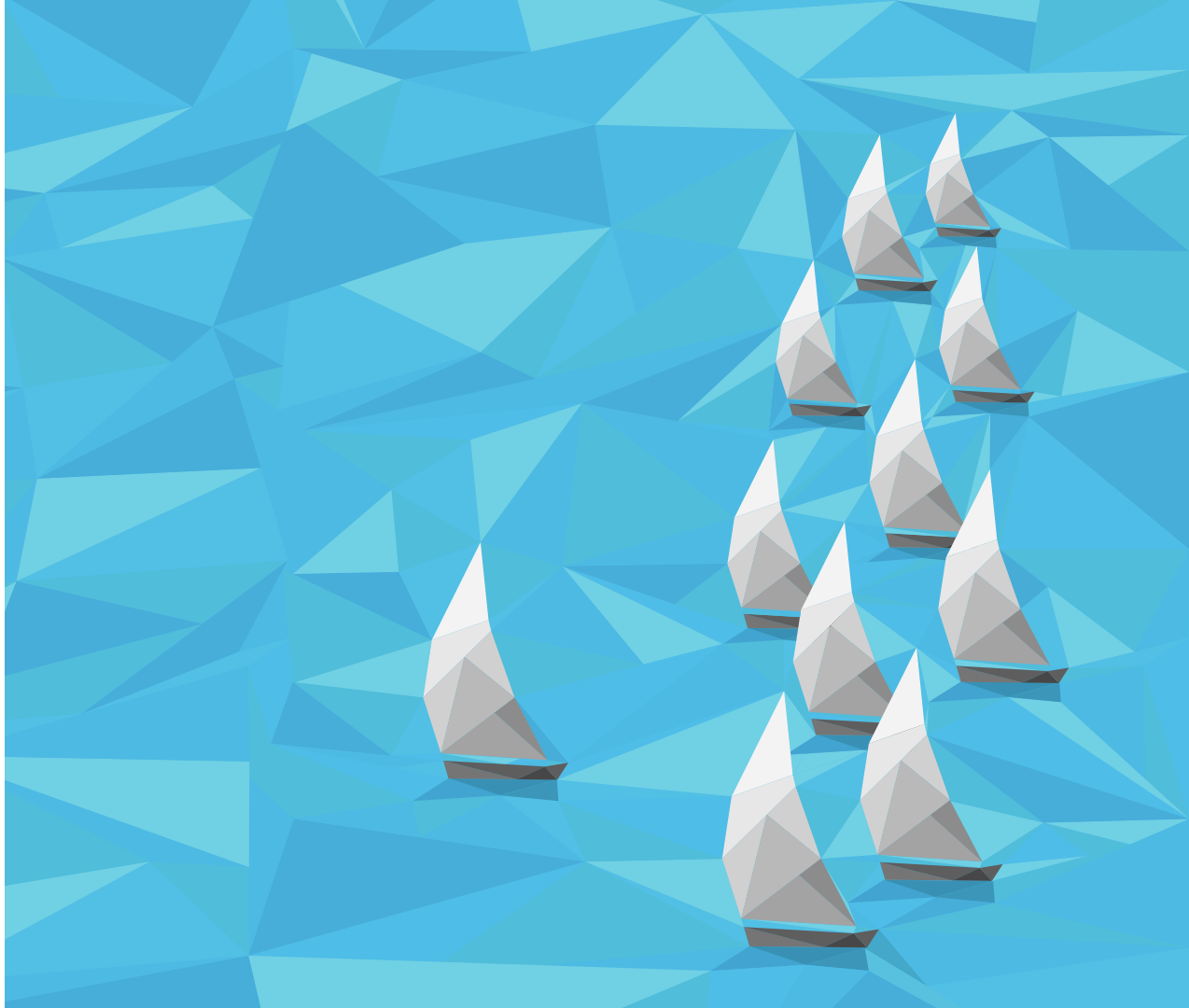


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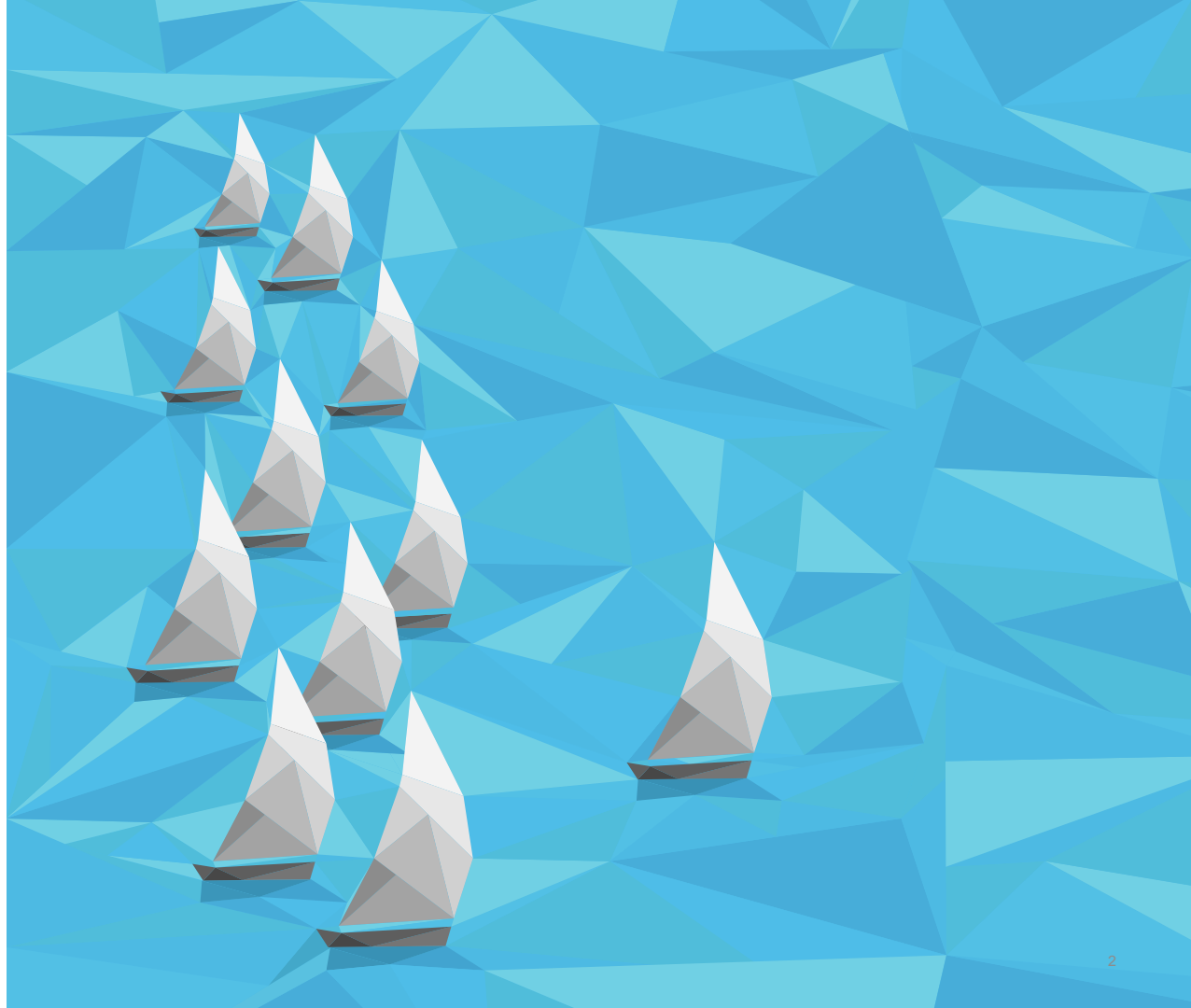
Annual Financial
Reporting Seminar
The Winds of Change

Tuesday 21 October 2014
Convention Centre Dublin



The Evolving Role of Finance

Shane Mohan
Finance Transformation
Partner, Consulting



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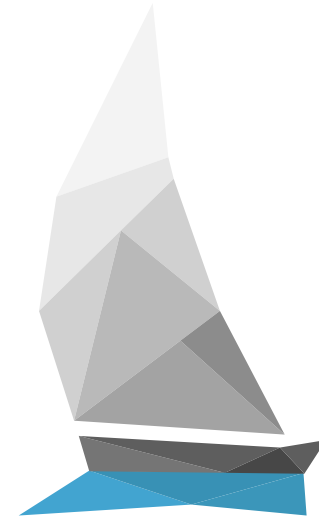
1. The role of the CFO/Finance Function
2. Key challenges facing the CFO/Finance Function
3. Getting the Finance Function fit for purpose
4. Lessons learned



The Role of the CFO/Finance Function

“The role of the CFO continues to evolve and indeed has become considerably more complex.”

DELOITTE CFO FORUM



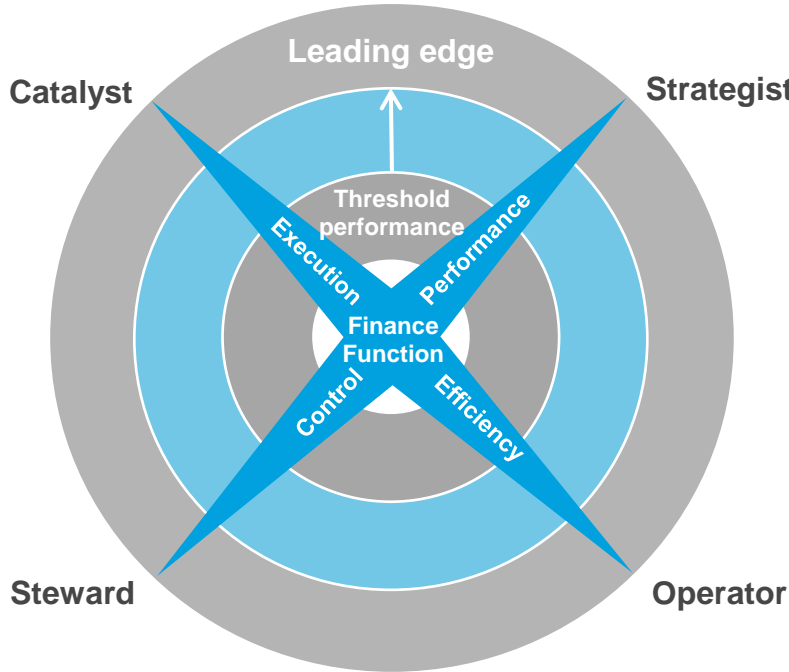
The Role of the CFO / Finance Function

- Business Insight
- Performance Management
- Business partnering
- Investments and Resource Allocation

- Funding & Capital
- Investor Relations
- Business Strategy
- Planning, Budgeting and Forecasting

- Risk Management
- Regulatory Compliance
- Controls
- Optimised reporting processes

- Efficient Finance Operations
- Flexibility and Scalability
- Finance Talent
- Effective accounting and reporting systems



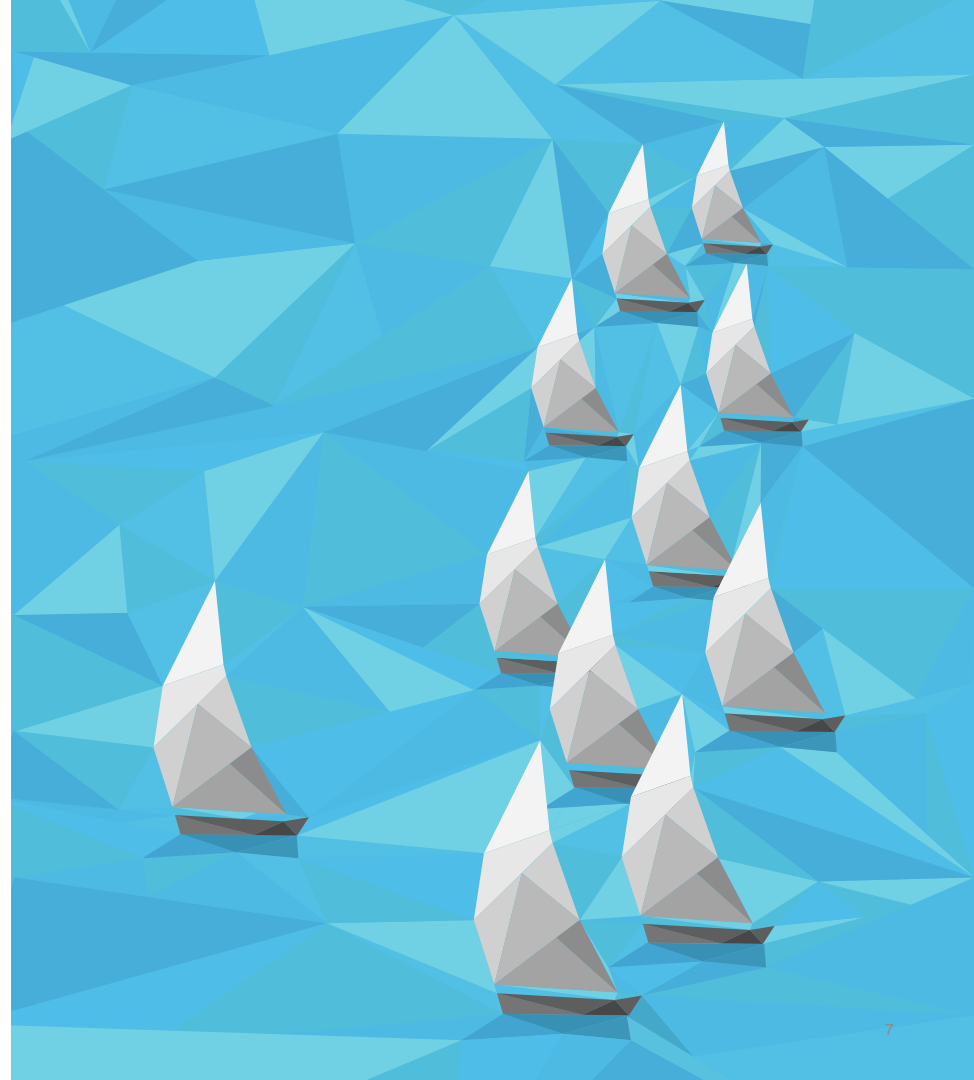
The Role of the CFO / Finance Function



Key challenges facing the CFO/ Finance Function

“There are a variety of concerns, both internal and external, that CFOs and their teams need to address to ensure the finance function is effective in supporting the business”

WHAT'S KEEPING CFOs AWAKE IN 2014



CFO insights

What's keeping CFOs up in 2014?



POLITICAL
Security and other risks
Government policy




ECONOMIC
Growth prospects
Trade and investment



COMPETITIVE
Consolidation
New entrants/disruptors



REGULATORY
Accounting complexity
Sustainability



SUPPLY
Technological innovation
Demographic shifts
Competition for talent



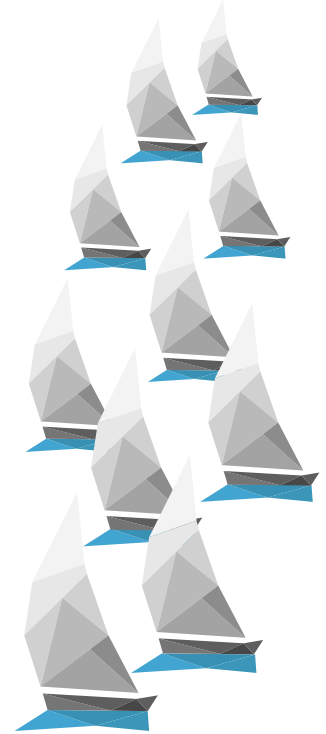
DEMAND
Emerging markets
Input costs

Source: Deloitte CFO Insights (What's keeping CFOs up in 2014), Deloitte CFO Survey

Getting the Finance Function fit for purpose

“Good order is the foundation of all good things”

EDMUND BURKE



Transforming Finance

Where do we want to be?

How do we get there?



ALIGN

- Vision and objectives
- Values
- Design principles



PRIORITISE

- Operating model
- Shared Services
- Outsourcing
- Business Partnering
- Processes / Technology
- Talent and skills



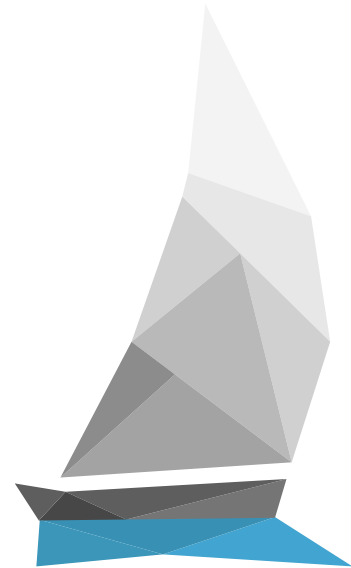
MOBILISE

- Roadmap
- Business case
- Resources

Lessons Learned

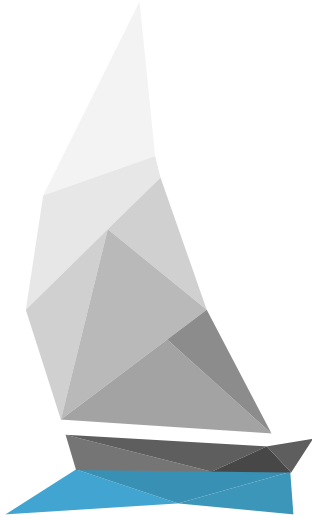
“If you’re going to do it,
do it right.”

GLOBALISING FINANCE, DELOITTE



Lessons Learned

- Big bang v incremental approach
- Change management
- Communications
- Importance of a vision and agreed set of objectives / priorities
- Clear leadership and direction
- Benchmarking – before and after
- CFO & Business Support
- Allocate the time



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