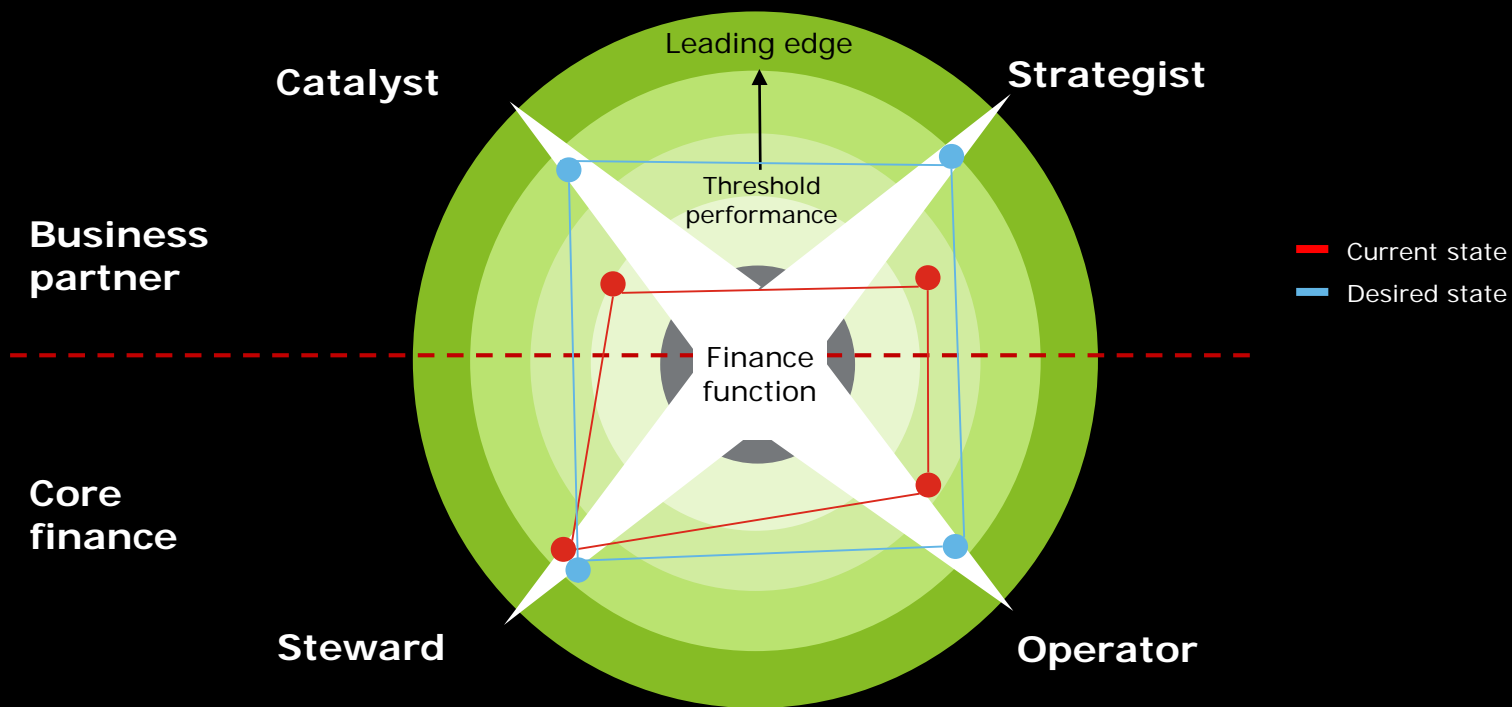


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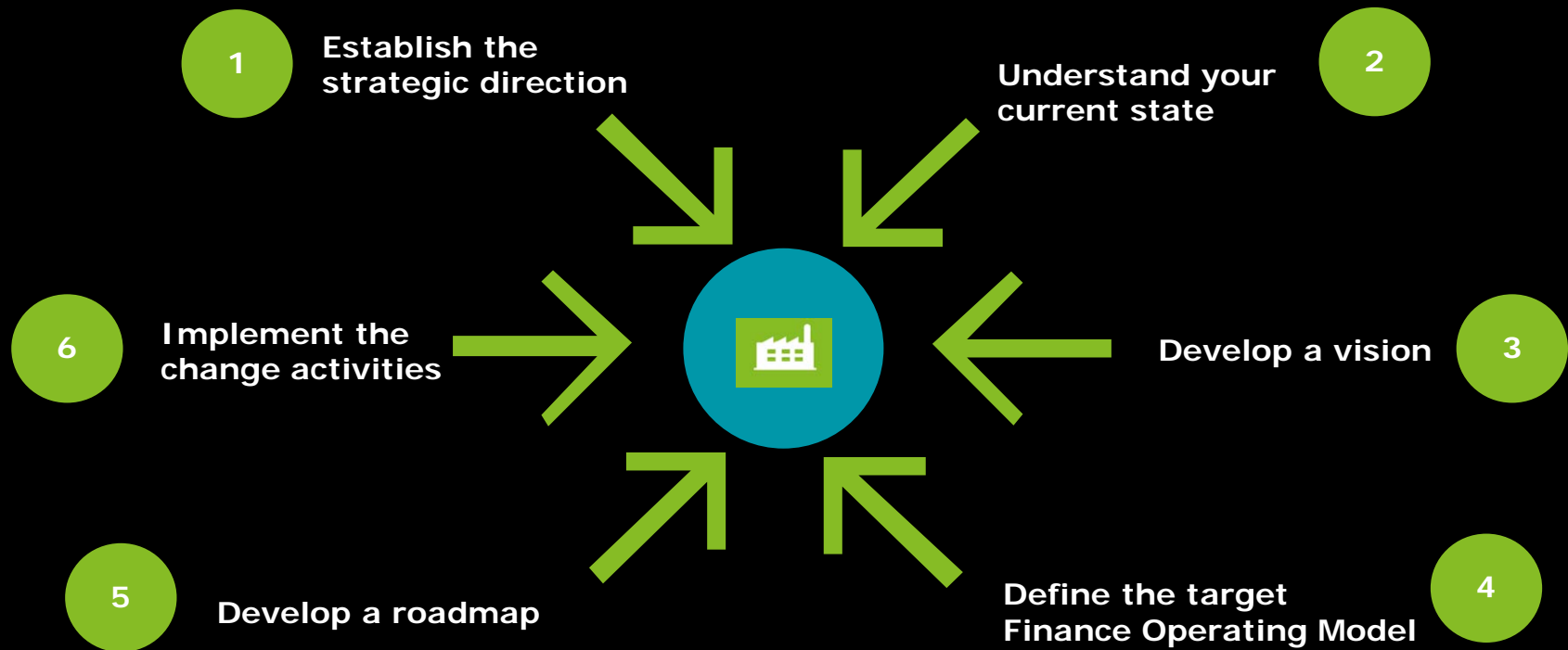
CFOs play four critical roles
Finding the right balance is key



CFOs play four critical roles (cont'd) Finding the right balance is key



Moving forward



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