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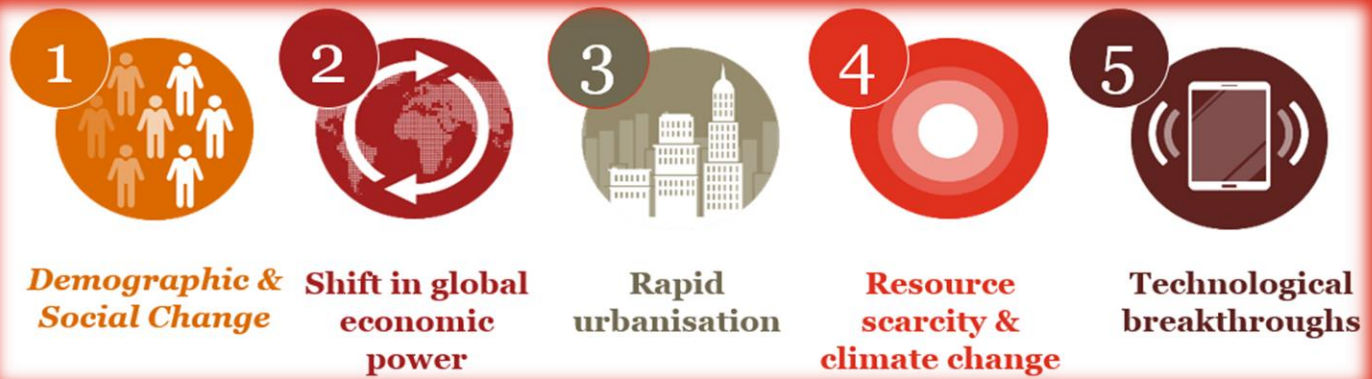
Leading from the front: Redesigning finance for the digital age

Making sense of the changing role of finance in the digital economy



The forces transforming industry and commerce

The five megatrends reshaping our world



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Digital Opportunities

Revenue growth - *advisor*

Customer experience (77%)

Brand reputation/Digital trust/
Cybersecurity (71%)

Innovation (71%)

Profitability enablement- *enabler*

Internal/External collaboration
(77%)

Sourcing/supply chain and
distribution (65%)

Strategic decision making (63%)

Operational excellence - *operator*

Financial operational excellence
(88%)

Finance talent management (58%)

Source: 1322 CEOs interviewed for PwC's 18th Annual Global CEO Survey (www.pwc.com/ceosurvey)

Positioning the CFO to lead change

Which impacts of the digital economy present the biggest challenge to our organization?

Am I part of the solution?

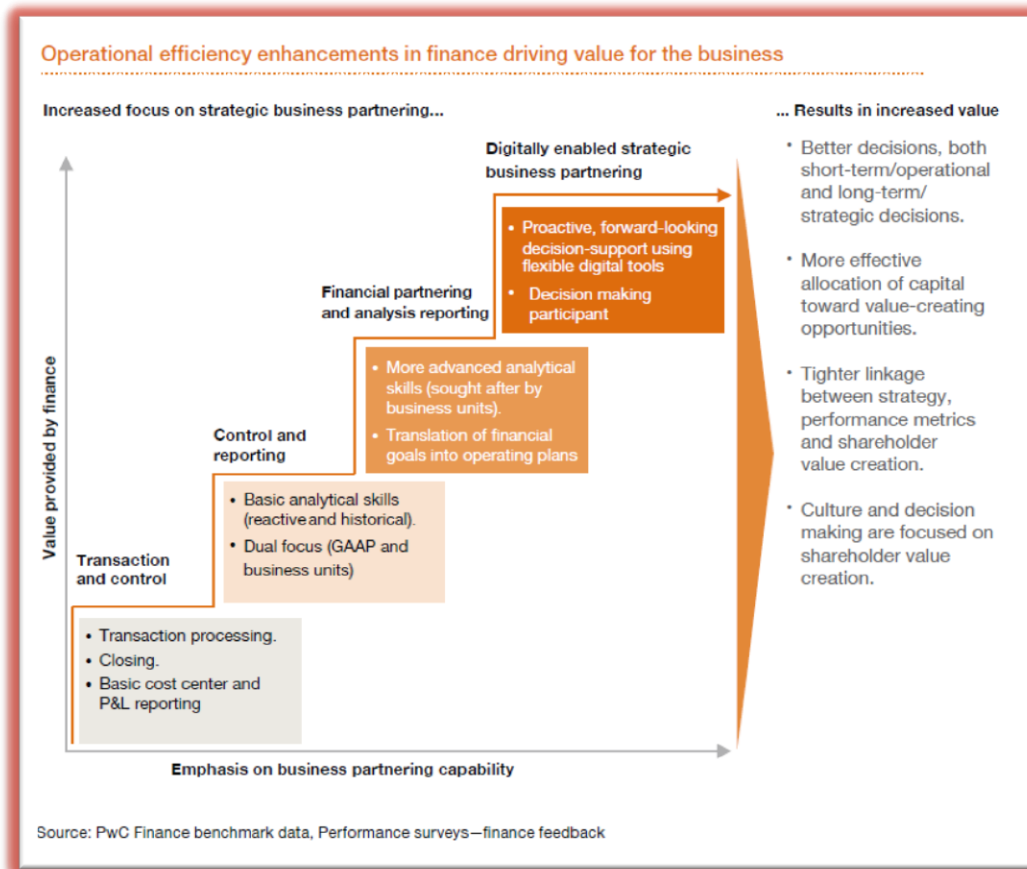
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How can my finance team become the nerve centre for managing our enterprise's response to change?

The drivers of value and finance

Digital opportunities – Improving stakeholder value – Enterprise digital value drivers								
Revenue growth			Profitability enablement			Operational excellence		
Customer experience	Innovation capacity	Brand reputation/ digital trust/ cyber security	Sourcing/ supply chain & distribution	Internal/ external collaboration	Strategic decision making	Finance operational excellence	Finance talent management	
Link to finance capabilities	<ul style="list-style-type: none"> Evaluate impact of digital xxx on customer expectations and return Adjust pricing model to enhance experience Provide xxx of the finance operating model 	<ul style="list-style-type: none"> Determining how to allocate capital and promote innovative decision making Evaluate and validate business case for innovation Facilitate xxx Track and optimize real return 	<ul style="list-style-type: none"> Evaluate impact of xxx on reputation Define xxx jewels targeted for maximum protection Protection and response planning 	<ul style="list-style-type: none"> Monitor vendor and supply chain performance Target and track improvements Align supply chain management with cost and tax management 	<ul style="list-style-type: none"> Create information and infrastructure for real-time/virtual collaboration Create incentives for collaboration 	<ul style="list-style-type: none"> Ensuring quality and consistency of source data Asking the right questions Cutting through the 'noise' to turn data into actionable insight 	<ul style="list-style-type: none"> Re-defining operation model for digital age Creating platform for growth Capitalizing on analytical developments 	<ul style="list-style-type: none"> Re-defining talent needs for digital age Creating environment that attracts top talent Developing interface between human and xxx intelligence

Operational efficiency



- Digital technologies result:**
- Better decisions
 - Effective allocation of capital
 - Link strategy with shareholder value

Brand reputation

Digital:

1. Creates new forms of customer engagement
2. Becomes the most important arena for shaping brand awareness

BUT

Risk of cyber breaches → lost of trust

Assess and advice:

- Financial impact of a cyber attack
- Return on investment of improve security

Cyber security

Use of connected devices, mobile, social and back office technologies



Creates new risks to data security and confidentiality

Finance teams have a CRUCIAL role:



Way forward...

- Key attributes of this new finance function are:
 - Speed
 - Agility
 - Foresight

function

- CFO needs to have a clear vision and leadership to build a strategy for the digital age

CFO

- Needs to be a willingness within the finance team to embrace change as an opportunity rather than a threat

team



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Thank you...

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