



Future of Finance – The finance function in the digital age

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www.pwc.de/the-future-of-finance



PwC trusted advisor to the CFO.
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A quick introduction ...



Gori von Hirschhausen

Partner

PwC Management Consulting

- Head of PwC Europe Finance Consulting
- Lead Partner PwC Future of Finance Initiative

Big Corporates

International OEM
Best Finance 2025

Industrial Manufacturing Group
Digital Finance Roadmap 2023plus

Global Chemical Group
- Reporting Excellence
- Steering Foundation

Mid-Size

Family-owned Industry Group
Finance Assessment & CO 4.0

Automotive supplier
Future Target Operating Model Finance

Local utility provider
CF#Future

New Business Models

European Media/eCommerce Group
- Digital Accounting & Taxes
- Finance for Digital Assets

Global eTravel Group
Finance Excellence

...

The classic starting point is assessing the current status quo...



... but this needs to be compared to the *future* World Class

True Effectiveness

- Make fact-based decisions
- Focus on what really matters
- “Take the robot out of the human being”

Future Orientation

- Utilize latest technologies to enable change
- Execute the big picture of a detailed TOM
- Attract the best talents!

Long-term Efficiency

- Not the driving force
- Harder to reach
- Nevertheless: Long-term target of around 60-70% of today’s capacities

We live in historical times – The Finance function is challenged to deliver more in VUCA world setup and therefore needs to equip itself with the 3T!



Help identify
new markets



Consumer
Centricity



Real-time
data



What-if
scenarios



Assisted Intelligence &
Performance Mgmt



Information Anytime,
Anywhere



Value-add
Insights



Attract & develop
the best TALENTS



Scalable and agile
operating model



Open-source
workforce models



Investment
Competition

Leverage latest TECHNOLOGY & true TRANSFORMATION Skills

All three core building blocks of the future finance function...



Modular Steering

Agile, data-supported and anticipatory corporate steering



Adaptive Operating Model

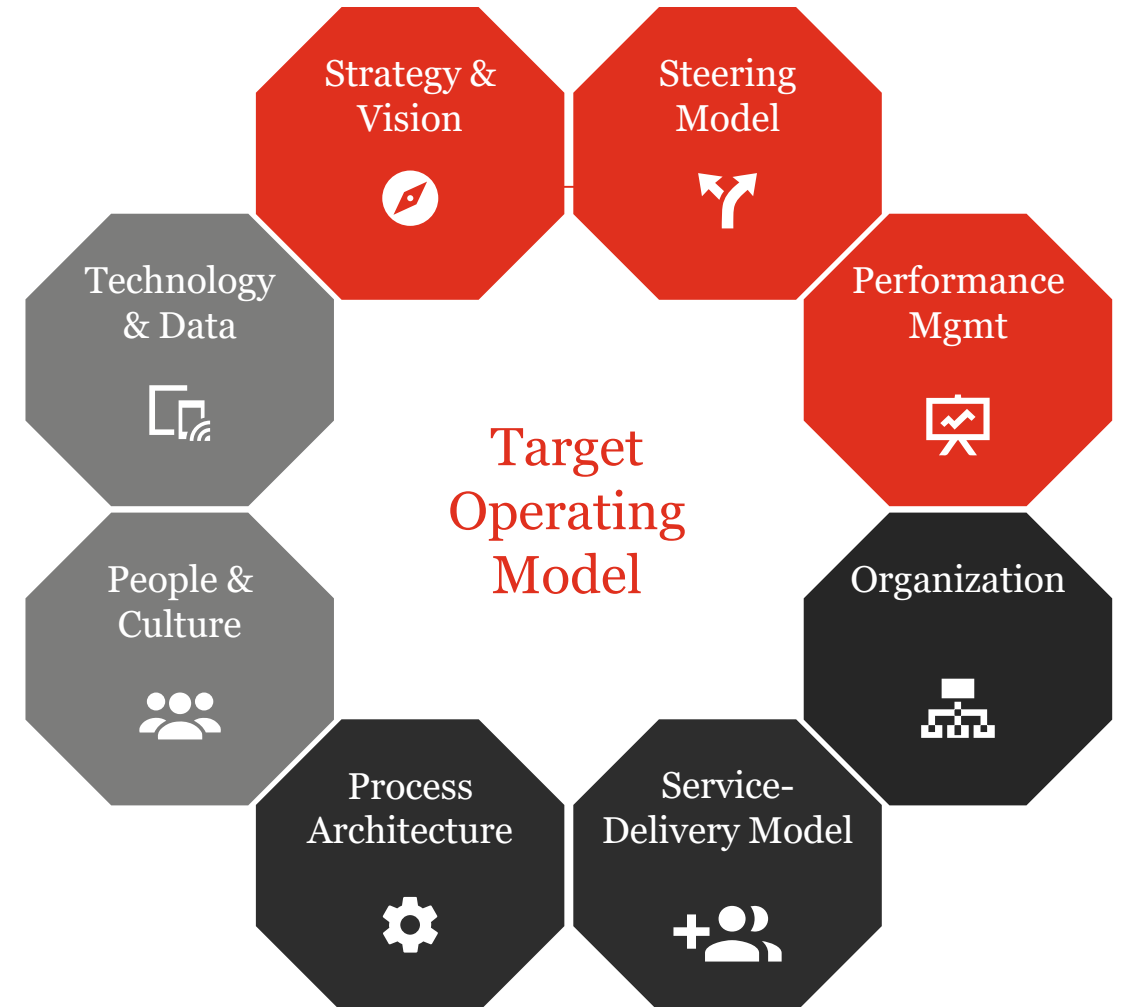
Task-oriented, organizationally-integrated operating model



Flexible Enablers

Right people and skillset, a fitting culture and applied enabling technologies

...must be tailored to digitization along the TOM dimensions



Predictions for 2025 – Finance will be a true business enabler

Modular Steering

Key performance questions first	True drivers of company success	Apply “science” and be a data driven company	Effective communication
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Adaptive Operating Model

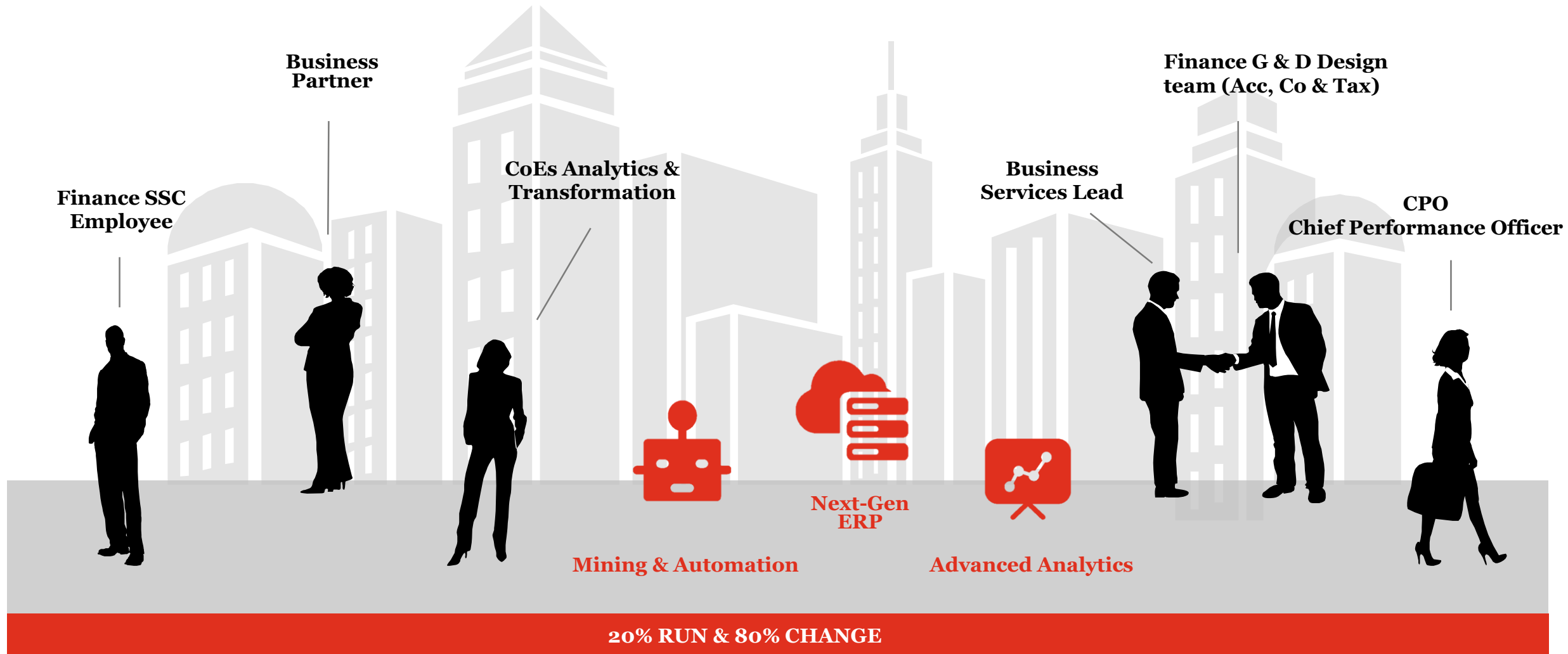
3-folded organization*	CoE for Analytics and transformation	Continuous transformation	Ongoing automation of transactions & administrative tasks
BP G&D Ops			

Flexible Enablers

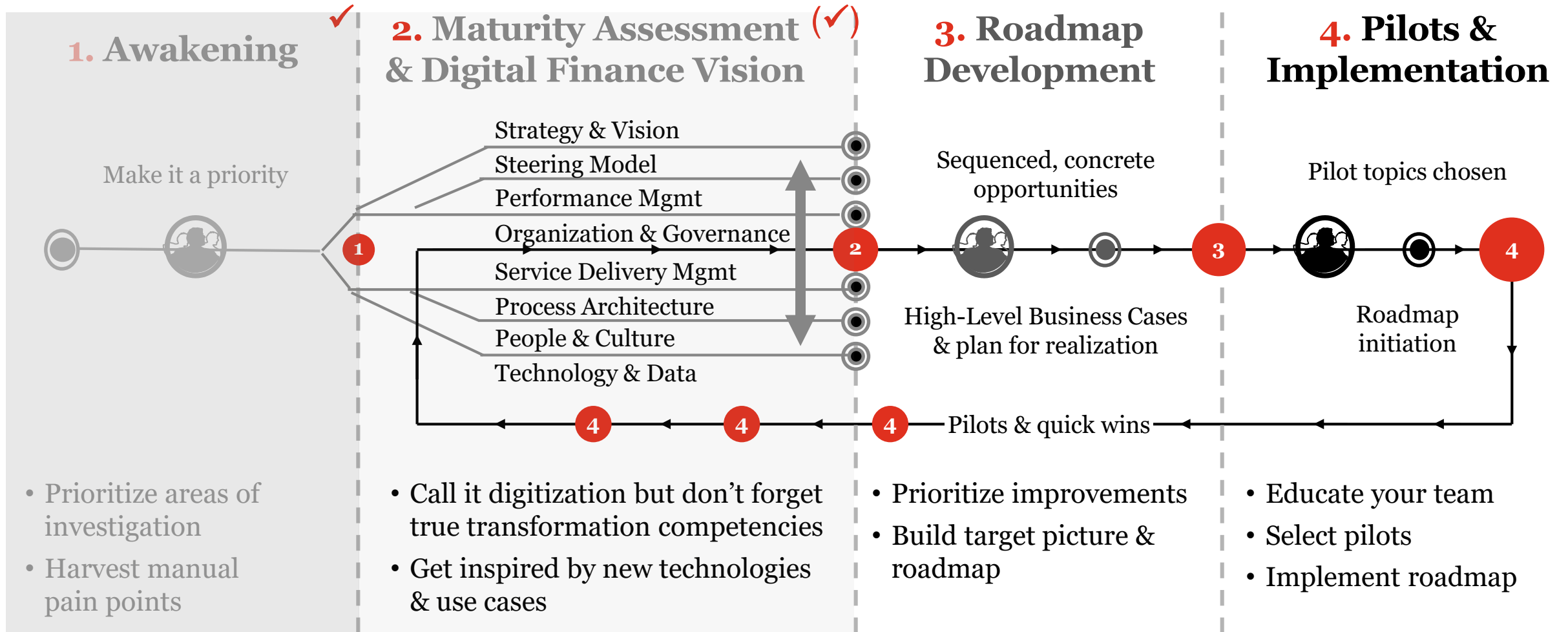
Advanced skillset	True business experience	A culture of change and lifelong learning	Next level ERP BI and new tools for EPM 4.0
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*3-folded organization consists of Business Partners, Governance & Design, and Operations

The future of work in Finance: Gather facts, provide undiscovered insights, ensure compliance, transform yourself, pioneer in steering & pilot in Tech!



Where to start?



Finance as a True Performance Driver



Leverage
innovations ...

- Latest technology for business steering/decisions
- New data from all available sources
- Forceful automation of transactional processes
- Continuous transformation competence
- Spark and foster a exchange and collaboration culture



... and set the
foundation

- Overarching Master (Big) Data Management
- Fully leveraged Shared Services across central functions
- “Data & Steering standards Governance”
- Next stage ERP/BI