

Stepping into a finance function in motion.

Knowing when to accelerate, when to brake, and sometimes both



Agenda

The reality of stepping in

Dilemma / Ambition

Approach

Action



Some things work.
Many things can be better.
Everything feels urgent.



What works

People are capable.
Processes exist.
Numbers close.



What can improve

Speed. Automation.
Insight over data.
Scalability.



What is the priority

Everything feels critical.
Not everything is.
Choices must be made.

MY DILEMMA

ACCELERATE

- Build momentum early
- Signal direction clearly
- Quick wins create trust
- Ambition inspires the team
- Delay costs compounding

**BOTH
AT ONCE**

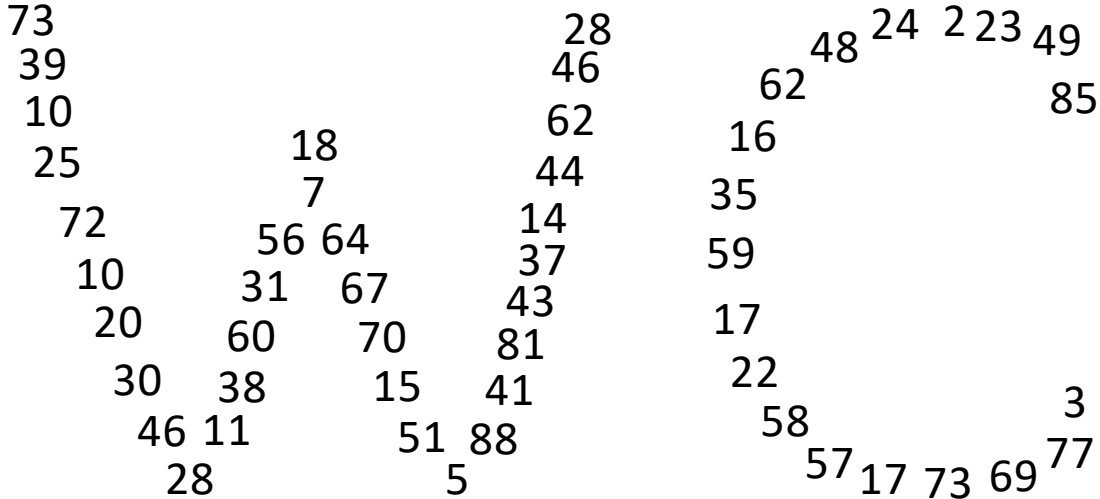
BRAKE

- People absorb change slowly
- Stability enables execution
- Over-indexing creates fatigue
- Some processes need to settle
- Culture takes time to shift

NOBIA Finance

49 48 2 23 11 60 86 37 43 81 66 21
35 1 24 85 72 16 52 14 41 87 55
59 77 62 4 20 38 44 83 33 19 42
17 22 3 15 64 30 28 56 65 75 61
58 69 70 67 78 18 71 45 53 12
5 17 80 46 88 51 76 8 84 82 39 27
73 57 9 68 7 63 50 31 54 15 34
29 26 13 74 32 25 79 6 36

Seeking – World Class



MY APPROACH: THREE LENSES

Before acting, understand what you're dealing with.

01

The Numbers

What does the data actually say?

Closing cycle. Reporting quality.
System landscape. Process efficiency.
Where is time lost — and why?

02

The People

Who are you working with?

Capabilities, motivation, capacity.
Key person dependencies.
Where is energy — and where is fear?

03

The Business

What does the organisation need?

Stakeholder expectations.
Strategic direction and pace.
Where can Finance create real value?

CHANGE IS TECHNICAL. TRANSFORMATION IS HUMAN.

*"You can redesign the process in a week.
Changing how people think about their work takes months."*

Ownership over compliance

People execute plans they helped create.
Not plans handed to them.

Transparency builds trust

Share the why — not just the what.
Ambiguity creates resistance.

Celebrate small progress

Quick wins matter as signals.
Momentum is a cultural asset.

Protect psychological safety

Change surfaces fear.
The best ideas come from safety, not pressure.

FROM ANALYSIS TO ACTION

Three parallel workstreams — sequenced deliberately.

NOW

Efficiency

Need, start, stop

Activities mapped & prioritised

Quick wins

Ownership returned to the team

BUILDING

Transparency

Mater-data

KPI framework

Finance business partnering strengthened

Data fundament

ENABLING

Scalability

Processes

Capabilities

Structure

The hardest part
isn't the analysis.

It's deciding what NOT to change first.

Sequencing is strategy.

FIVE THINGS I'VE LEARNED

1

Diagnose before you prescribe.

The list of improvements is long everywhere. What matters is the order.

2

Earn the right to transform.

Trust is the precondition. You build it with small actions before big ones.

3

Give the team ownership — not tasks.

The best initiatives come from the people closest to the work.

4

Accept that both pedals are sometimes down.

Stability and change can coexist. Communication is key

5

Culture is the output, not the input.

You don't change culture directly. You change behaviour — and culture follows.

Finance is not a support function.

It is the strings that combines
the business.

Thank you.

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PwC Finance Function
of Tomorrow
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