

Southeast Asia CFO Agenda 2021

How Southeast Asian CFOs are leading their finance teams through their evolving roles necessary for the future, as nations transit to live with COVID-19

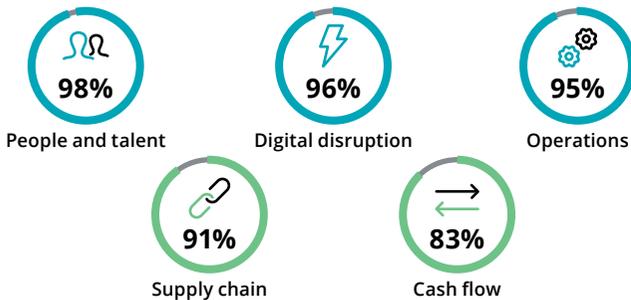
Surviving
Ensure continuity of business

Recovering
Plan ways to change and adapt

Thriving
Be stronger and more resilient to uncertainties

Overall sentiments

CFOs are still in the thick of the action in responding to the rapidly evolving pandemic situation.



*Percentage of survey respondents who indicate that they are concerned about these issues

Perennial concerns remain

Supply chain
Assess the impact of supply chain disruption

Cash flow
Reviewing capital allocation requirements and strategic reassessment of cashflow

Priorities for the new normal emerge

Digital disruptions
Accelerate digital journey or necessitate fast shift to digital models

People and talent
Emphasis on future competencies, physical and mental health

Operations
Operational resilience highly dependent on wellbeing of staff

Looking towards the **new normal**, CFOs and their finance teams look at two key areas to **reimagine their evolving roles and future**

Reimagining the future of finance



Transforming finance in strategic areas

Finance functions pivot away from operational finance towards financial insights, but transformation in key aspects are required to support this shift.

Business finance



Finance takes on a frontline role

93% recognise the **need to transform**
38% **have not started** transformation

- Develop keen understanding of business operations
- Close collaboration with other functions
- Provide real-time, current financial insights to stakeholders
- Support the organisation in telling its sustainability story



Finance as the ultimate owner of data

99% recognise the **need to transform**
44% **have not started** transformation

- Leverage data and communicate insights throughout organisation
- Invest in enterprise-wide data and visualisation platforms
- Identify talent to support and deliver transformation projects



Finance as risk steward

95% recognise the **need to transform**
46% **have not started** transformation

- CFOs as a voice of risk-related thinking
- Shift from needs-based to responsibility-based risk intelligence
- Move towards a more agile and centralised model view of risk



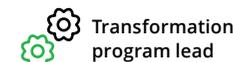
Enabling the finance workforce

A hybrid working model is the way forward when CFOs were asked about workforce changes. Diversity in skills within the team will be vital.



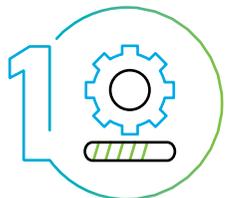
- Significant cost savings
- Possible solution to skills shortage in operating country
- Happen at different pace across geographies
- Interpersonal relationships still essential in some aspects
- Some need to be co-located with businesses they support

*Percentage of survey respondents who are considering changes to their finance workforce



The CFO's to-do list

To create a next-generation finance in a future defined by remote work and increasingly frontline role of finance teams



Craft the finance transformation vision



Define future roles



Decide whether to build, borrow, or buy

Three categories of future finance roles

	STORYTELLERS	INTERPRETERS	MACHINE MANAGERS
 Goal	Actively engage stakeholders of the finance function	Interpret data and derive insights to enhance quality and protect the organisation against risk	Integrate automation and other machine learning initiatives with talent model
 Talent competencies	<ul style="list-style-type: none"> Business acumen Ability to unpack complexity Writing and visualisation skills 	<ul style="list-style-type: none"> Investigative skills to examine anomalies in data and suggest corrective actions Ability to interpret and comply with regulatory guidance 	<ul style="list-style-type: none"> Technology acumen Ability to operate under pressure in real time
 Balance	80% human, 20% machine	30% human, 70% machine	50% human, 50% machine

CFOs will need to define plan and strategise next steps



Business partner across functions



Holistic business knowledge and soft skills



Build, borrow or buy talent and capabilities



Operate organisation-wide data function

Contact us

SEA CFO Program leadership team

Southeast Asia & Singapore

Timothy Ho
kwho@deloitte.com
+65 6232 7467

Malaysia

Yee Wing Peng
wpyee@deloitte.com
+60 3 7610 8800

Ho Sai Weng

swho@deloitte.com
+60 3 7610 7329

Thailand

Somkrit Krishnamra
somkrishnamra@deloitte.com
+66 2034 0134

Vietnam

Thin Pham
thpham@deloitte.com
+84 28 710 14020

Philippines

Melissa Delgado
medelgado@deloitte.com
+63 2 8 581 9019

Contact the [SEA CFO Program team at cfoprogramsea@deloitte.com](mailto:cfoprogramsea@deloitte.com) for enquiries

Deloitte refers to one or more of Deloitte Touche Tohmatsu Limited ("DTTL"), its global network of member firms, and their related entities (collectively, the "Deloitte organization"). DTTL (also referred to as "Deloitte Global") and each of its member firms and related entities are legally separate and independent entities, which cannot obligate or bind each other in respect of third parties. DTTL and each DTTL member firm and related entity is liable only for its own acts and omissions, and not those of each other. DTTL does not provide services to clients. Please see www.deloitte.com/about to learn more.

Deloitte Asia Pacific Limited is a company limited by guarantee and a member firm of DTTL. Members of Deloitte Asia Pacific Limited and their related entities, each of which are separate and independent legal entities, provide services from more than 100 cities across the region, including Auckland, Bangkok, Beijing, Hanoi, Hong Kong, Jakarta, Kuala Lumpur, Manila, Melbourne, Osaka, Seoul, Shanghai, Singapore, Sydney, Taipei and Tokyo.

© 2021 Deloitte Southeast Asia Ltd.
Designed by: CoRe Creative Services. RITM0848555