

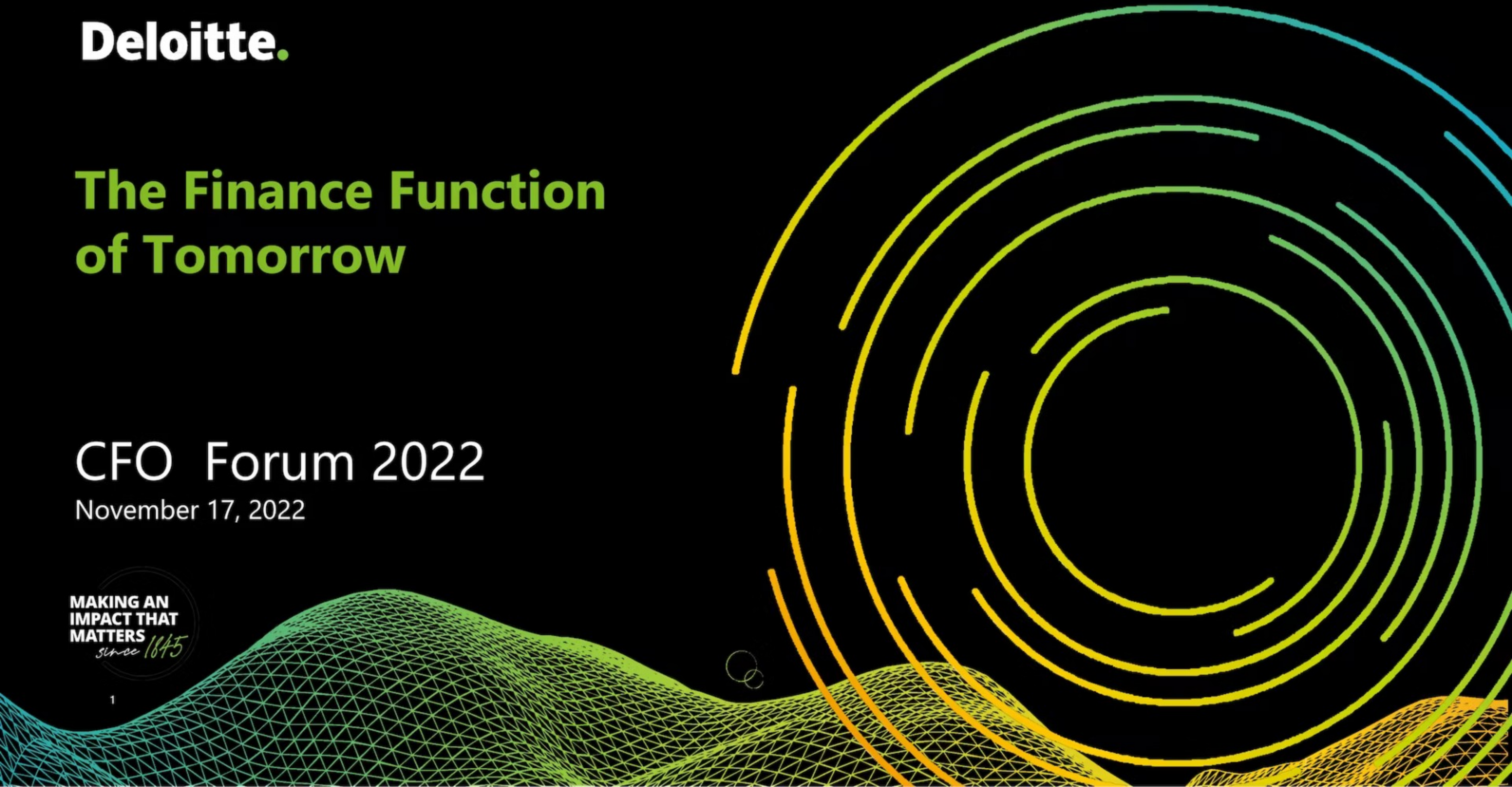
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The Finance Function of Tomorrow

CFO Forum 2022

November 17, 2022

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Agenda

01

**Thailand
Economic
Outlook**

02

CFO Signals

03

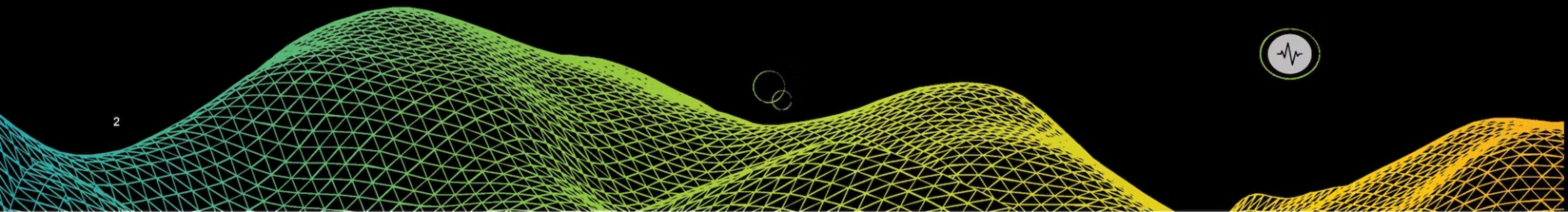
**The Future of Finance:
Work, Workforce, and Workplace**

+++

04

**Executive Labs
Offering**

+++
+++
+++



Speakers



Vichai Suknaibaiboon

Partner

Audit and Assurance



**Bardin
Laprangsirat**

Partner

Audit and Assurance



Dr. Narain Chutijirawong

Executive Director

Clients & Markets

01

Thailand Economic Outlook





Economic Outlook Report

CFO Forum Thailand

Clients & Markets, November 2022

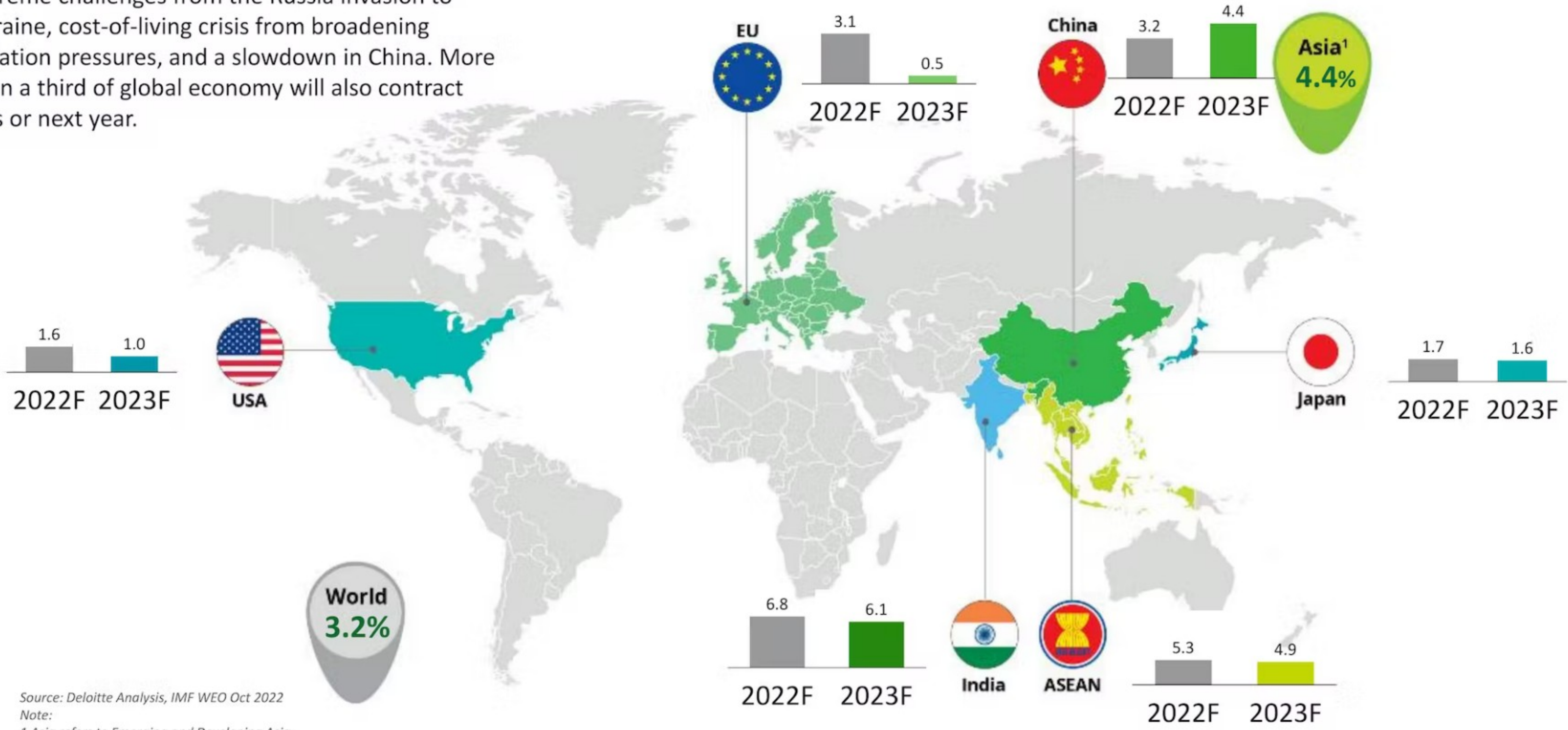


Global Economy 2022-2023

5055-5053

Global Economy

The 2022 Global economy continues to face extreme challenges from the Russia invasion to Ukraine, cost-of-living crisis from broadening inflation pressures, and a slowdown in China. More than a third of global economy will also contract this or next year.



Source: Deloitte Analysis, IMF WEO Oct 2022
Note:
1 Asia refers to Emerging and Developing Asia
2 ASEAN refers to ASEAN-5; Indonesia, Malaysia, Philippines, Thailand, Vietnam



US

Key Takeaway

- + Recovering job market
- Surge in inflation (7.7% in October 22)
- Soaring housing prices despite weakness in housing market
- Fed aggressively raised 0.75% of interest rate in November.

Watchlist

-  Fed potentially to raise more interest rate in 2022-23, and reducing asset holdings on its \$9 trillion balance sheet
-  Bond yield movement and recession watchlist





EU

Key Takeaway

- + The ECB raised its benchmark interest rate
- Growing economy, at a slower pace
- Surge in inflation rate (10.7% in October 22)
- Sharp rise in food and energy prices
- Weak euro and its fall below parity versus dollar in September

Watchlist

-  ECB to further raise interest rate
-  Impact from Russia's Ukraine invasion, and potential limiting imports of oil from Russia, and that Russia cut off gas to Europe





JAPAN

Key Takeaway

- + Recovering tourism sector
- Accelerating inflation (3.0% in September 22)
- The sharp decline in the value of the yen
- Rising material costs

Watchlist

-  Potential maintaining ultra-accommodative policy stance
-  US\$200 billion energy subsidies to quell inflation and support households



CHINA

Key Takeaway

- + Increased investment in infrastructure
- Easing Covid lockdown
- Improving trade volume
- Lowering loan rates
- Continuing COVID containment measures
- Local government revenue from the sale of land usage has fallen sharply
- Continuing weakness in the property and construction sectors

Watchlist

-  On-going China-US and China-Taiwan tensions, Russia-China relations
-  Potential increase restriction to contain Covid-19

Source: Deloitte Analysis, CNBC, CNN, Reuters, ECB, Japantimes

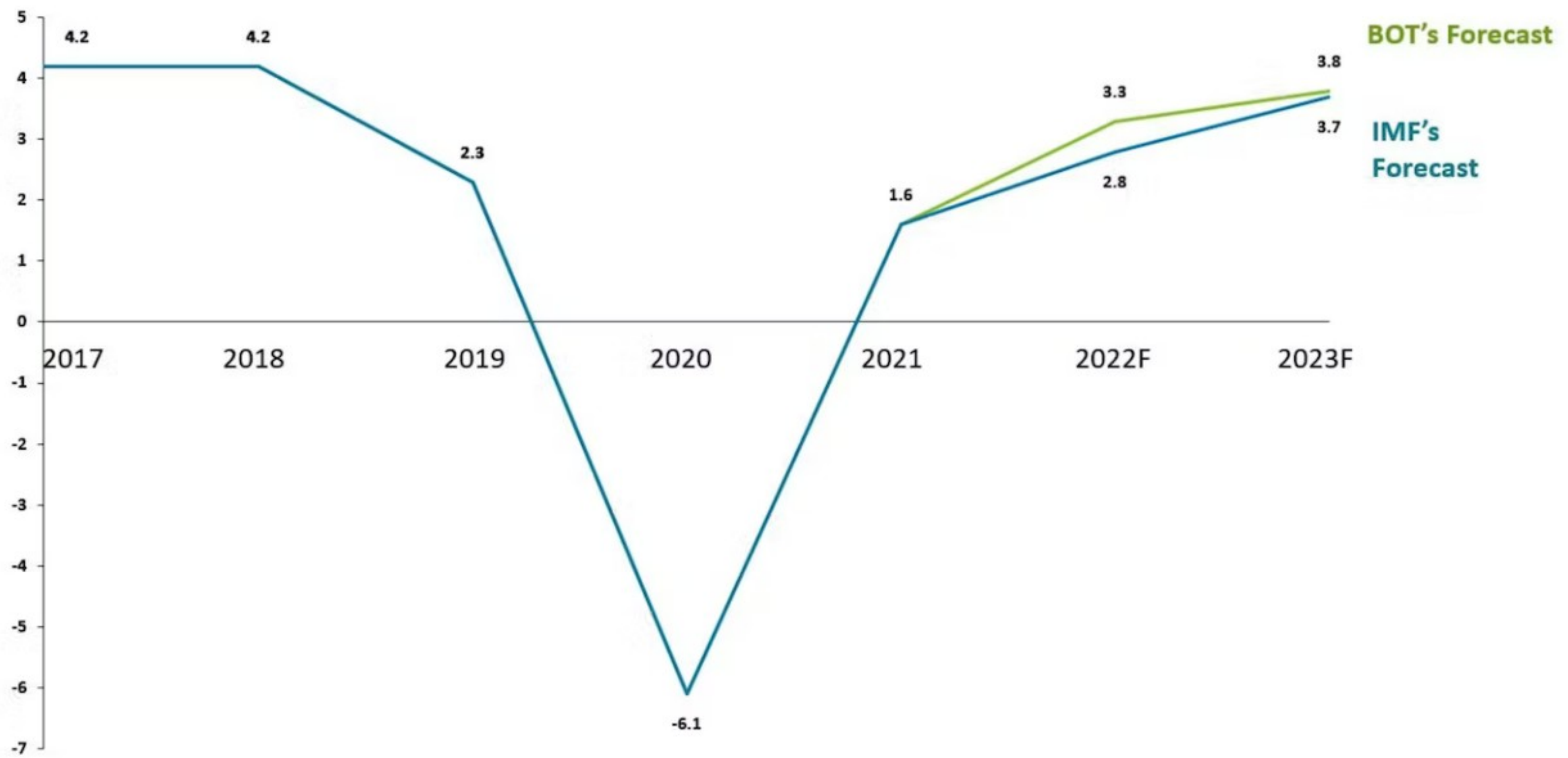
Thai Economy 2022-2023



Thailand Economic Outlook

Recovering domestic demand and rising tourist arrival would mainly contribute to Thai economic expansion.

Real GDP Growth (%YoY)



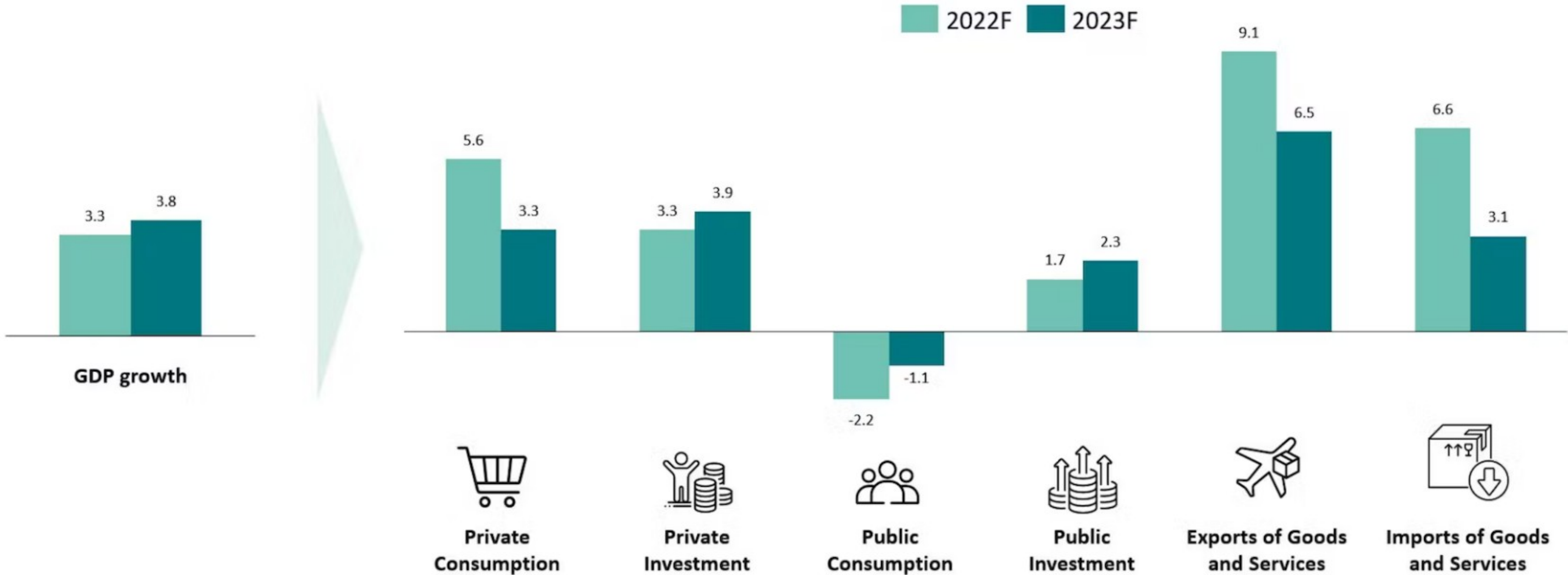
Key Factors to be Monitored

- +** Rising tourist arrivals from reopening country and easing Covid-19 measures
- Recovering investment which might be better than expected
- Surge in inflation and rising interest rate
- Impact from Russia-Ukraine war
- Several regions' central banks' interest rate increase
- Slow growth among other regions
- Slow recovery of global supply disruption

Source: Deloitte Analysis, Bank of Thailand, IMF WEO Oct 2022

Thailand Economic Outlook

Thai economy is forecasted a recovery mainly owing to increasing tourism activities and private consumption. However, under Thai economy's uncertainty, inflation pressure, and the spillover effects from Russia-Ukraine war are crucial factors for economic recovery.



Source: Deloitte Analysis, Bank of Thailand

Tourism, Thailand's key engine for economic growth since pre-Covid, is recovering from more relaxed measurements and reopening of the border.

As of October 2022, Thailand has reached about 7.6 million of foreign tourists, and is expected to achieve 10 million by 2022.

Foreign tourist arrivals

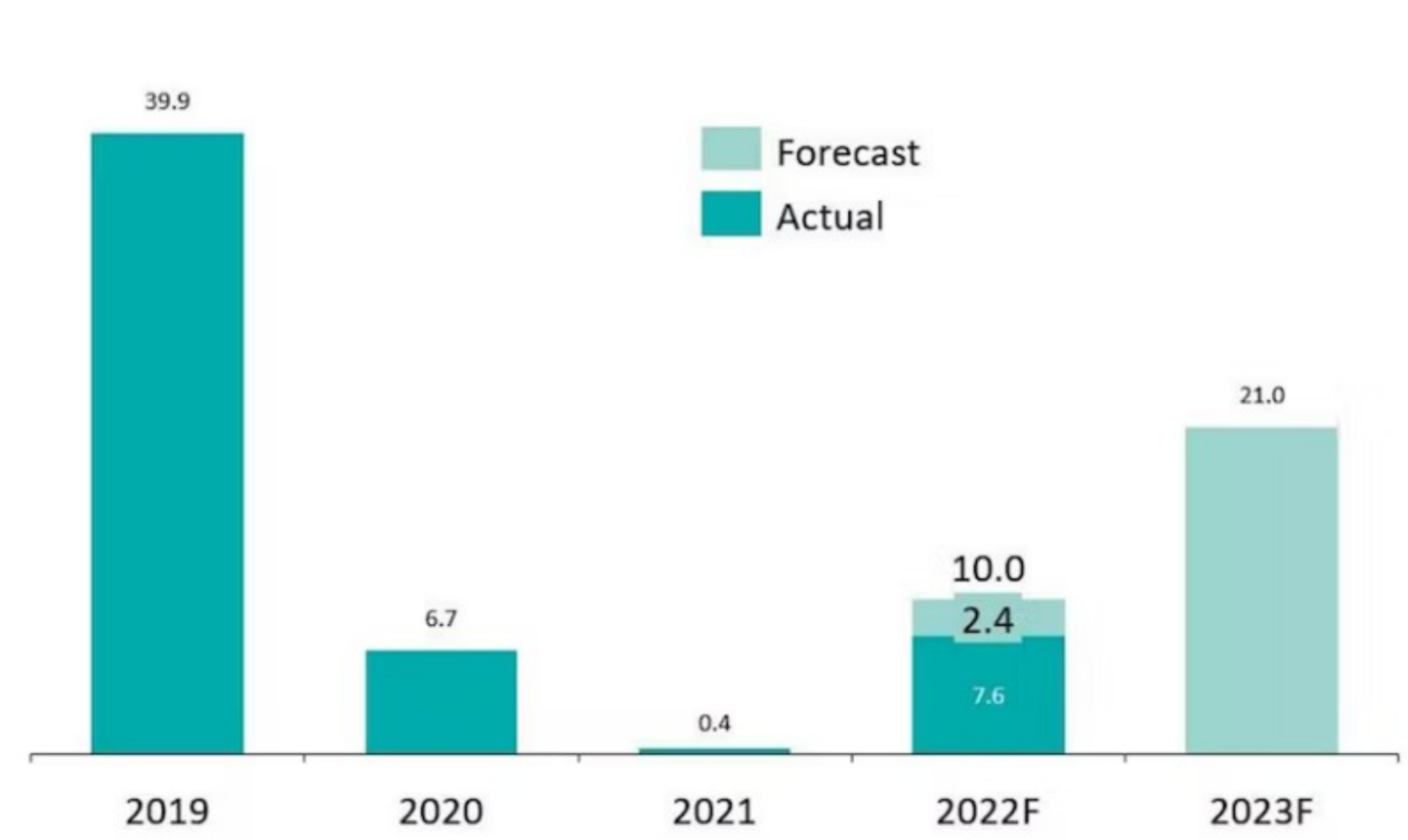
Unit: Persons (daily avg)



Source: Deloitte Analysis, Bank of Thailand, NESDC, SCB EIC, Bangkok BizNewsc, MOTs

Foreign tourist arrivals Forecast

Unit: Million

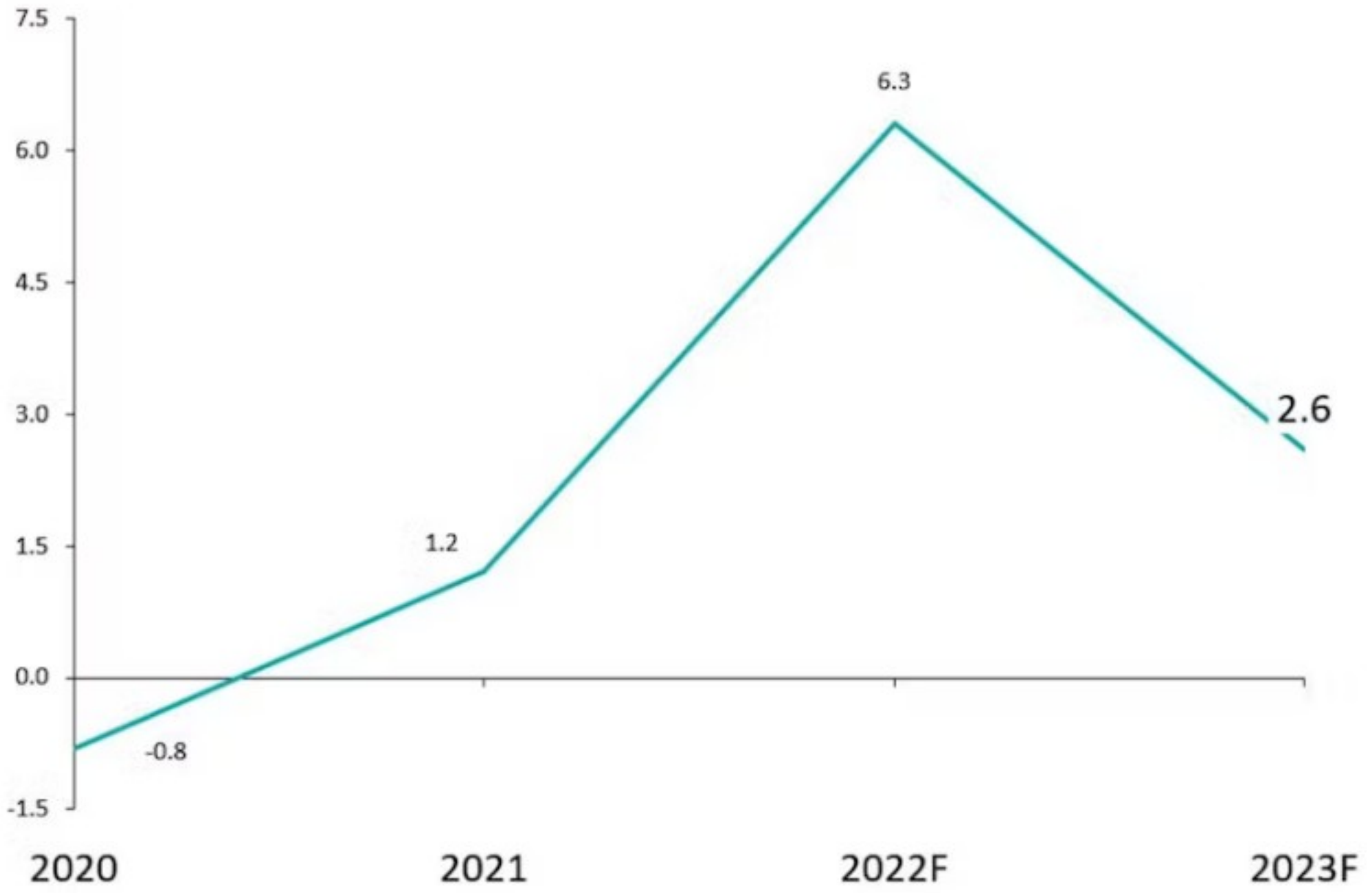


Inflation situation Thailand saw concerned

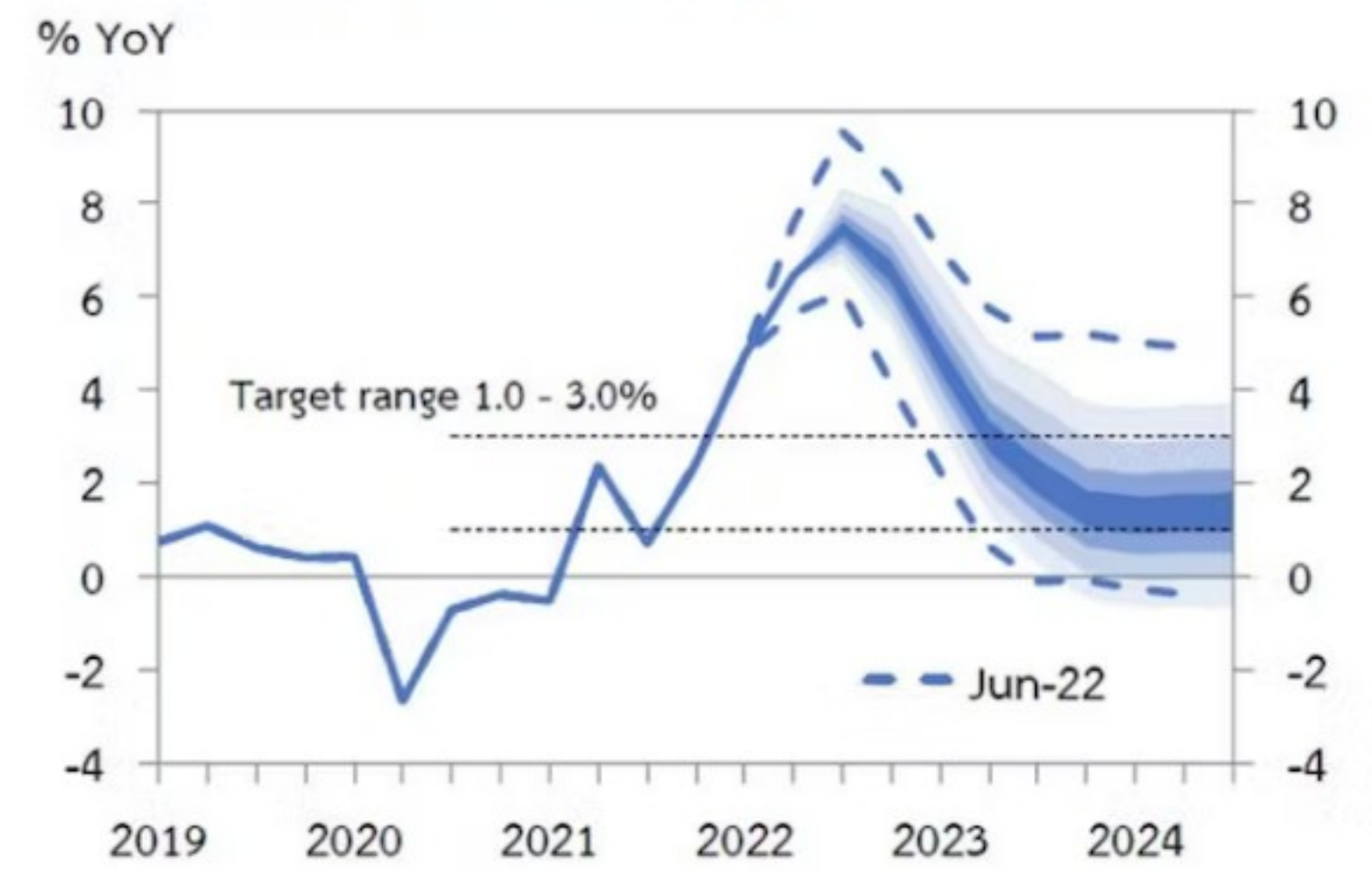
Headline inflation has increased sharply in 2022 but would lower to around the target range in 2023.

Thailand's GDP is also expected to reach the pre-COVID level within this year.

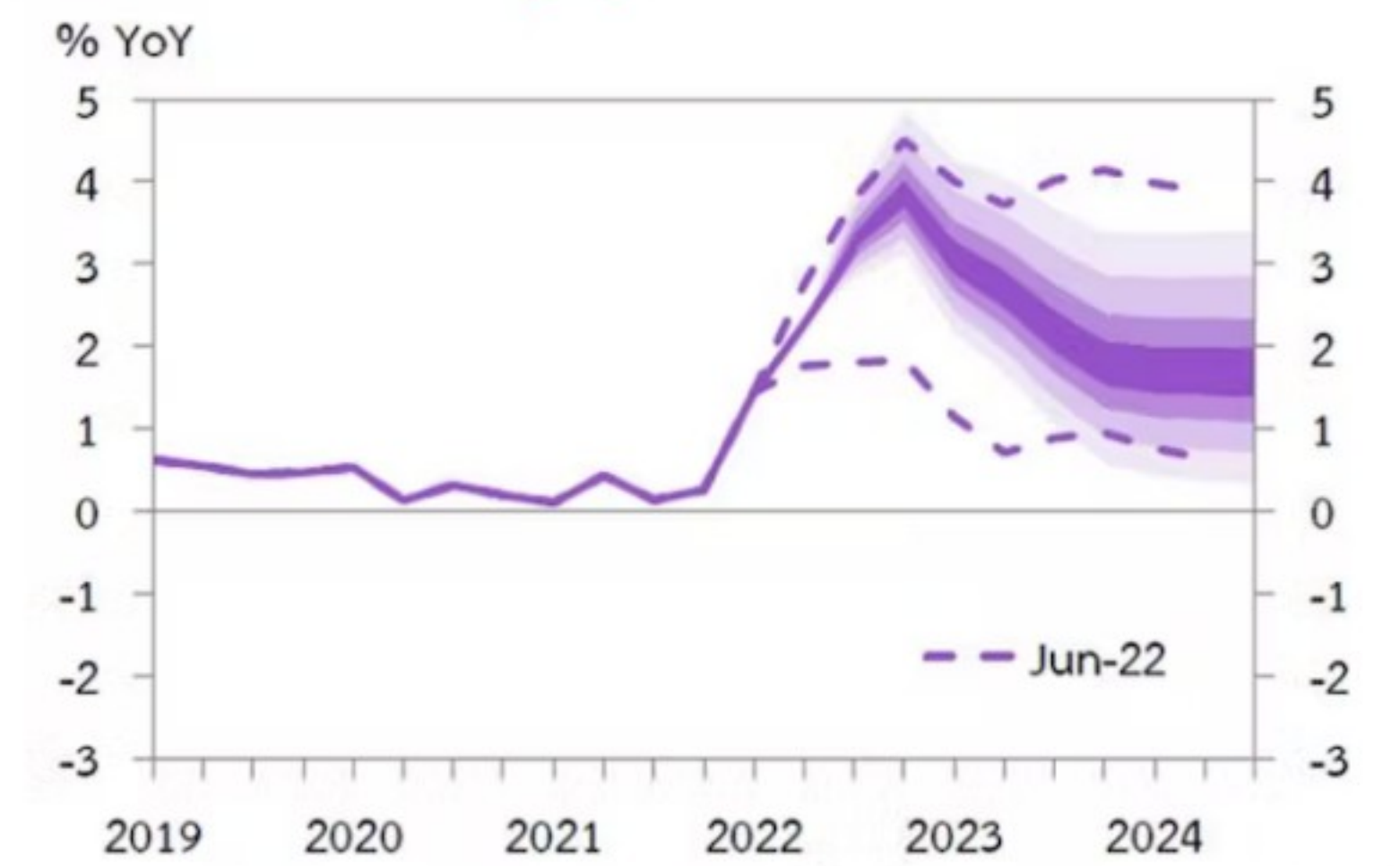
Headline Inflation (%)



Headline Inflation (%)



Core Inflation (%)



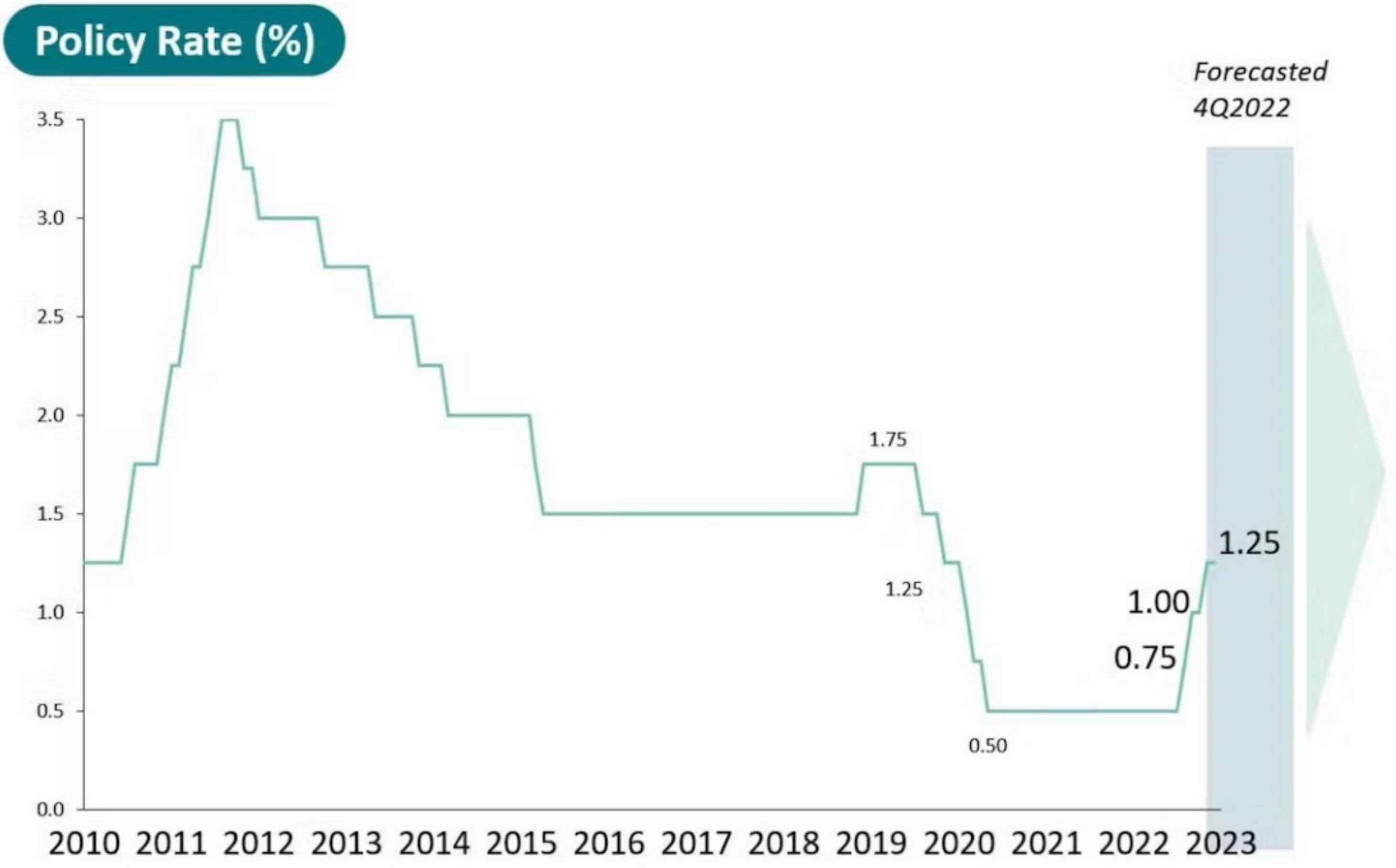
Inflation in September 22 = 6.41%

- Contributed by
- Rising fresh food prices
 - Low base of the last year's rate



Source: Deloitte Analysis, Bank of Thailand

The Monetary Policy Committee (MPC) unanimously voted to **raise the policy rate** by 0.25 percentage point, from 0.75 to 1.00 percent.



The Committee viewed that a gradual policy normalization remains an appropriate course for monetary policy.

The Committee also judges that the Thai economy will continue to recover but with increased inflation risks. The policy rate should be normalized in a gradual and measured manner to the level that is consistent with sustainable growth in the long term.

Source: Deloitte Analysis, Bank of Thailand's Monetary Policy Committee's Decision 5/2022, SCB EIC



Thai baht hit 7-year lowest against dollar and is expected to depreciate from Fed's sign of raising interest rate.

Exchange Rate (Unit: THB/USD)



Source: Deloitte Analysis, Bank of Thailand

Currency Movements



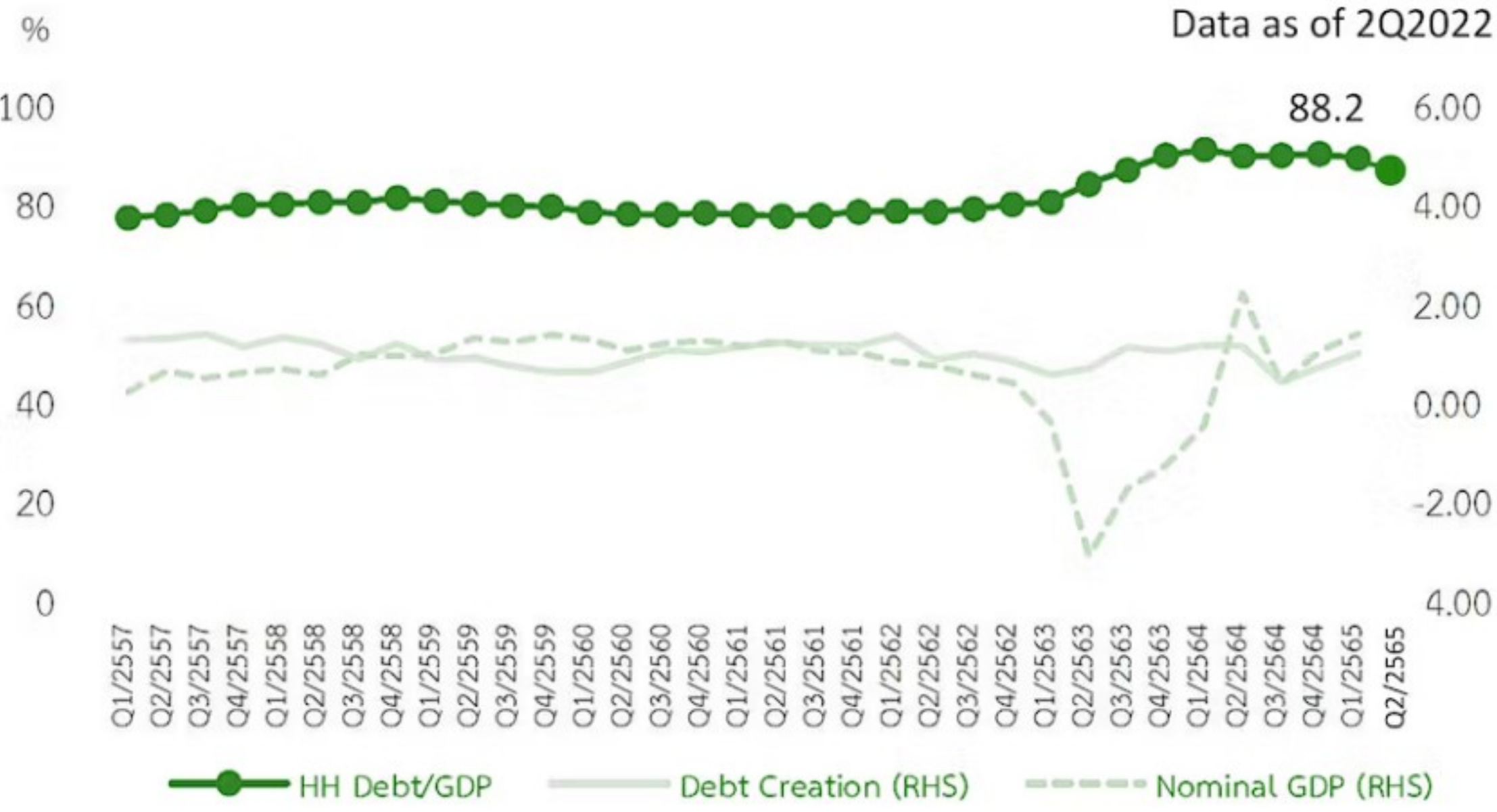
Sources: Refinitiv, Bloomberg (as of 27 Sep 2022)

Factors influencing Thai Baht

Appreciation	Depreciation
<ul style="list-style-type: none"> • Expected recovery from tourism • Foreign demand for Thai bonds 	<ul style="list-style-type: none"> • FED's more increases in interest rate in 2022-2023 • Impact from Russia's invasion to Ukraine

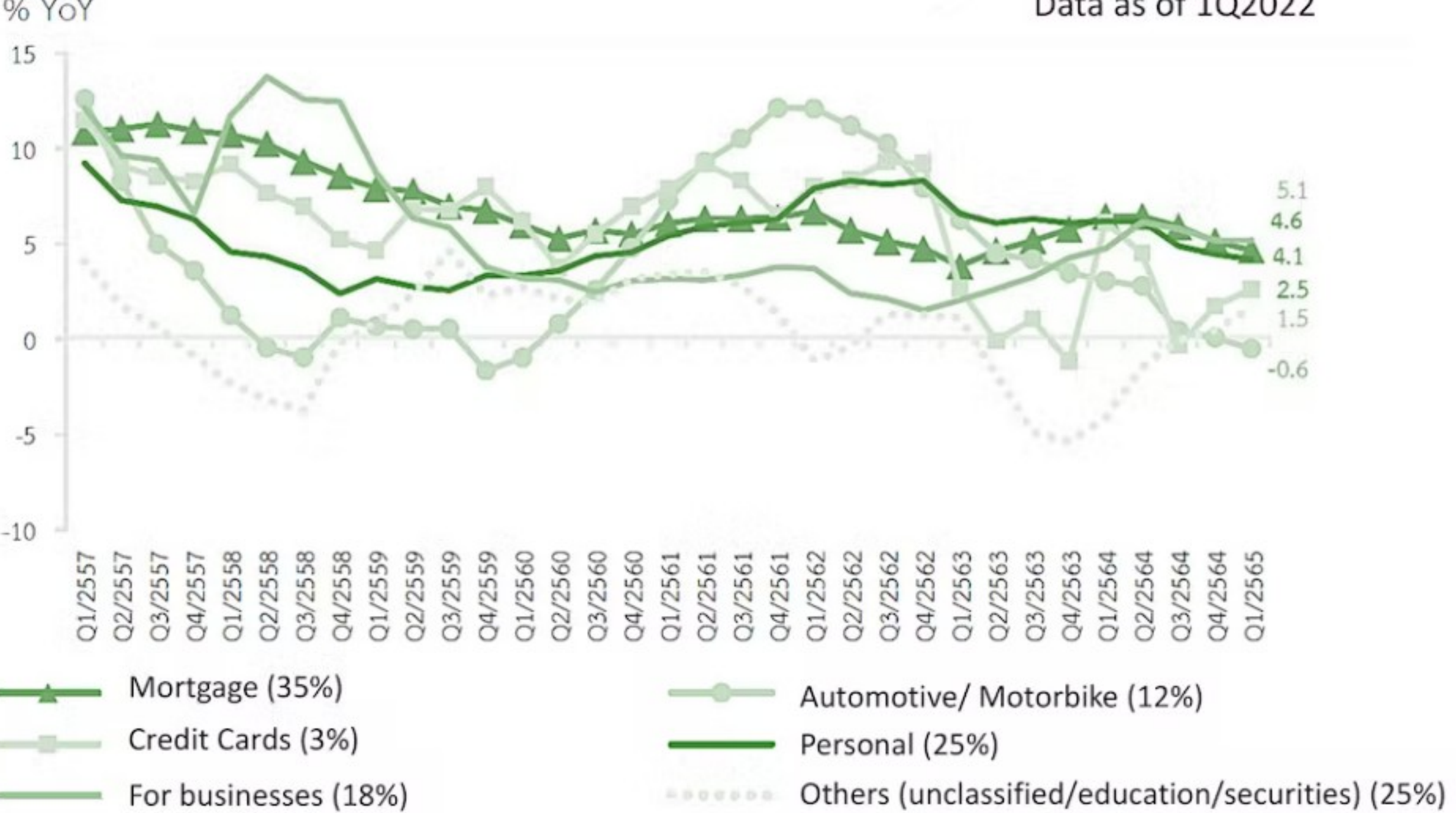
Household debt remained high overall amid rising interest rates. Many household debt types are shrinking except credit cards loans.

Household Debt to GDP



Source: Deloitte Analysis, Bank of Thailand

Percentage change in Household Debt by Objectives





Russia's invasion to Ukraine

Key elements initiating Russia's invasion to Ukraine



1999 & 2004

Incorporated Poland, The Czech Republic, Hungary, Romania and Baltic States into NATO

Politics



Putin's Response to Bucharest Declaration

Russia stated that their becoming part of NATO is a "direct threat" to Russia.

Economics



2013

Head of Ukraine, pressured by Putin, declined EU deal to form an association to bring EU and Ukraine closer.

Government



After the Coup

Pro-US head of Ukraine replaced pro-Russia head of Ukraine.

It was believed that US and UK supported arms in the protest.

2008 - April

NATO Summit at Bucharest (Romania) – declared that NATO welcomes Ukraine's and **Georgia's** Euro Atlantic aspirations for membership in NATO.

2008 – Aug

Russo-Georgian War: Russia occupied Abkhazia and South Ossetia as independent countries within the Russian Federation.



2014 Coup

- Protests to the Ukrainian Gov't
- Several deaths in protest
- Head of Ukraine fled to Russia

Russian Response

- Russia incorporated Crimea
- Not allowing the US and their allies to take Ukraine, the strategic importance on its western border.
- Wrecking Ukraine

Source: Deloitte Analysis, The University of Chicago, Wikipedia, Image - The Chancellery of the President of the Republic of Poland, Atlantic council © 2022 Deloitte Touche Tohmatsu Jaiyos Co., Ltd.

Annexation of four regions

Four regions of Ukraine, that are partially or almost completely occupied by Russia have been annexed by the Russian Federation. It follows self-styled referendums in **Donetsk, Luhansk, Kherson and Zaporizhzhia**, held between 23 and 27 September.



In a firm response, Ukraine's president, Volodymyr Zelenskiy, announced in a video address in Kyiv that his country was formally applying for **fast-track membership of the NATO** alliance, adding that Ukraine would not hold any peace talks with Russia as long as Putin was president.

Vladimir Putin proclaims annexation of four Ukrainian regions

- Areas where Ukraine has regained control
- Russian-controlled territory and most recent Russian advances*



Guardian graphic. Source: the Institute for the Study of War with AEI's Critical Threats Project. *Areas where ISW assesses Russian forces have operated in or launched attacks against but do not control

Strikes and Explosion

Explosion of Kerch Bridge, Russia's only bridge to Crimea

The blast on Europe's longest bridge - a symbol of Russia's annexation of the peninsula from Ukraine in 2014



■ Russian military control ■ Held or regained by Ukraine
▨ Limited Russian military control □ Russia annexed Crimea in 2014

Source: Institute for the Study of War (21:00 GMT, 27 October) **BBC**

Crimea bridge before and after explosion



Source: Planet Labs PBC **BBC**

Strikes and damages in critical infrastructure

Russia strikes critical infrastructure, 31 October



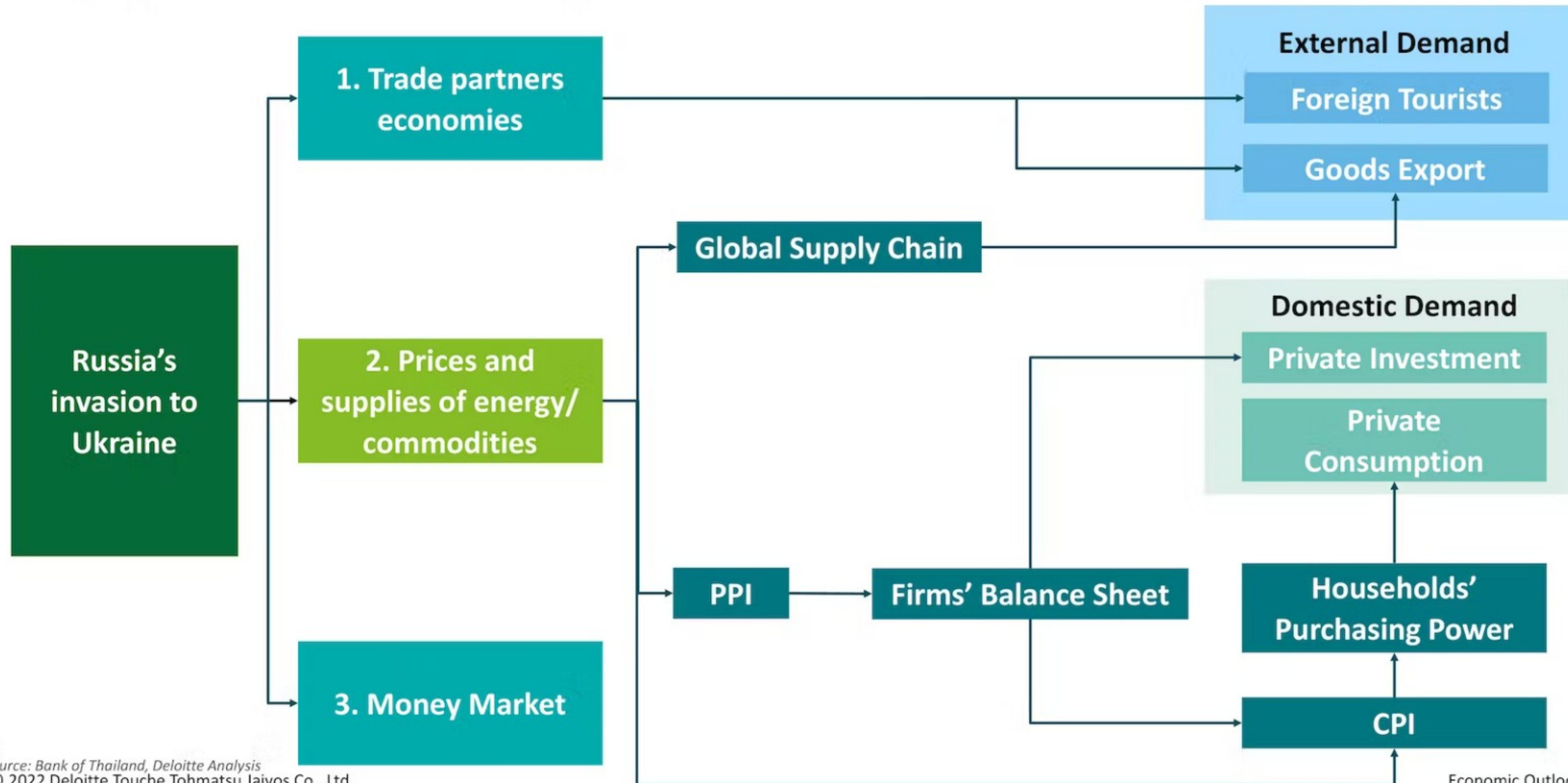
■ Russian military control ■ Held or regained by Ukraine
■ Regions reporting airstrikes □ Russia annexed Crimea in 2014

Source: Ukrainian government, Institute for the Study of War (21:00 GMT, 30 October) **BBC**

Source: Deloitte Analysis, BBC

Impact from The War in Ukraine on Thailand Economy

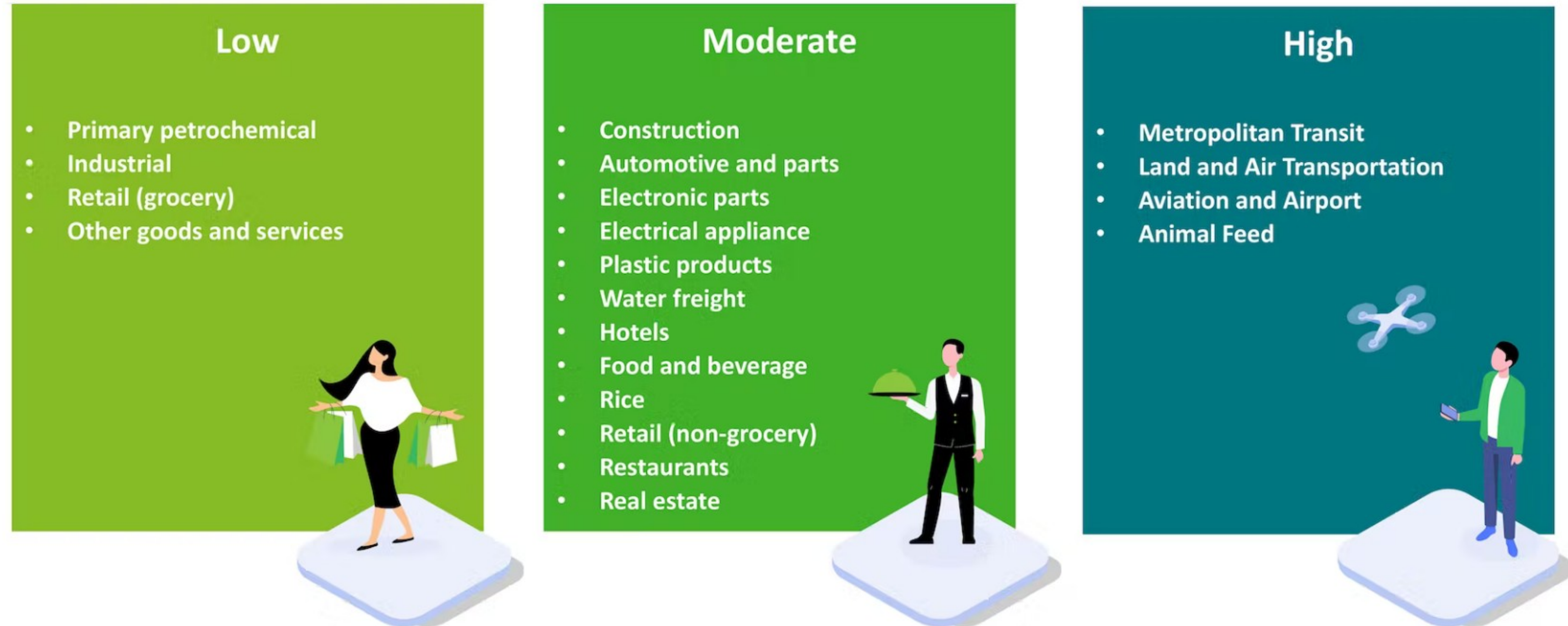
Trade partners and money market would not be severely impacted as Thailand has low export volume to Russia and has high foreign reserves. However, prices and supplies of energy and commodities would be highly impacted in terms of costs of production, inflation, and cost of living.



Source: Bank of Thailand, Deloitte Analysis
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Impact to Thailand by Businesses

Majority of businesses that have direct impact from the war are transportation and aviation due to rise in energy costs. Moderate to low impact businesses are such as construction and automotive, facing higher raw material prices.



02

CF  Signals





The finance factory

The finance factory will focus increasingly on using big data, analytics, and predictive modeling to inform business strategy and decisions



The role of Finance

Financial planners will need to bake operational components into financial models to assess potential top and bottom-line impacts—even as the goalposts keep moving



Finance cycles

There is no close. You're not forecasting once a month or quarterly. It's all happening in real time



Workforce and workplace

People are the key enabler, and critical skill sets in Finance have evolved to include robotics, communications, process management, and other disciplines



Self-service

Self-service will become the norm, as activities ranging from budget queries to report production are automated.



Operating models

New models look to expand Finance's core capabilities and what it can deliver in partnership with other functions.



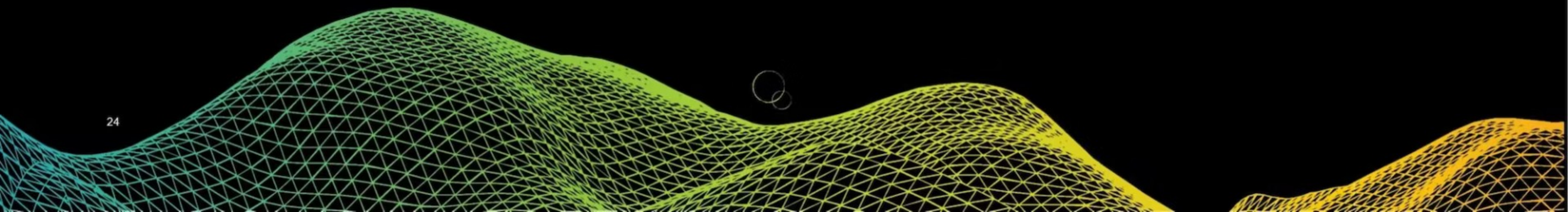
Enterprise resource planning

Today's big players will continue to swallow up cutting-edge capabilities and grow market share as one-stop providers.



Data

Finance will double down on massive data cleanup efforts, led by a data czar empowered to ensure data integrity and set the right governance strategy.



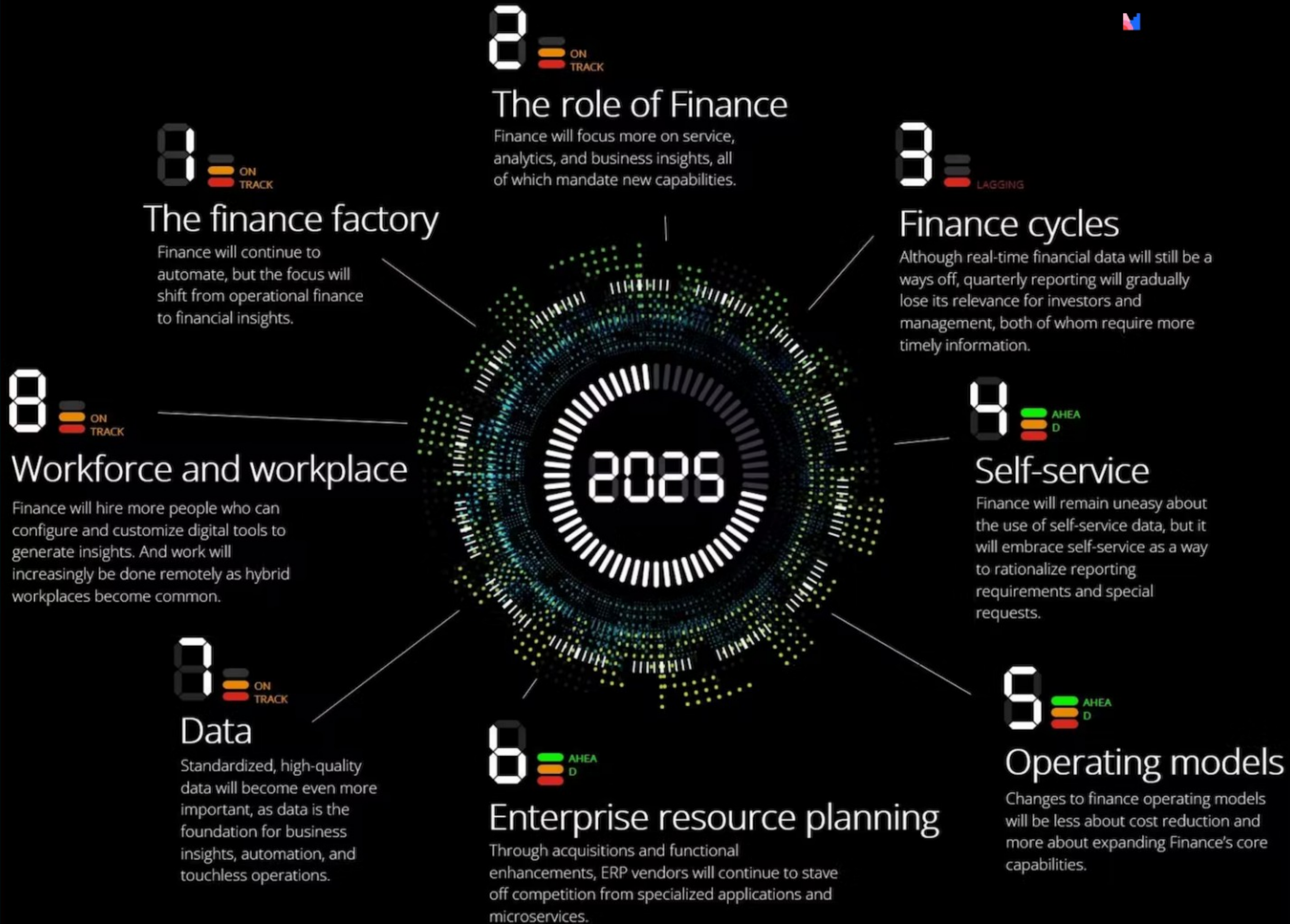
Crunch time series Finance 2025 revisited

(What we know now)

Eight interconnected trends reshaping Finance

Change in the business world is nothing new, but today's realities do indeed feel different. With so many potential investment opportunities—and so much in the market still left uncertain—you're probably scrambling to make sense of it all. If so, check out our new *Crunch time* report, which takes a fresh look at the future we envision for Finance in 2025.

Deloitte.

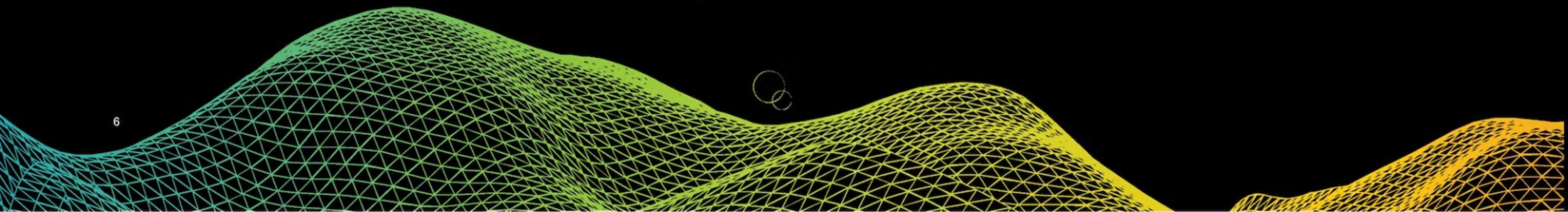


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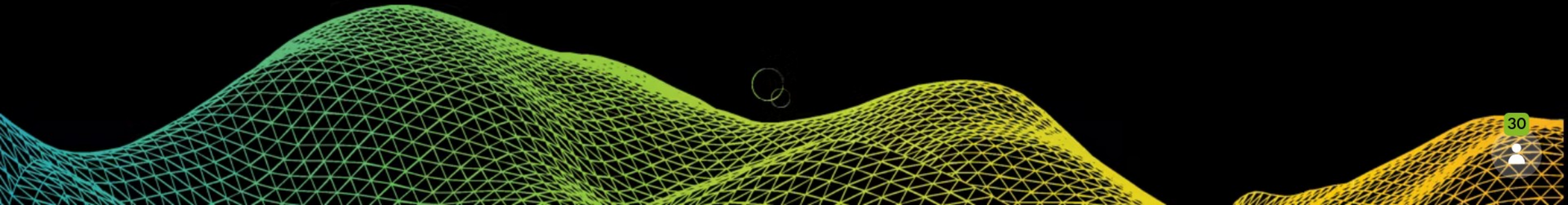
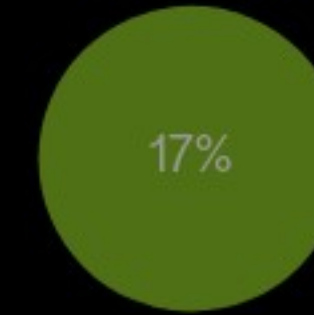
Is your company a public or private company?



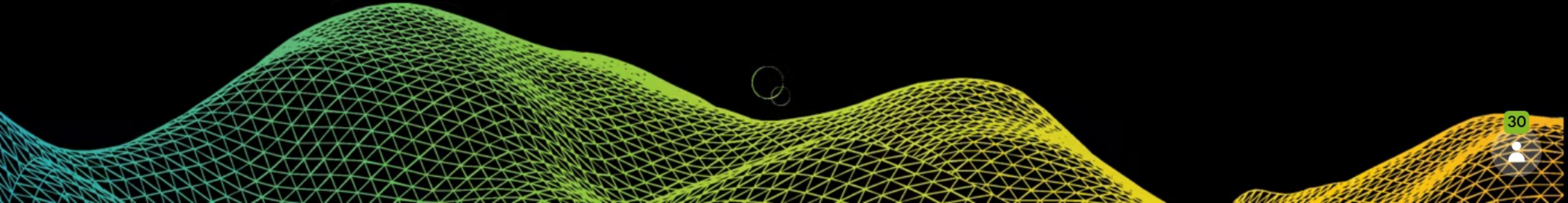
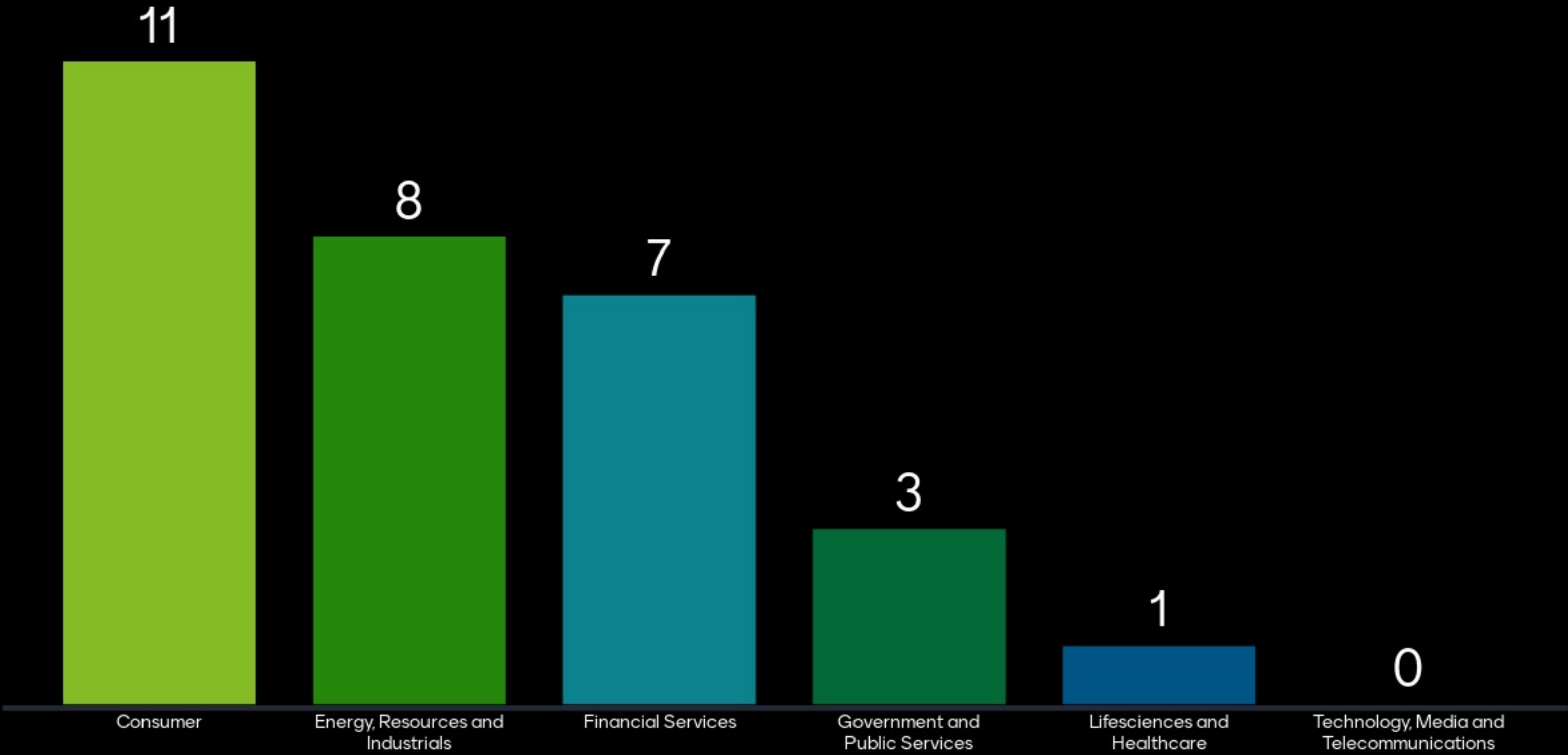
Public



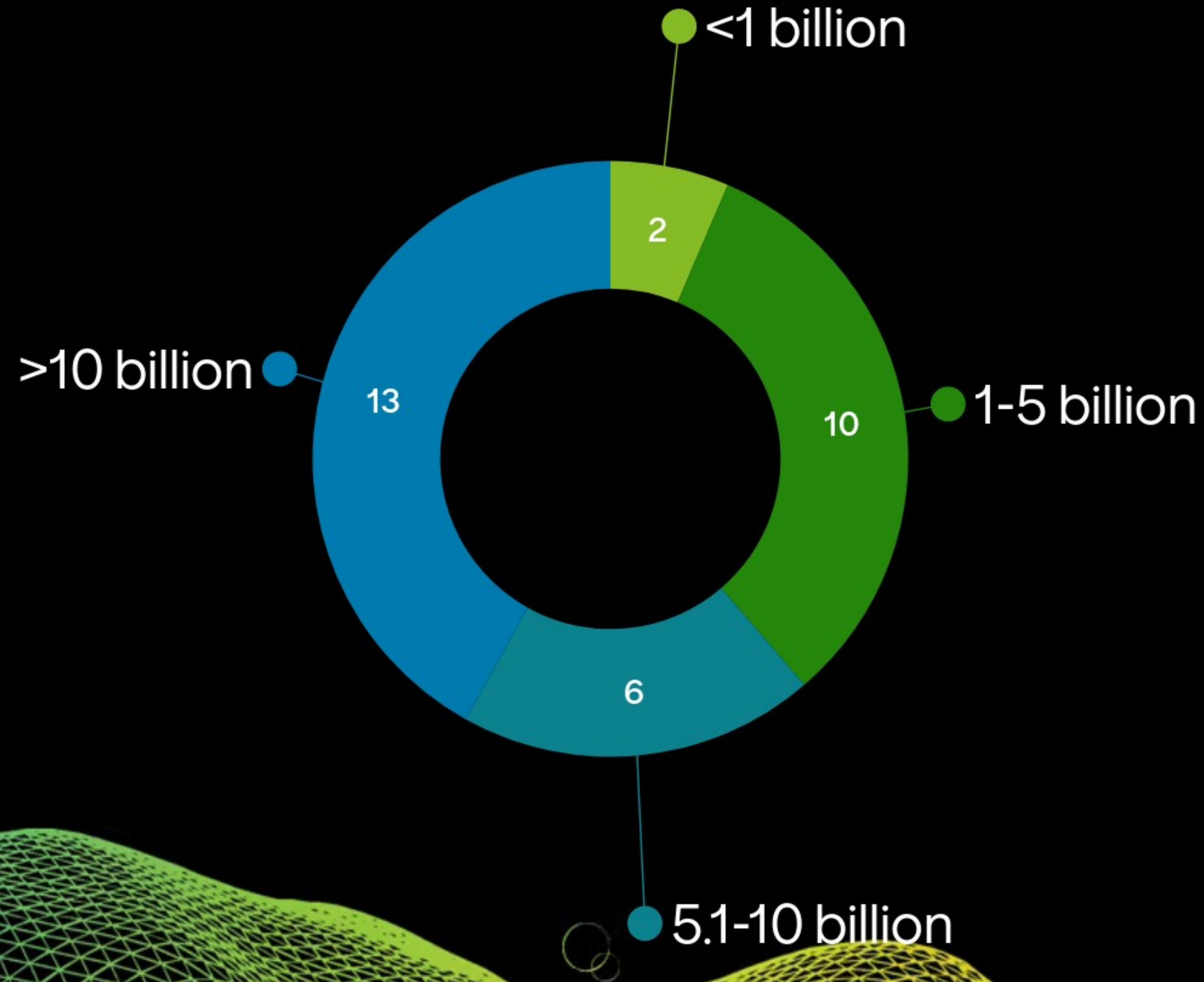
Private



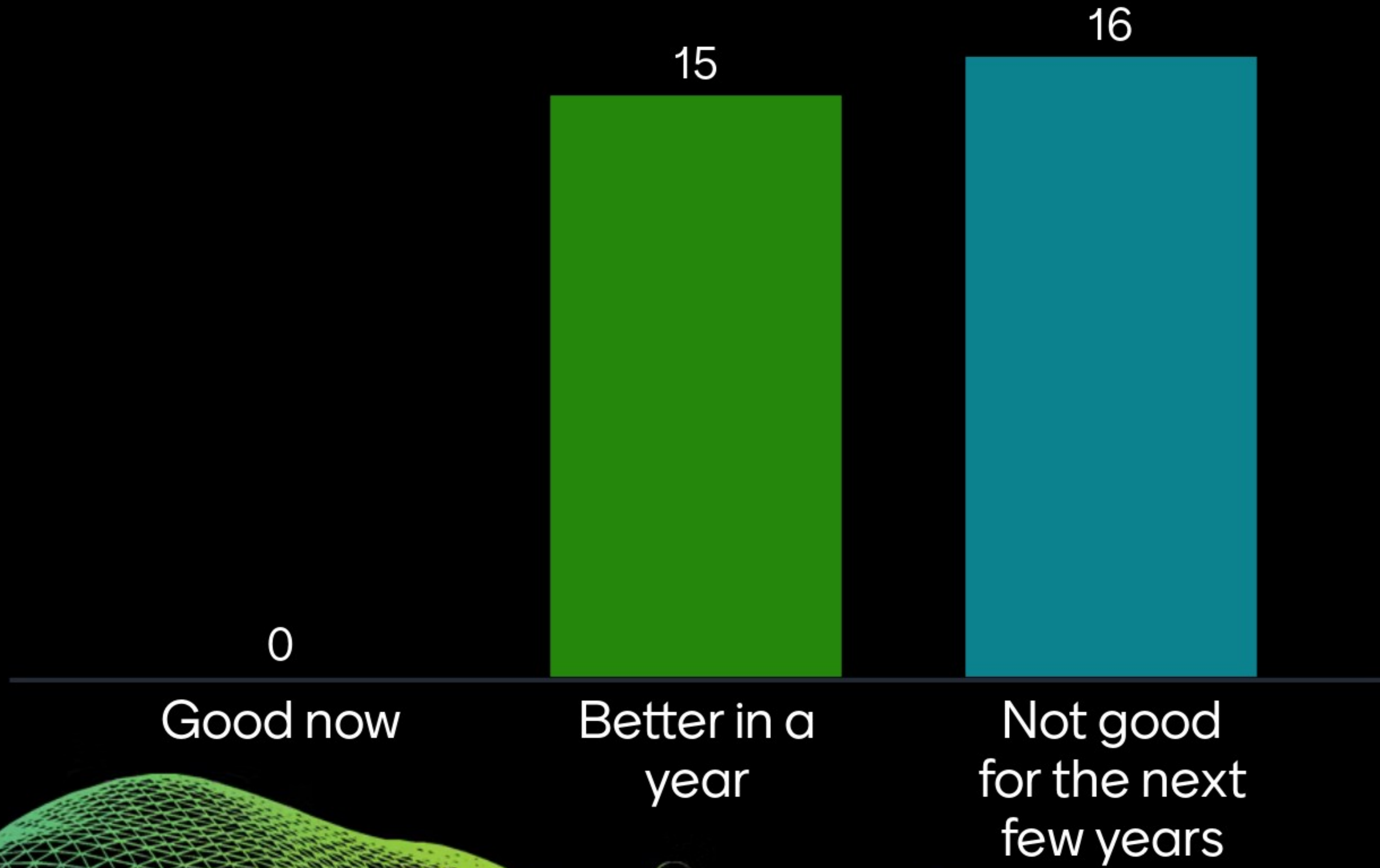
What industry is your company in?



What is your company's annual revenue? (THB)



How do you regard the current and future status of the Thai economy?

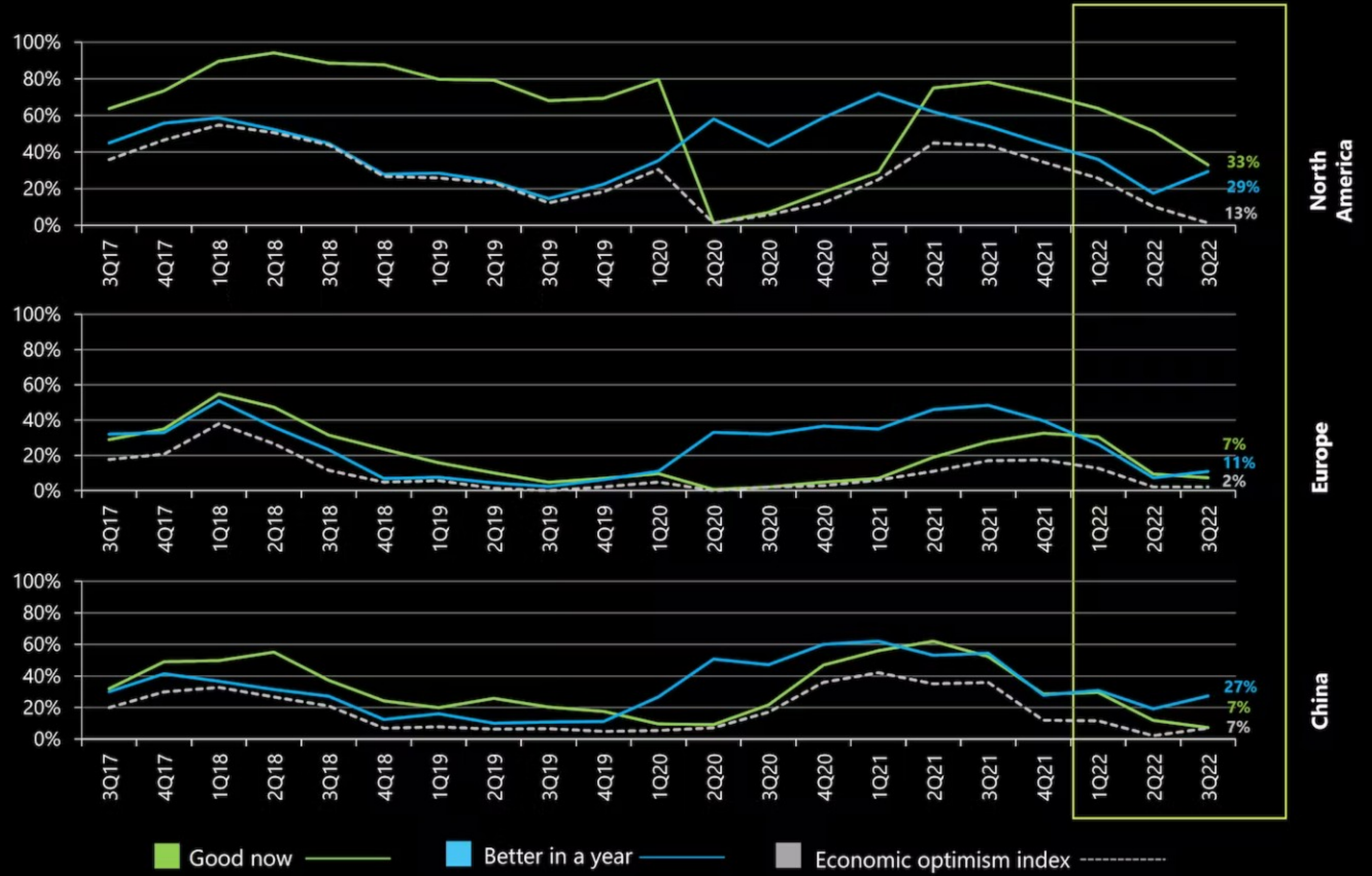
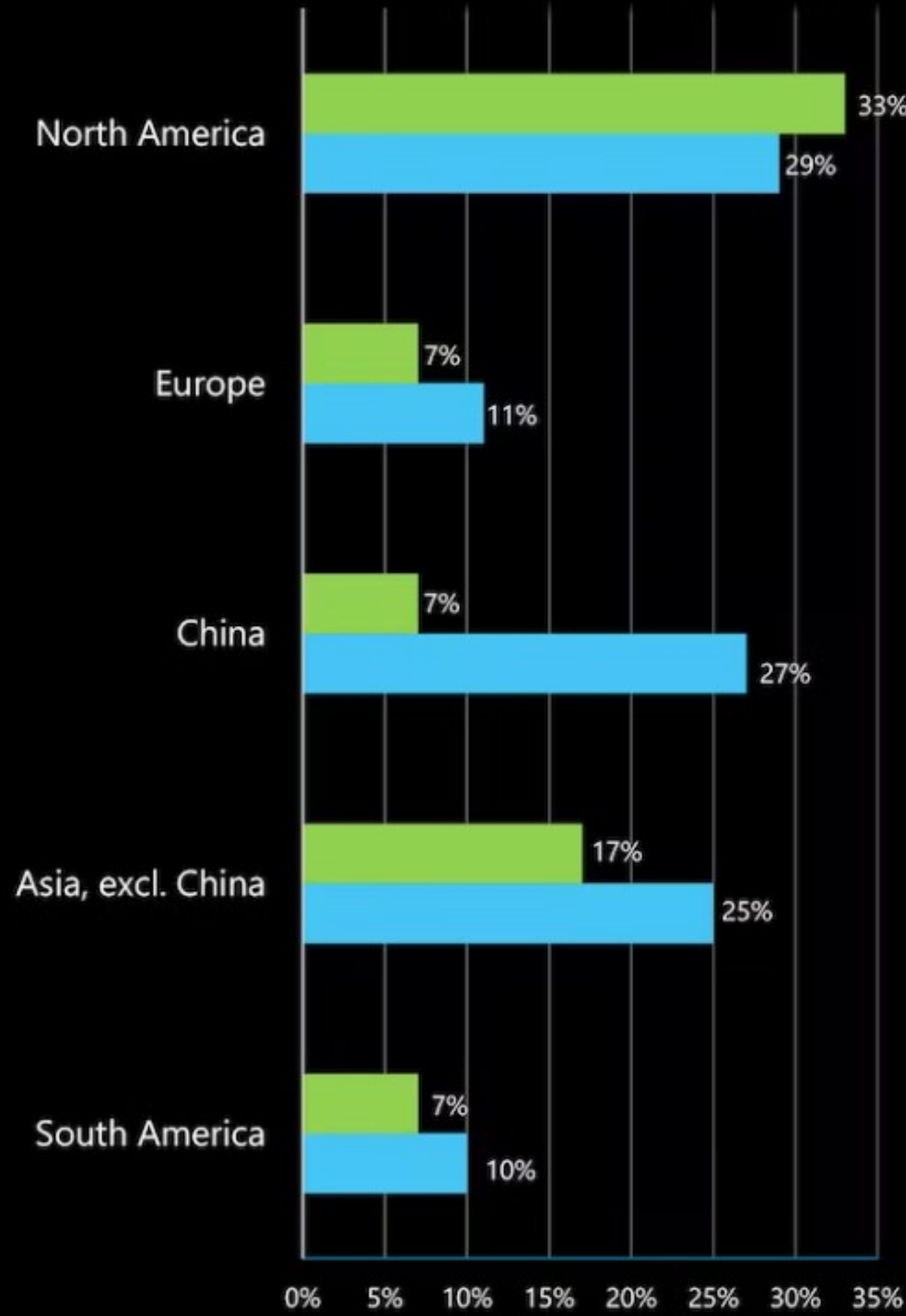


Q2R(G): Assessments: Regional economies

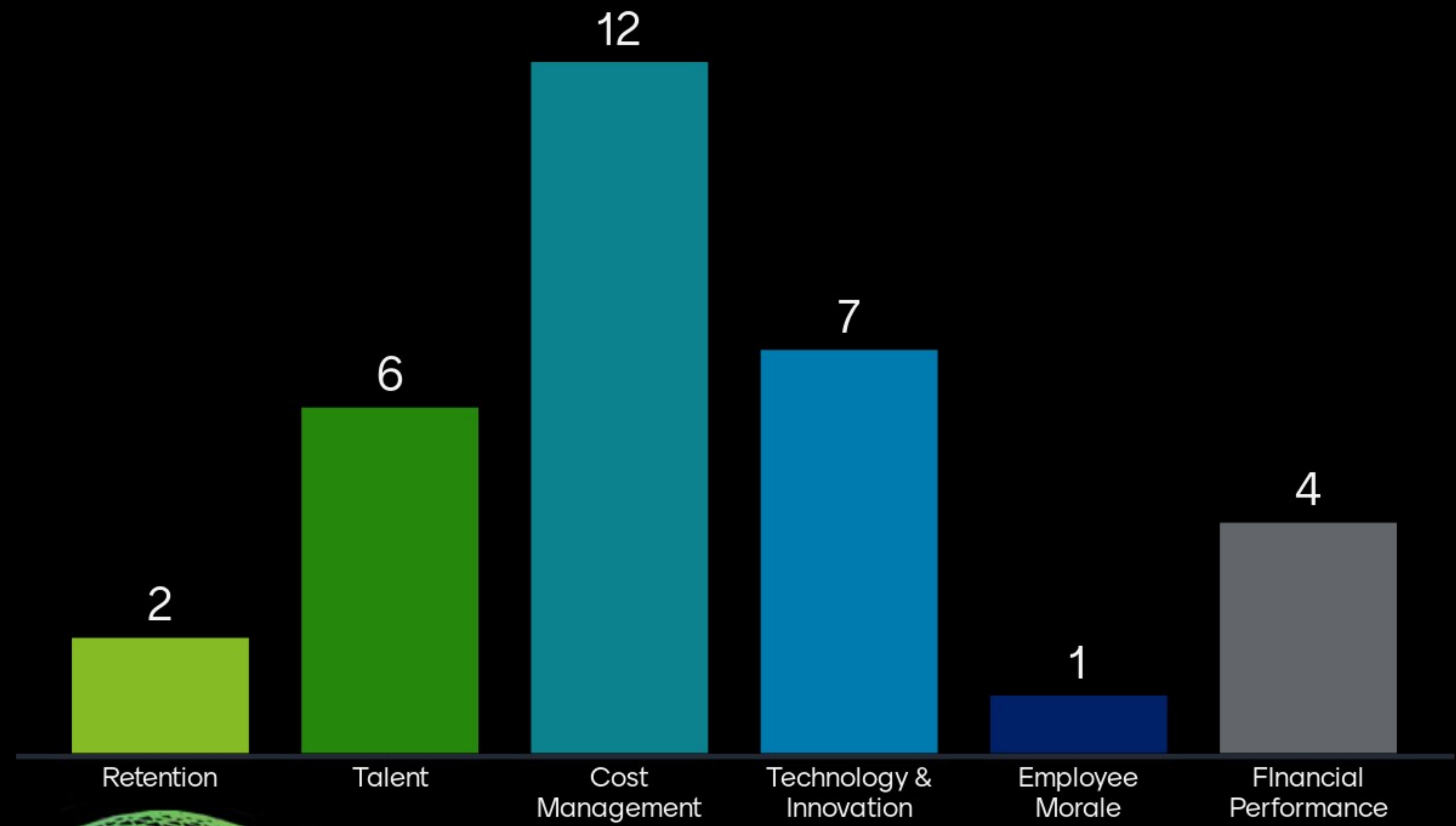


How do you regard the current and future status of the following economies?

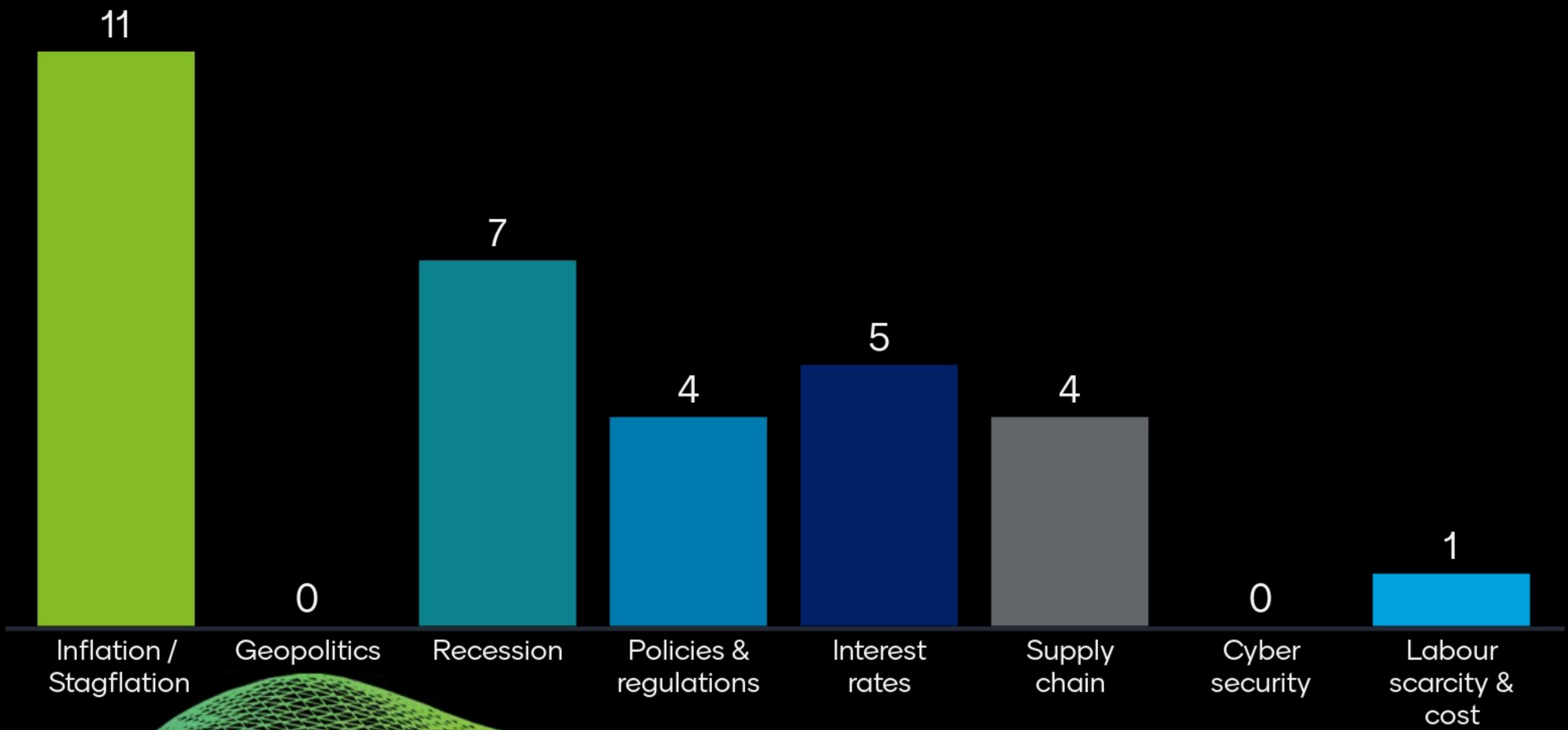
3Q22 Snapshot



Which internal risk worries you the most?



Which external risk worries you the most?





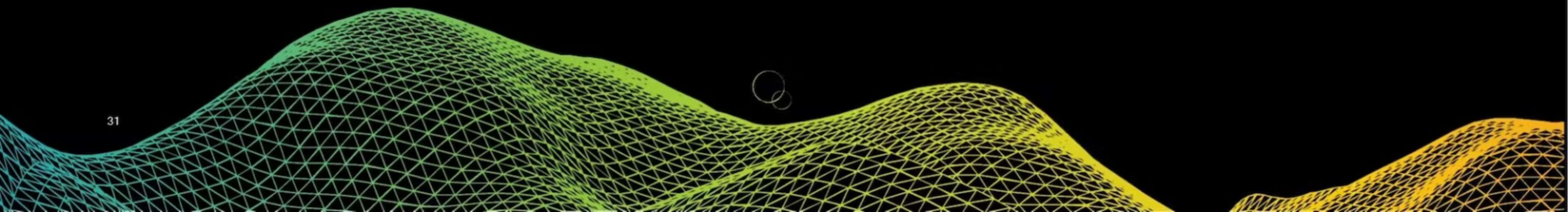
Q3R (G) : Assessments: CFOs' most worrisome Internal and external risks

Which internal risk worries you most?

Cost management Financial performance
 Post-pandemic working arrangements
Retention Recession
 Cybersecurity
 Employee morale
 Technology & innovation
Talent Change management COVID-19
 Politics Productivity
 Prioritization & execution

Which external risk worries you most?

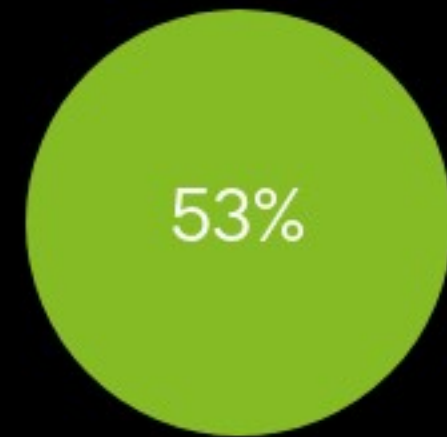
Energy **Inflation/stagflation**
 Supply chain Market volatility Cybersecurity
 Macroeconomics **Geopolitics**
Recession Consumer sentiment Exchange rates
 Interest rates COVID-19 and other pandemics
 Labor scarcity & cost **Policies & regulations**



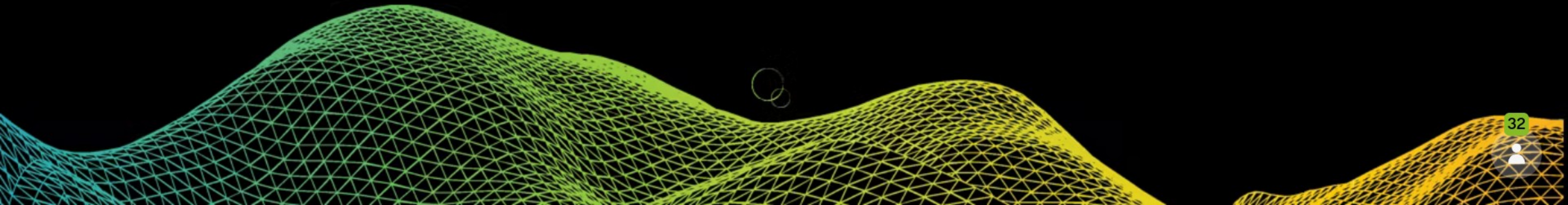
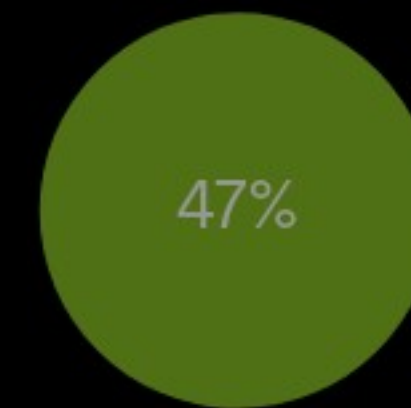


Is this a good time to be taking greater risks?

Yes

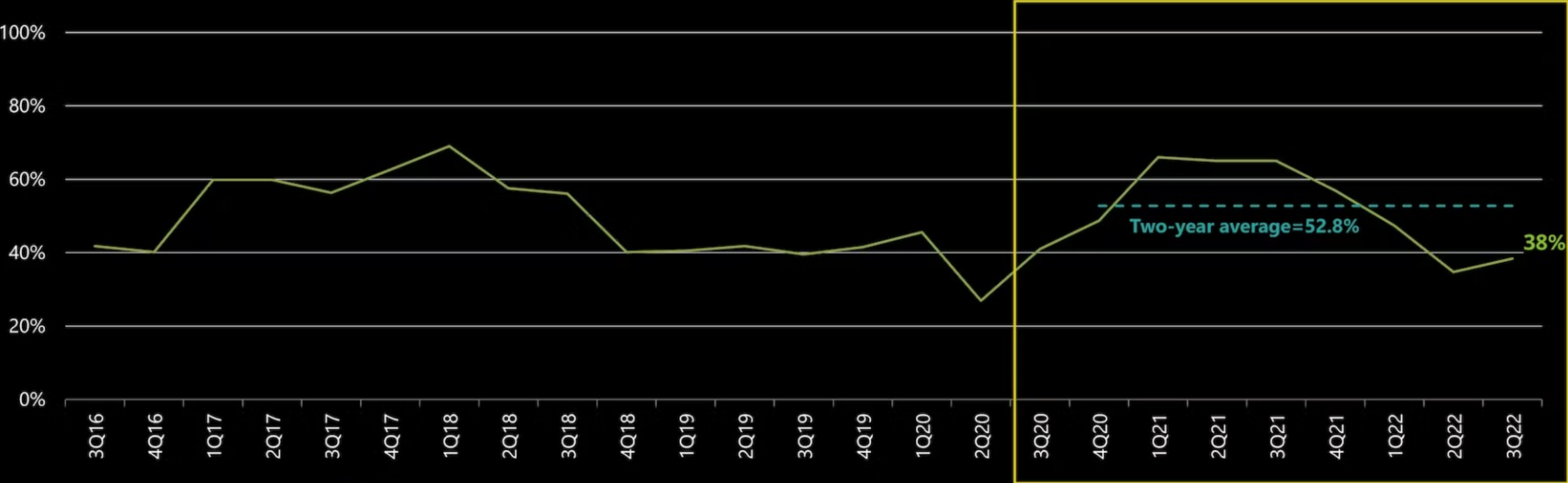


No



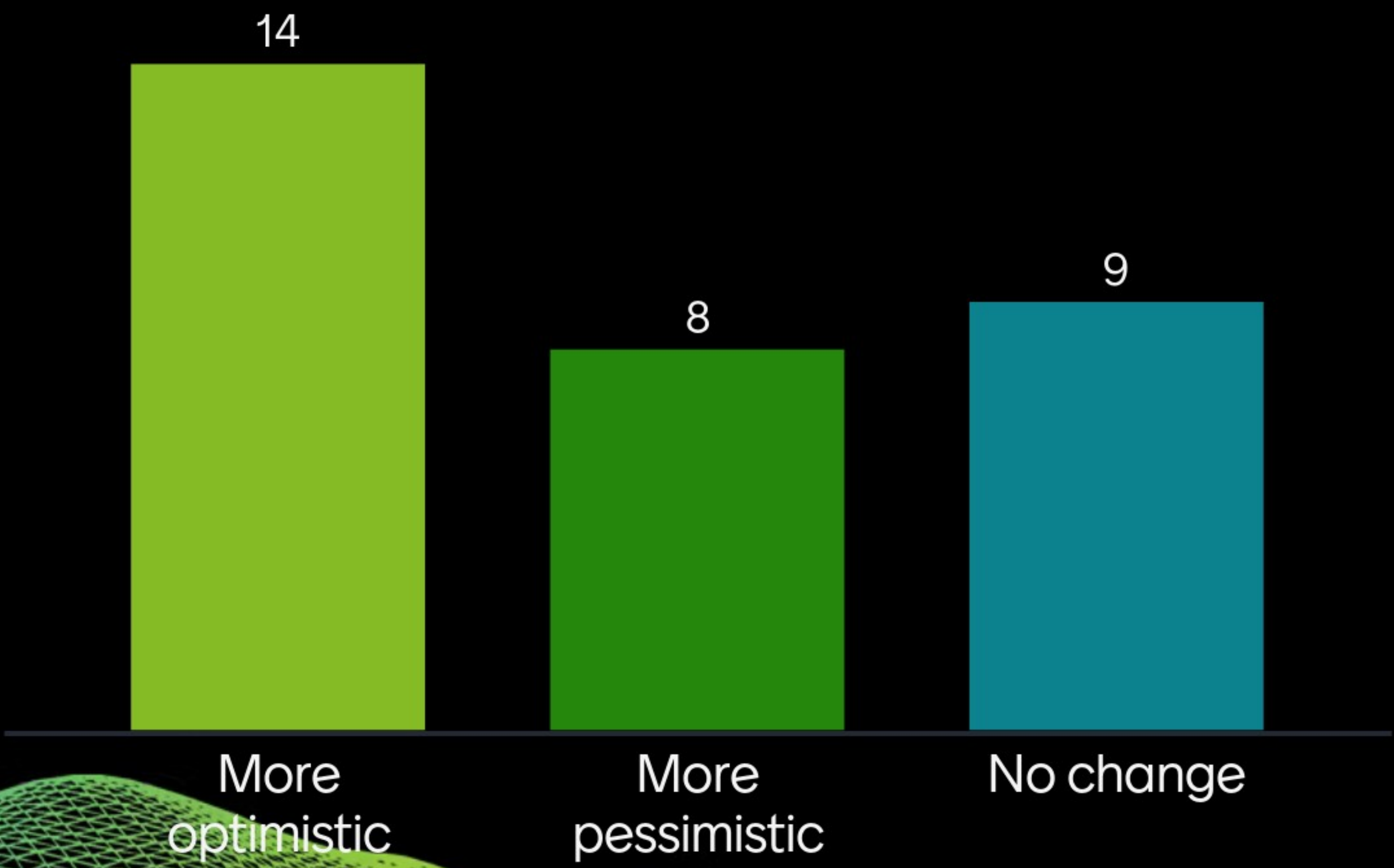
Q4R(G): Assessments: Risk appetite

Risk appetite: Is this a good time to be taking greater risks? (N=112)
Percent of CFOs saying it is a good time to be taking greater risks



Source: CFO Signals survey results 3Q 2022

Compared to 3 months ago, how do you feel now about the financial prospects for your company?

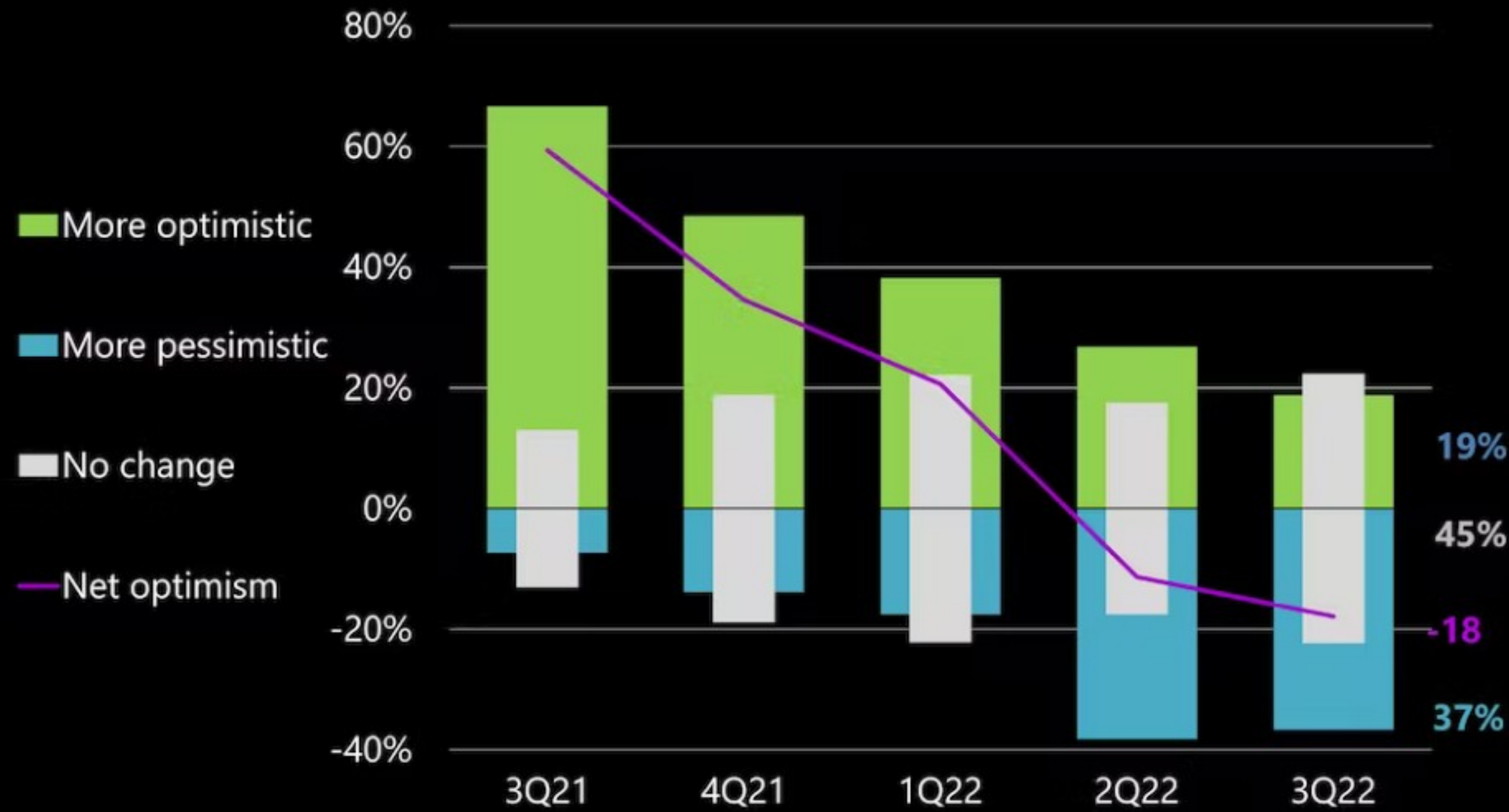


Q5R(G) : Expectations: Own-company financial prospects

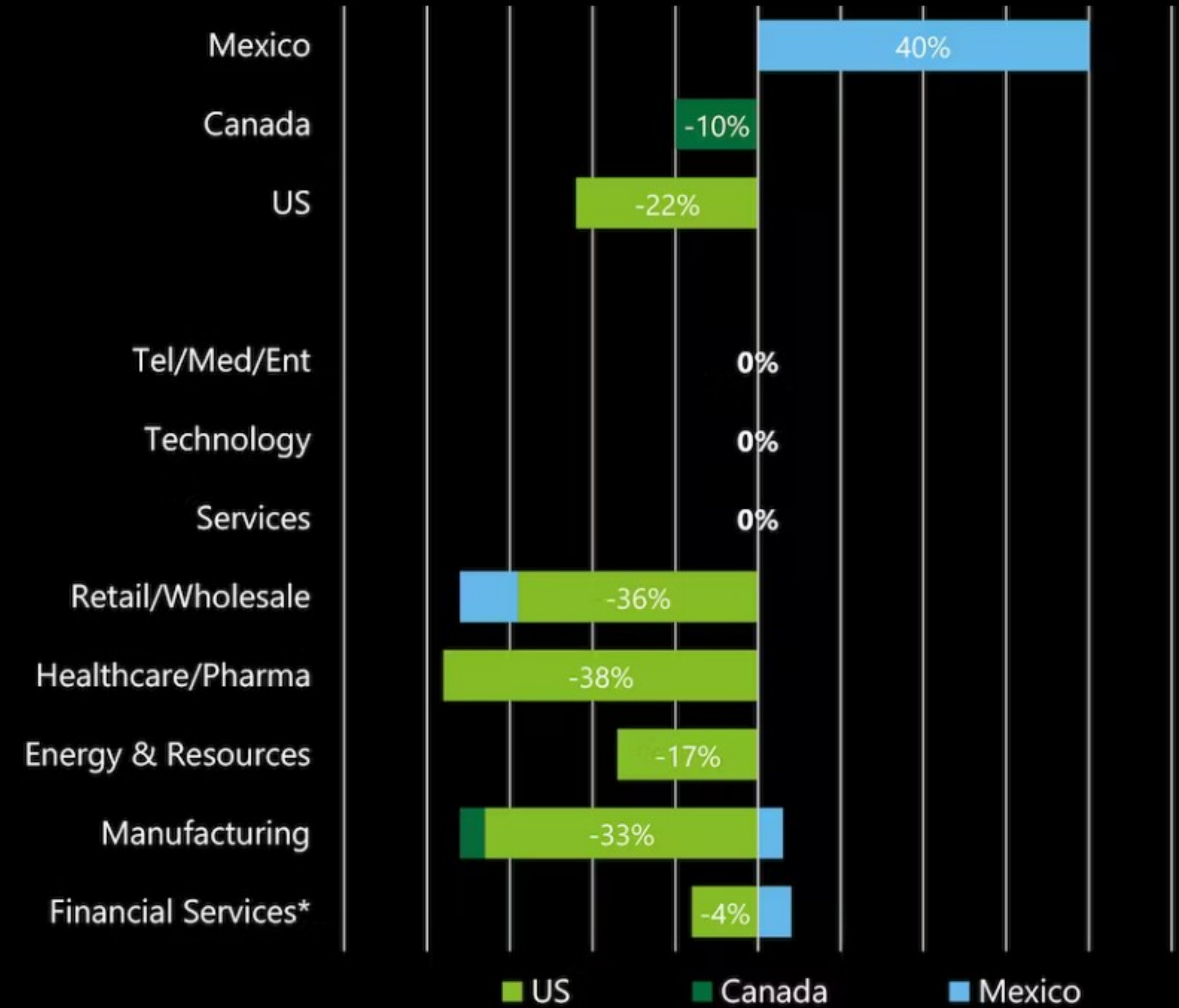


Compared to three months ago, how do you feel now about the financial prospects for your company? (N=112)

Source: CFO Signals survey results 3Q 2022

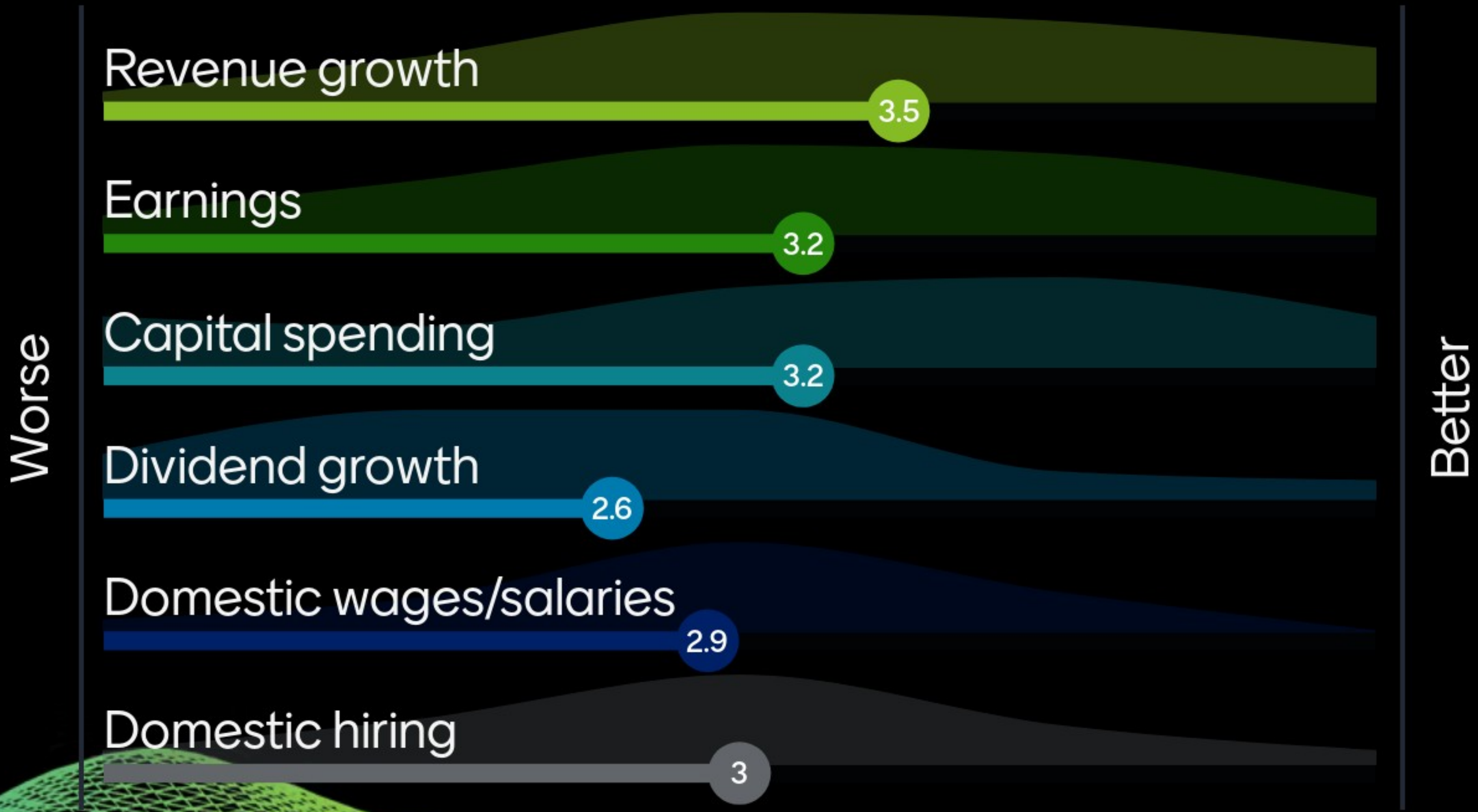


Net optimism by country and industry



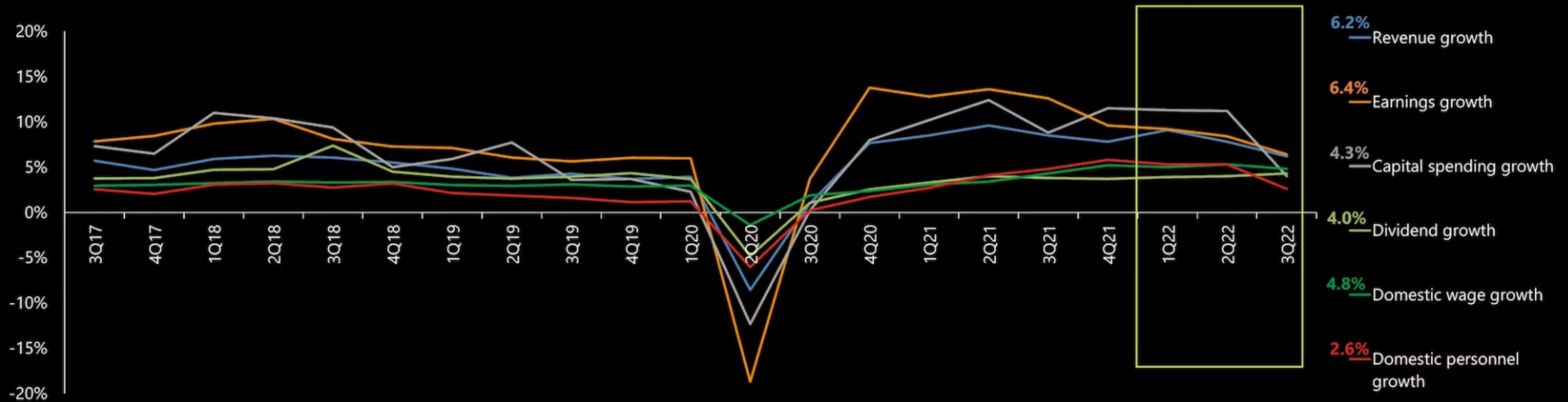
*Financial Services includes insurance, banking and securities, investment management, real estate, and private equity/hedge funds.

Compared to the past 12 months, how do you expect key metrics to change over the next 12 months?



Q6R(G): Expectations: Growth and decline in key metrics

Compared to the past 12 months, how do you expect key metrics to change over the next 12 months? (N=112)



Revenue growth decreased to 6.2% from 7.8% in 2Q22

Earnings growth fell to 6.4% from 8.4% in 2Q22

Capital spending growth fell to 4.3% from 11.2% in 2Q22

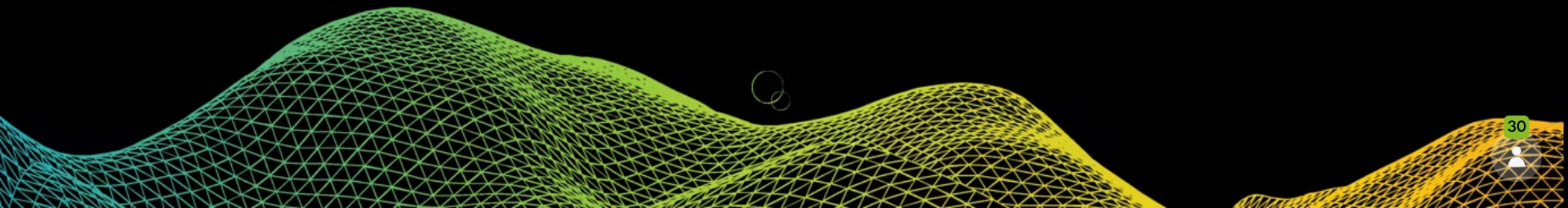
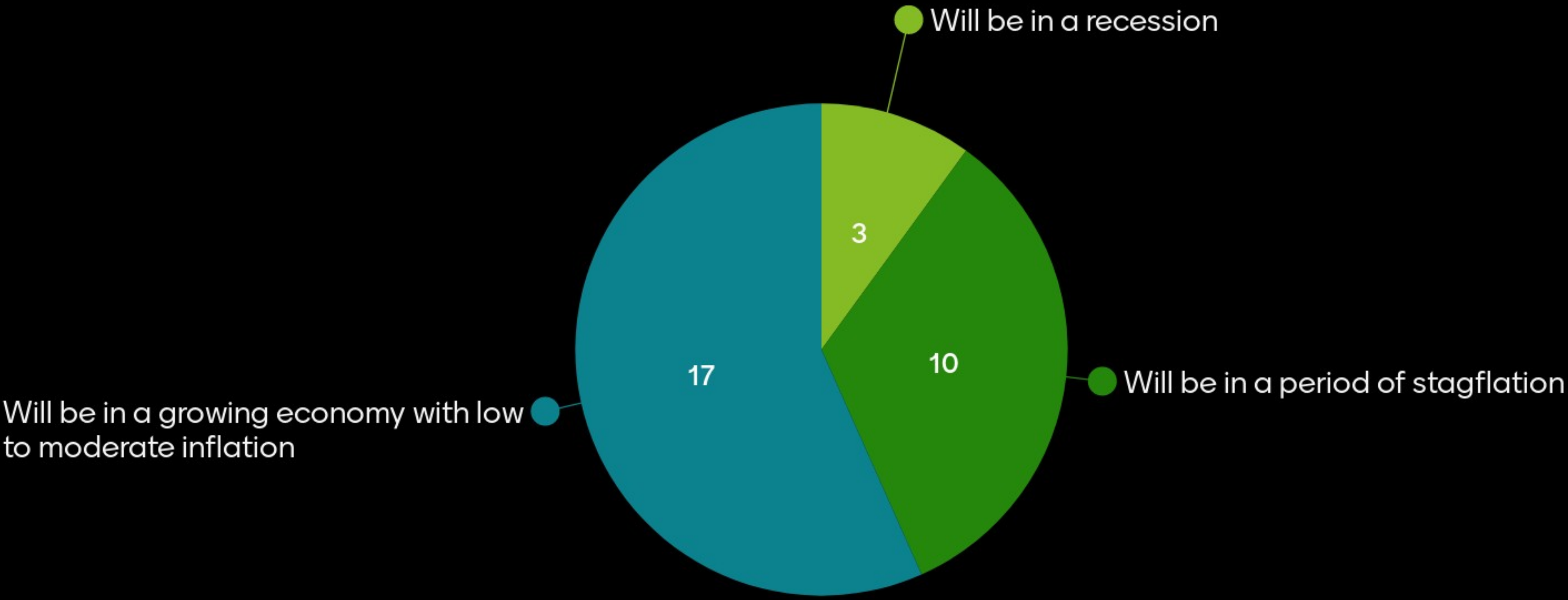
Dividend growth remained at 4.0%, the same level as 2Q22

Domestic wages/salaries decreased to 4.8% from 5.3% in 2Q22

Domestic hiring also decreased to 2.6%, from 5.3% in 2Q22

Source: CFO Signals survey results 3Q 2022

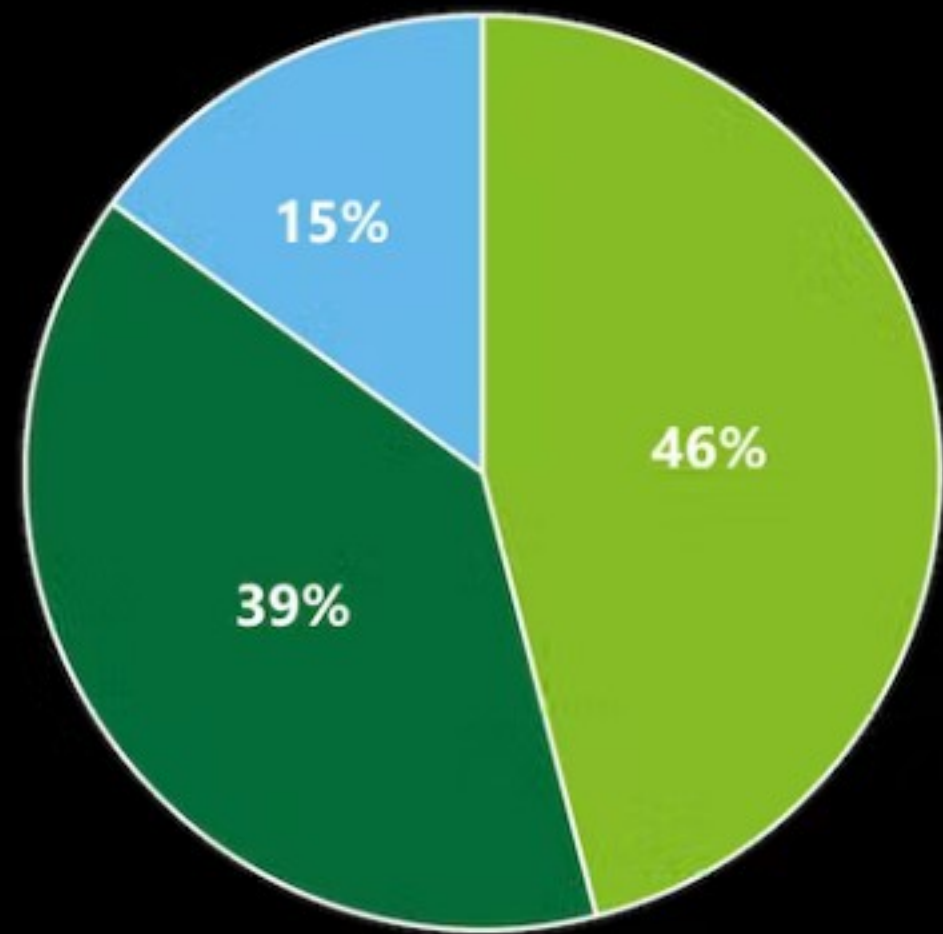
Where do you expect the Thailand economy to be by 2023?



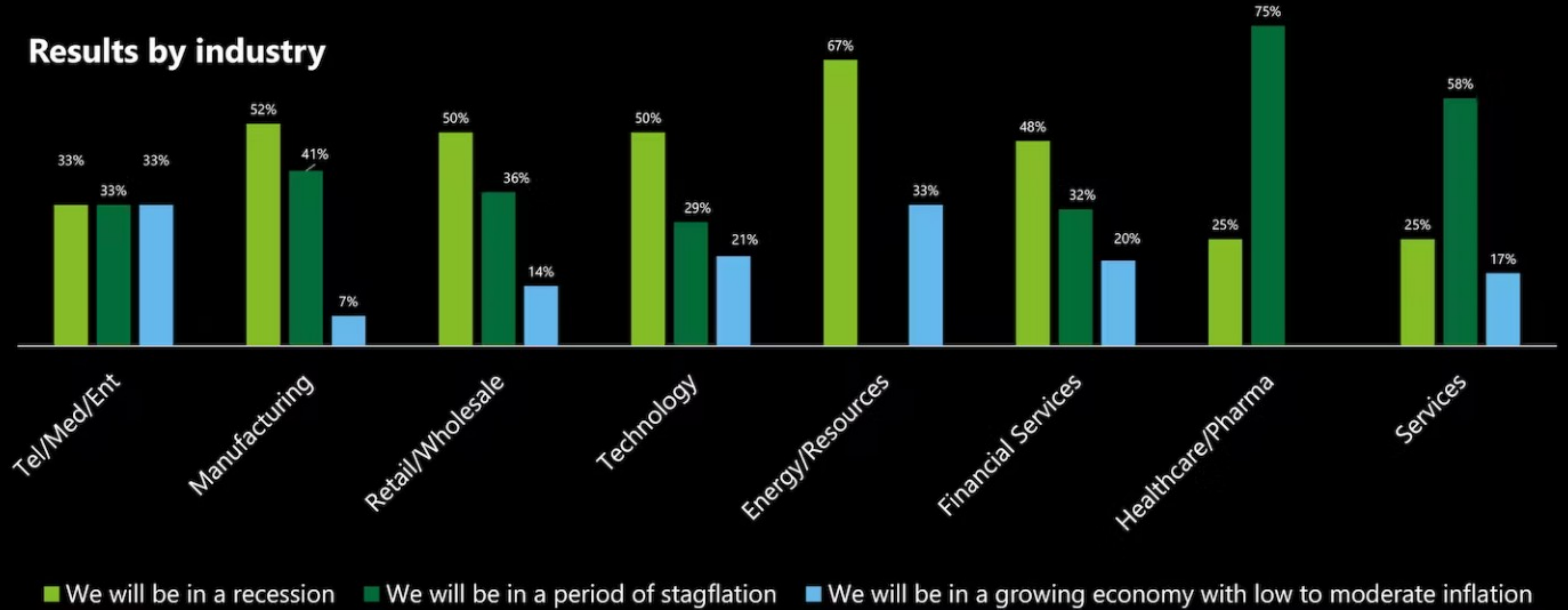


Q7R(G): Expectations: Recession, stagflation, or growth with some inflation?

Where do you expect the North American economy to be by 2023? (N=111)

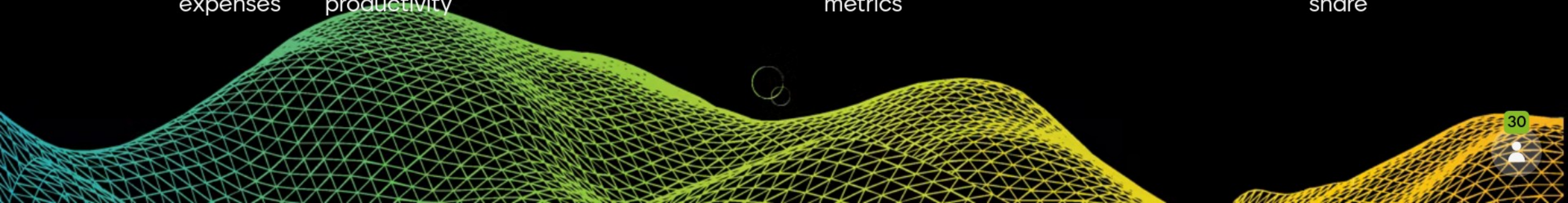
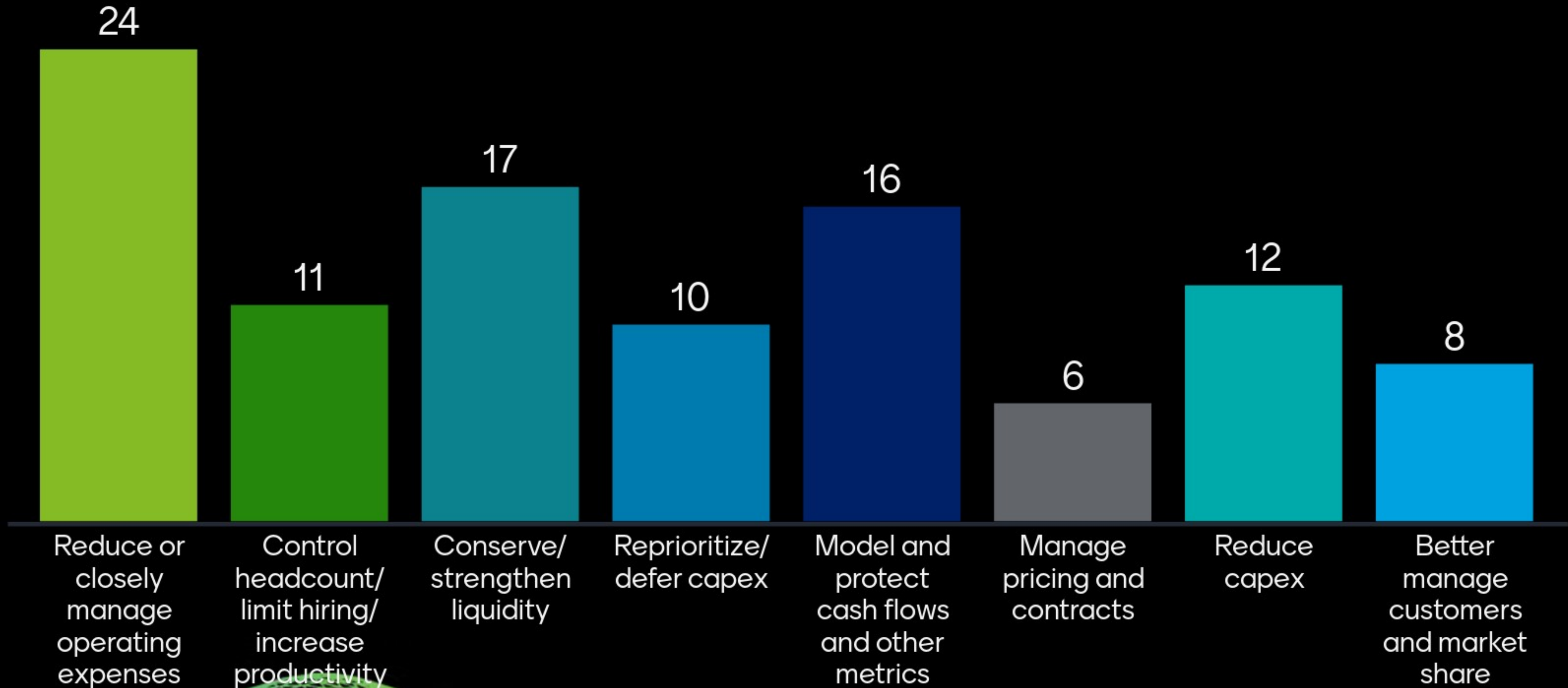


Results by industry



■ We will be in a recession ■ We will be in a period of stagflation ■ We will be in a growing economy with low to moderate inflation

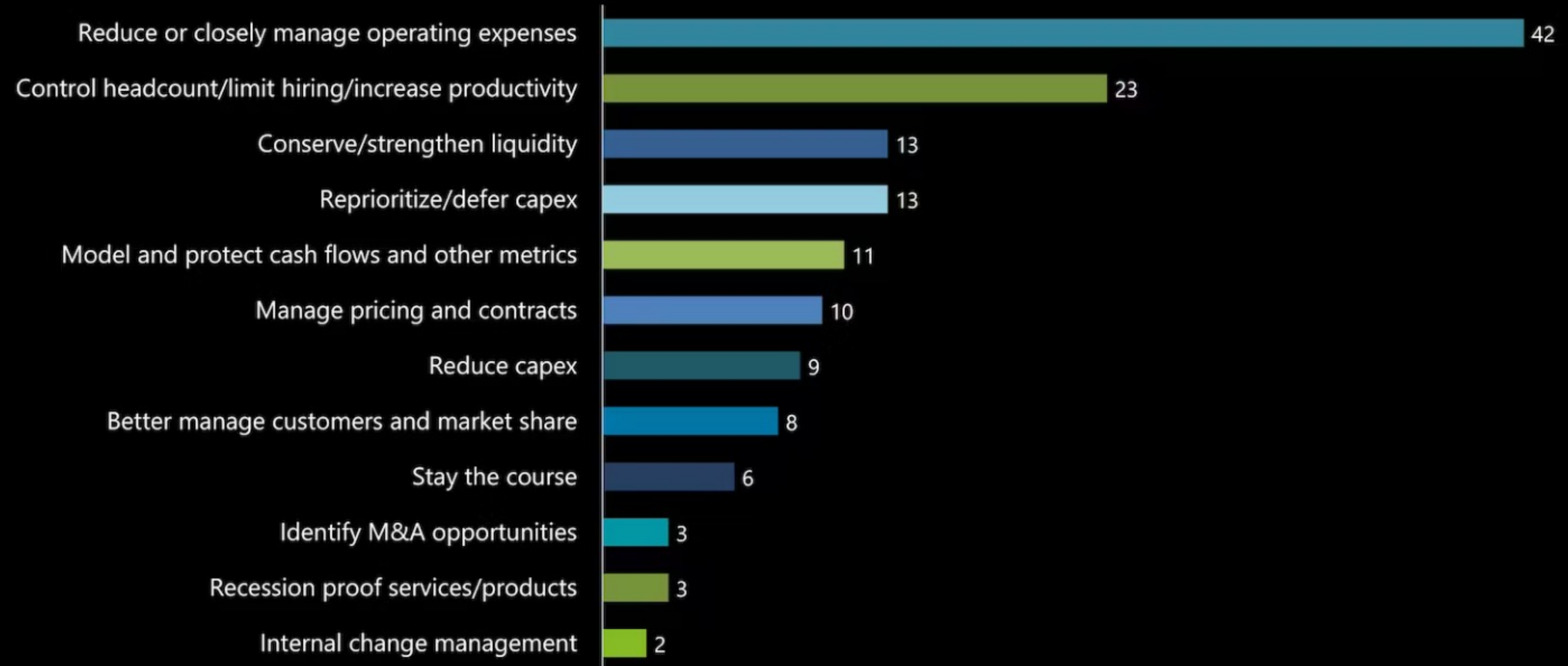
If you are anticipating a recession, what actions are you taking to prepare?



Q8R(G):Expectations: Actions taken to prepare for the possibility of a recession

If you are anticipating a recession, what actions are you taking to prepare?

(N=81)



Source: [CFO Signals](#) survey results 3Q 2022

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

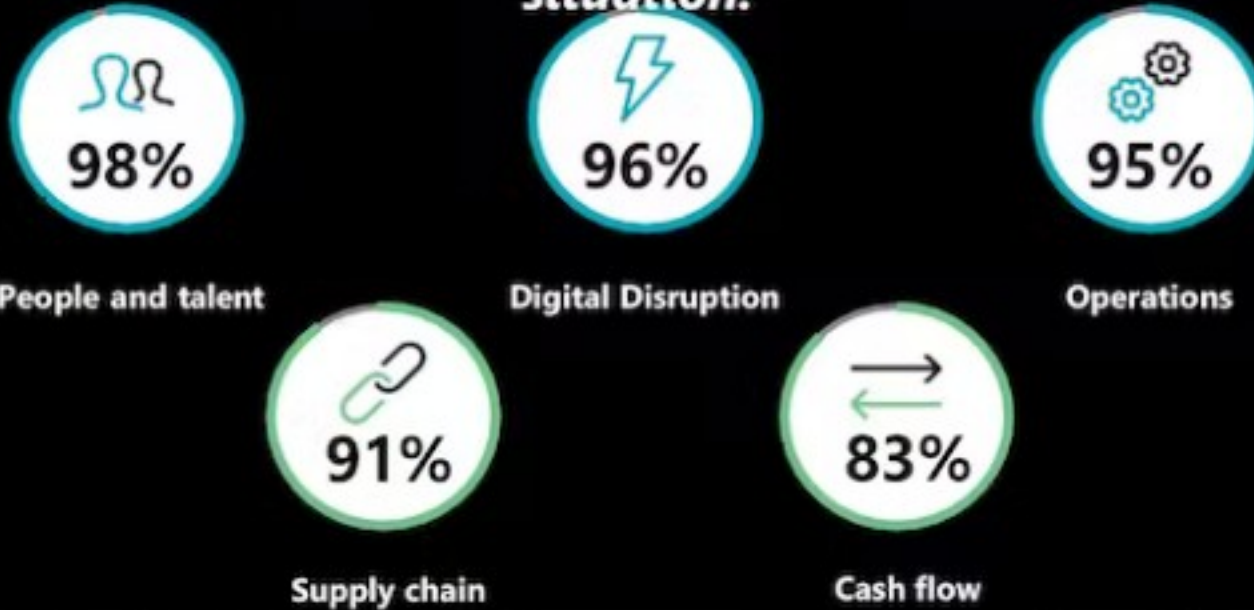
Surviving
Ensure continuity of business

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.

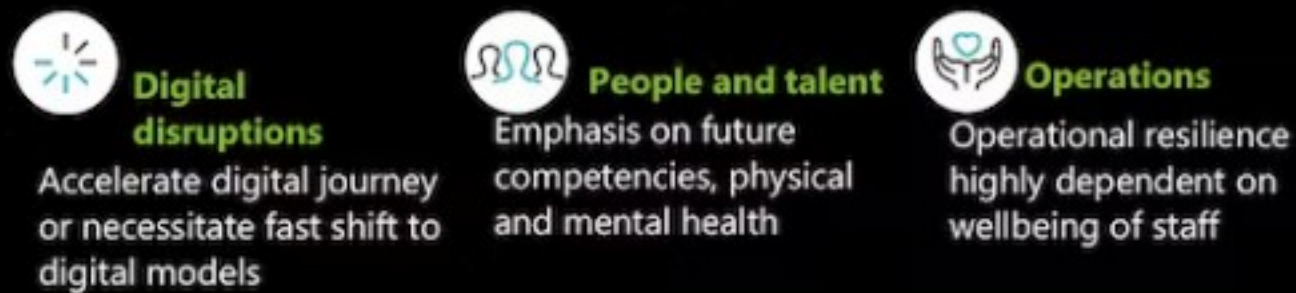


*Percentage of survey respondents who indicate that they are concerned about these issues

Perennial concerns remain



Priorities for the new normal emerge



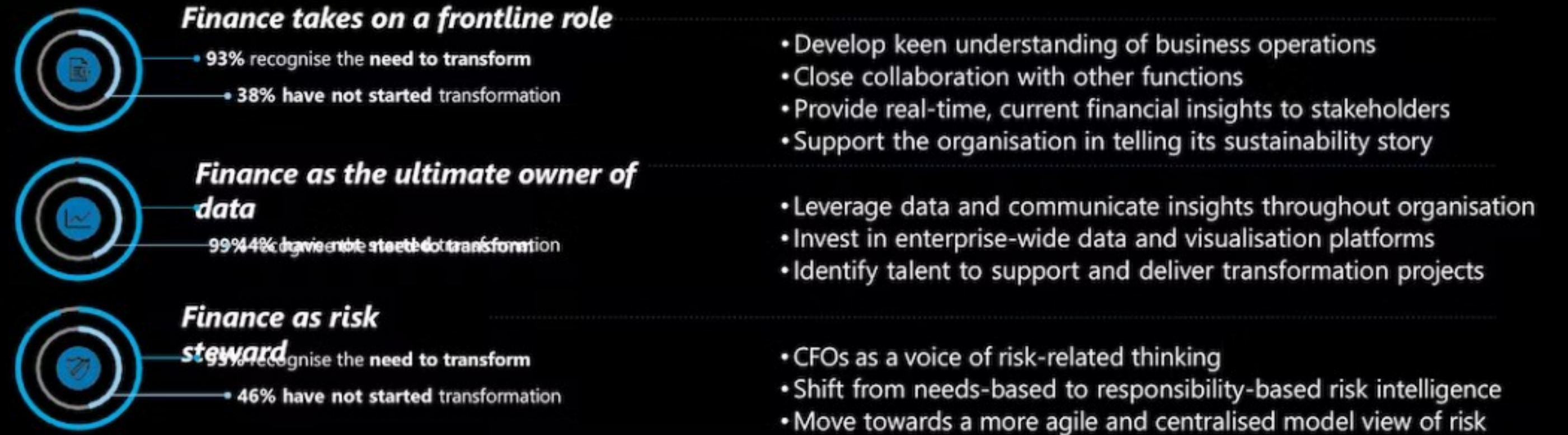
Looking towards the **new normal**, CFOs and their finance teams look at two key areas to **reimagine their evolving roles and future**

Reimagining the future of finance

Transforming finance in strategic areas

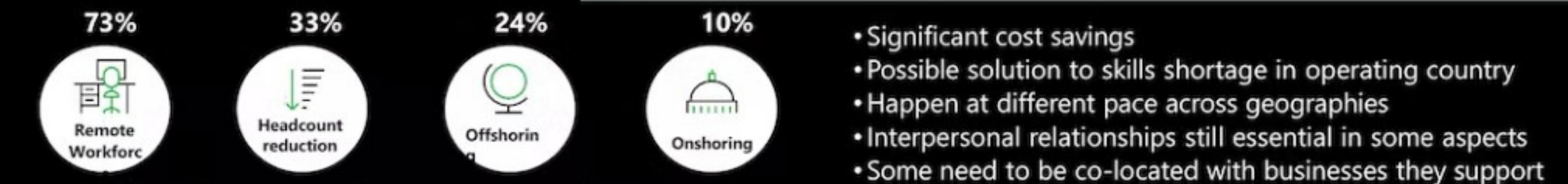
Finance functions pivot away from operational finance towards financial insights, but transformation in key aspects are required to support this shift.

Business finance areas



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.



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



In Summary

Economic outlook

- Nearly half of **CFOs (46%)** expect the *global economy to be in a recession by 2023*, while **39%** expect the economy to hit a period of **stagflation** and 15% anticipate the economy to grow with moderate inflation.
- **Persistent inflation** worries CFOs (**73%**) more than a recession (27%)
- CFOs are **preparing for a recession** by *reducing or closely managing operating expenses, controlling headcount, limiting hiring, and boosting productivity; conserving or strengthening liquidity; and reprioritizing or deferring capital expenditures.*
- CFOs' **net optimism for their own companies'** financial prospects stayed **in negative territory.**
- **38% of CFOs** say now is **a good time to take greater risk**, up slightly from 35% in 2Q22

Growth expectations for key metrics

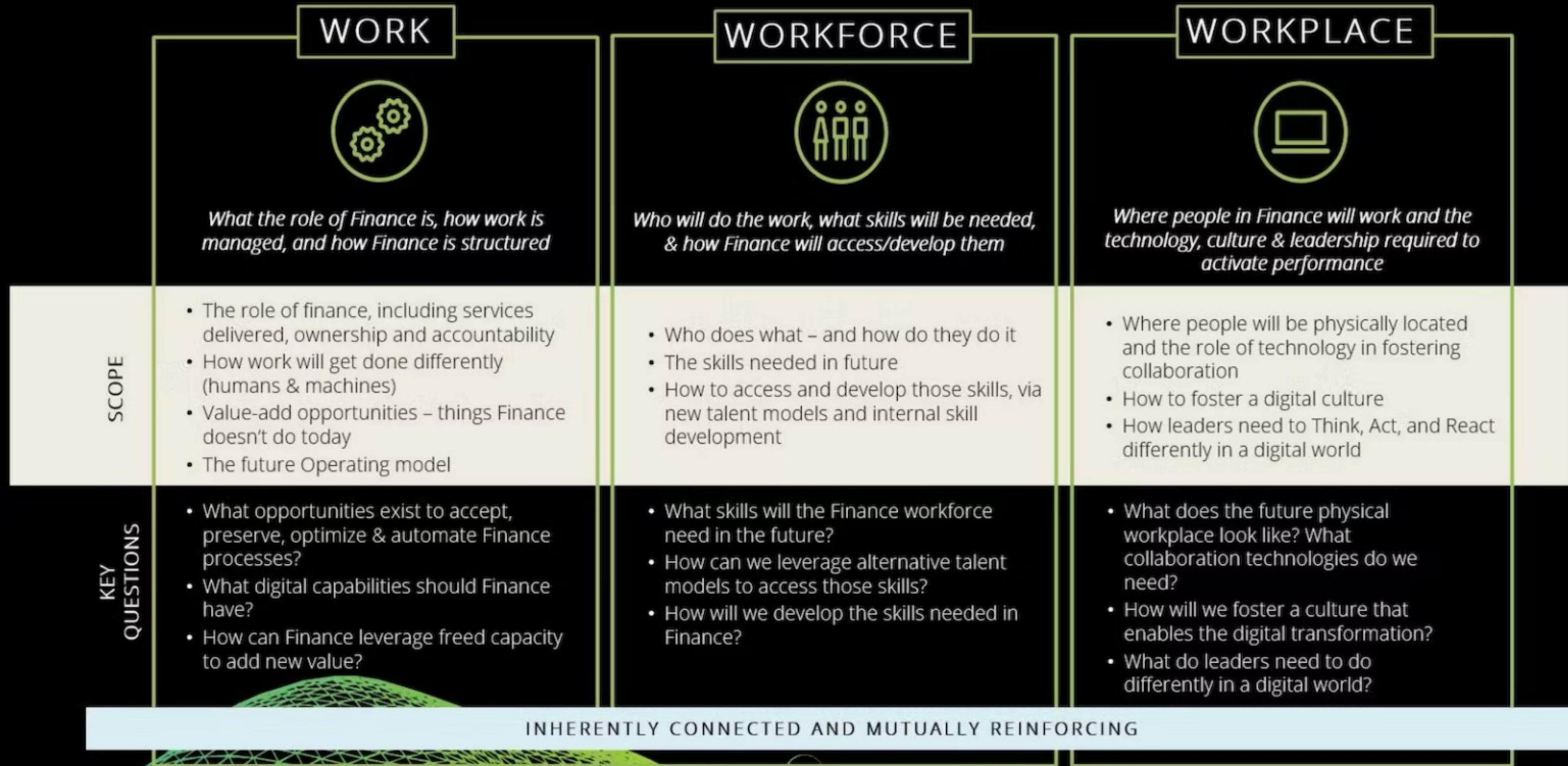
- CFOs **have lower expectations** for year-over-year (YOY) growth for **key metrics**, except for dividends, which stayed flat at 4.0%.
- **Revenue growth** is pegged at 6.2% this quarter, down from 7.8%
- **Earnings growth** expectations are at 6.4%, a decline from 8.4% in the prior quarter; and capital spending growth at 4.3% is also down from 2Q22's 11.2%.
- CFOs also **cut their growth expectations for domestic wages/salaries** and domestic hiring—both at 5.3% last quarter—to 4.8% and 2.6%, respectively.

Internal and external risks

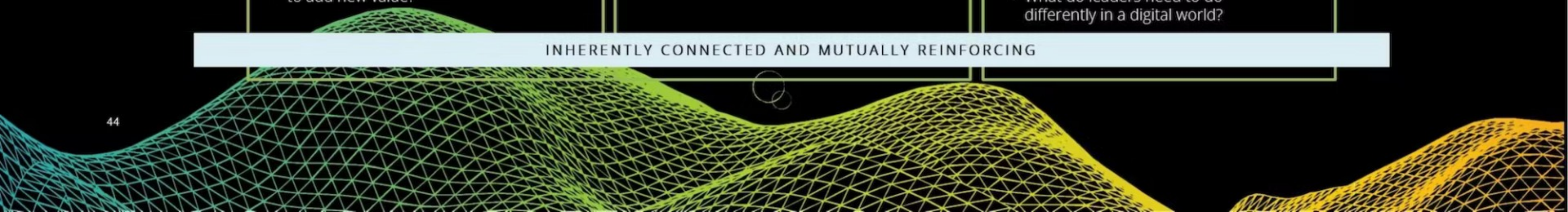
- **Talent and related challenges** sum up CFOs' top internal risks, from hiring to retention, to addressing low employee morale
- **Getting people back to the workplace**—another concern—might be even harder, given that **86% of CFOs expect** their organizations to **use a hybrid** work model for 2023.
- CFOs also express concerns over **prioritizing and executing** on strategies and other efforts, as well as managing costs, including wages and salaries.
- CFOs cite **inflation** most frequently; geopolitics, particularly China and the Russia/Ukraine war; policies and regulations, recession; supply chain challenges; and interest

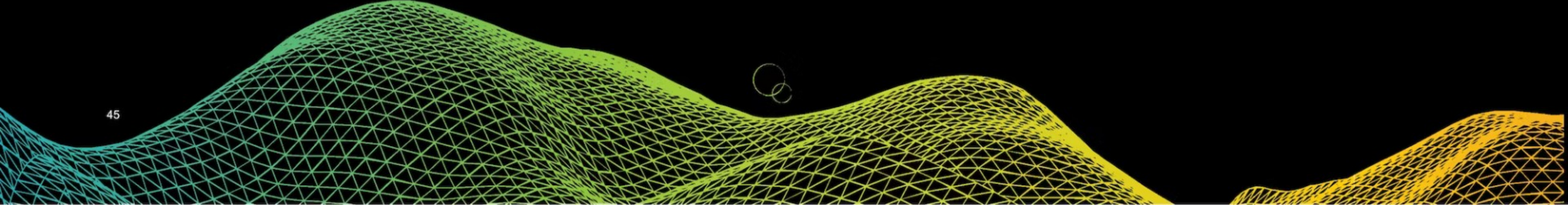
The Future of Work, Workforce, and Workplace

Assessing the Finance function of the future is done through the following framework



INHERENTLY CONNECTED AND MUTUALLY REINFORCING





04

Executive Lab Offering



Our Labs



Deloitte.



Executive Lab
The Power of Innovation



Deloitte.



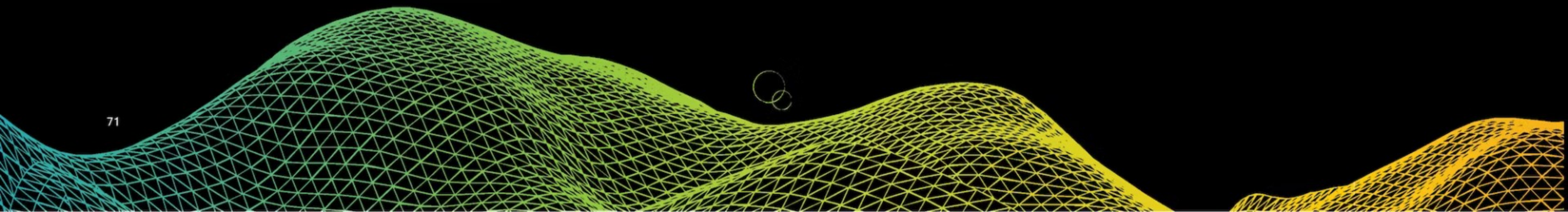

C-Suite Lab
The opportunity for better business performance

Deloitte.



Executive Lab:
The Leadership
as a Coach

Narain Chutijirawong Ph.D. and
Chodok Panyavaranant Ph.D.



03

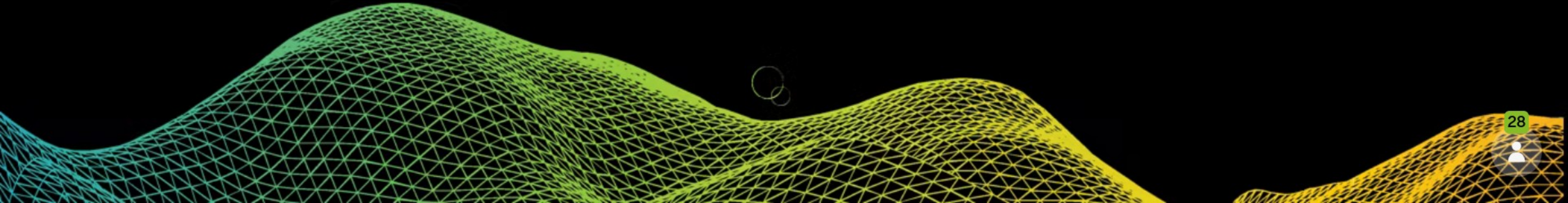
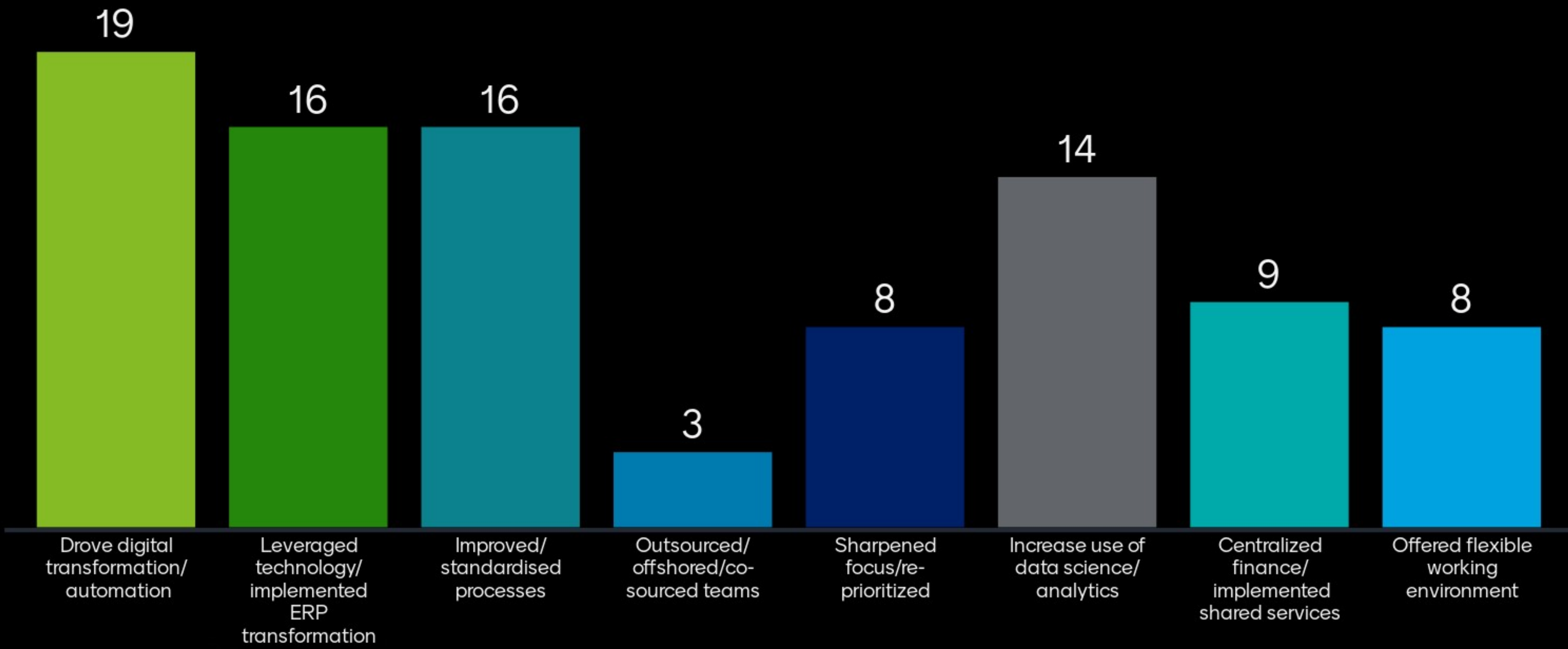
The Future of Finance



Work, Workforce, and Workplace



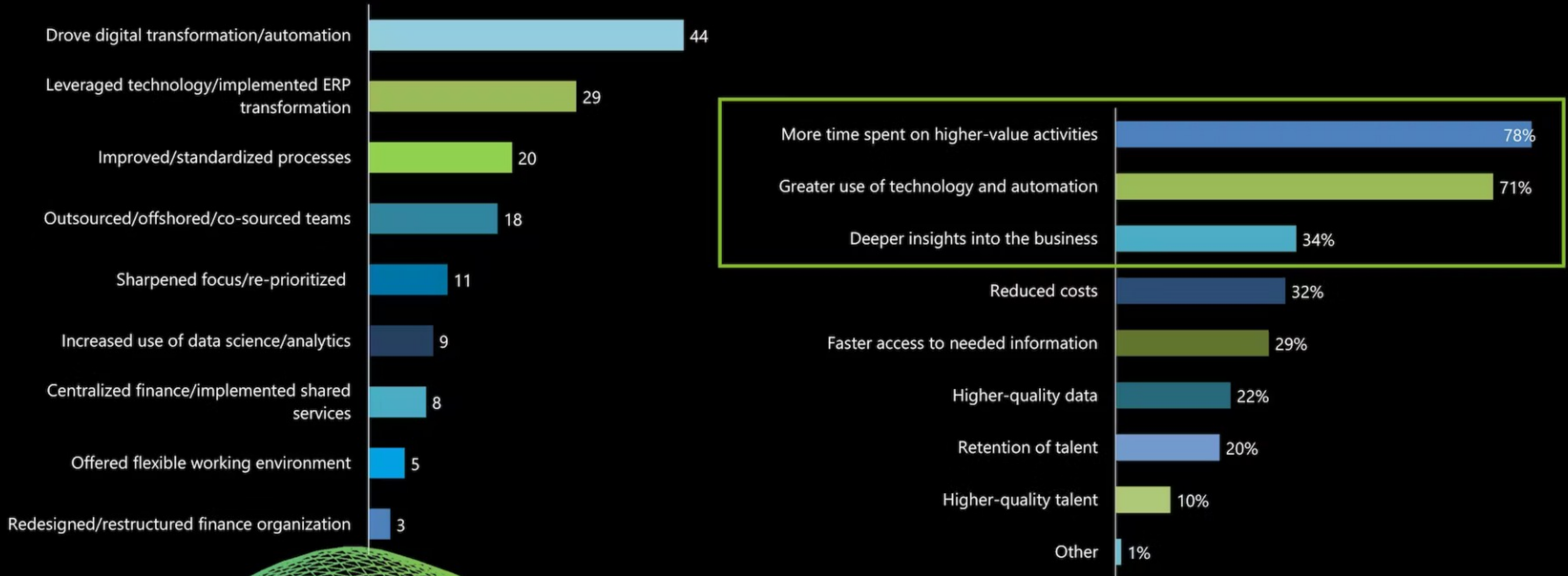
Have you taken any steps to alter, reduce or streamline the types of work your finance organization does?



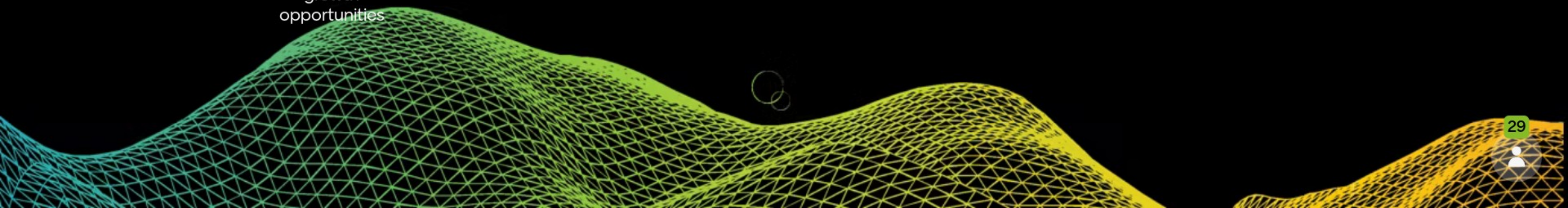
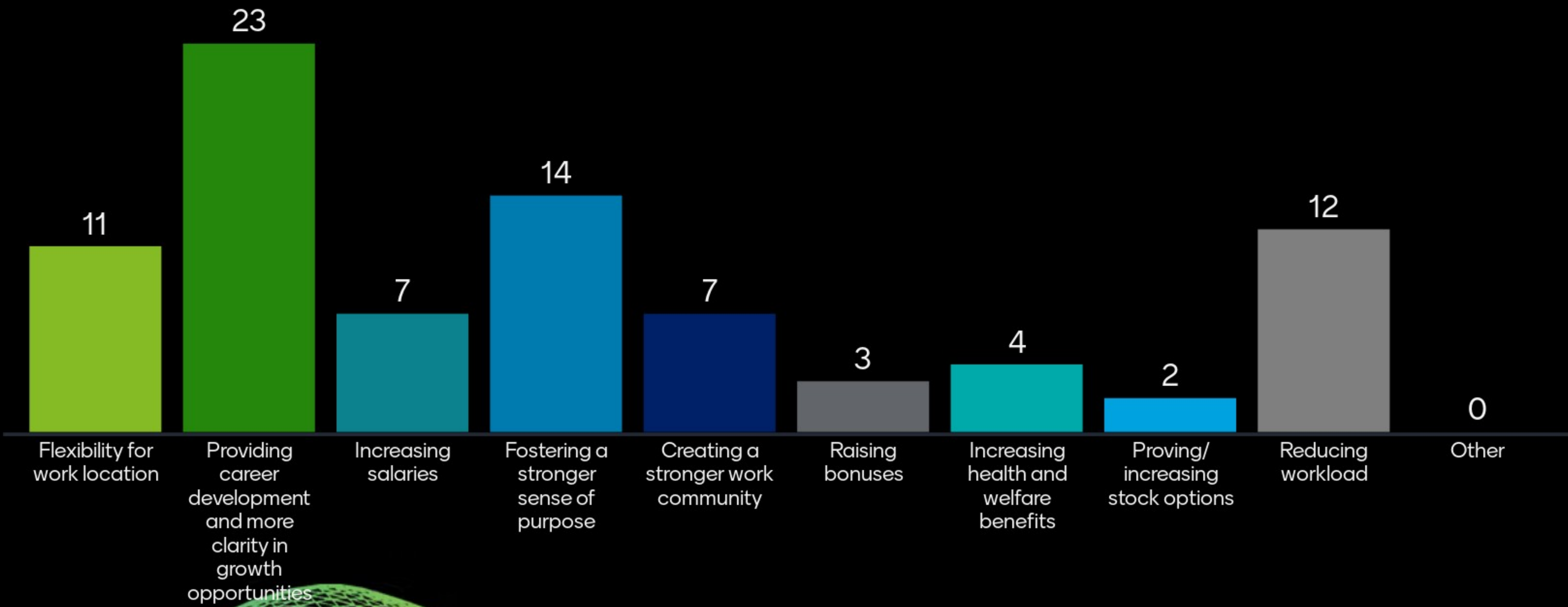
The work of finance



If you have taken any steps in the past year to alter, reduce, or streamline the types of work your finance organization does, describe the actions you've taken. (N=89)



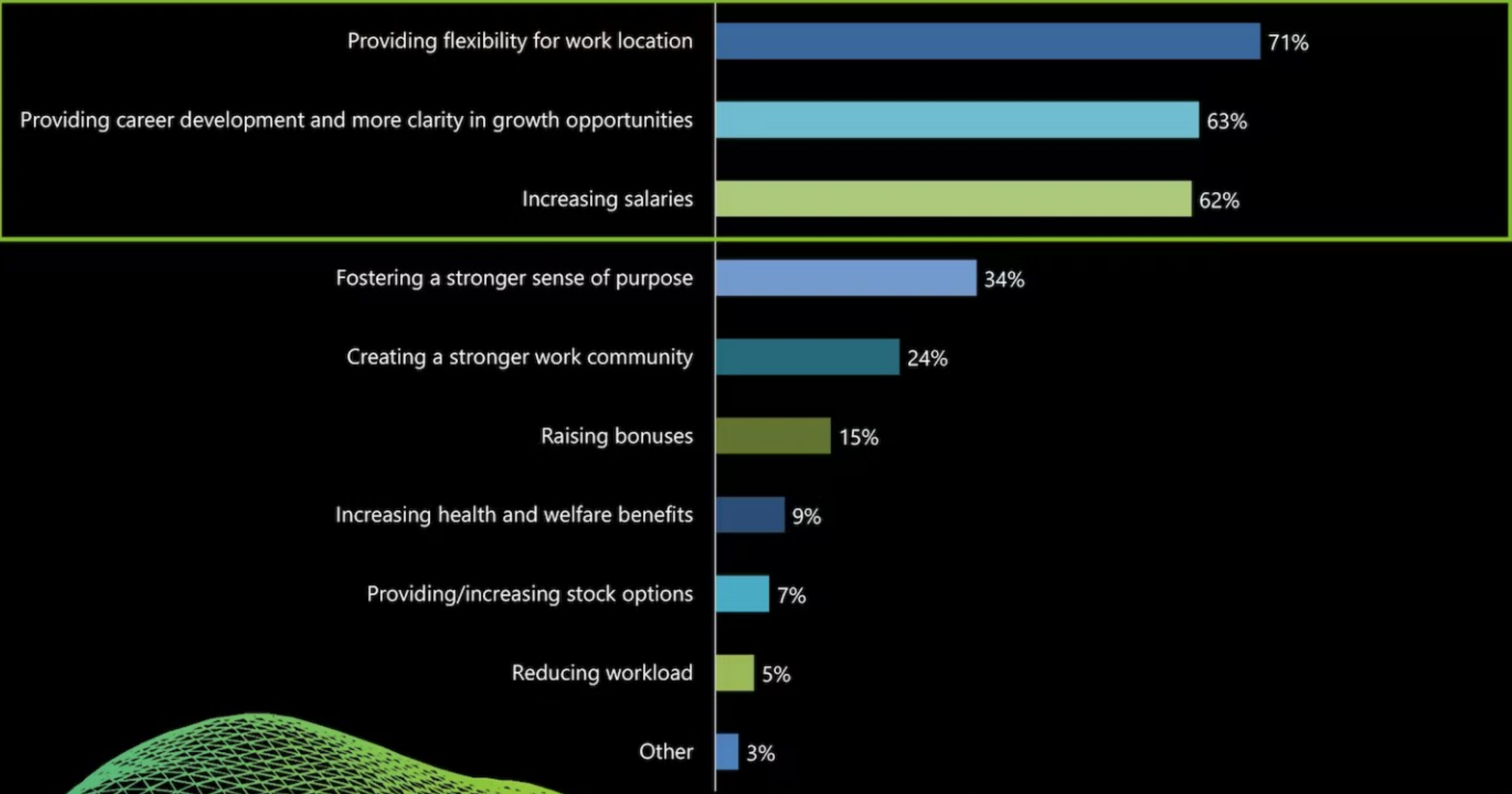
Which 3 actions have you found to be most effective in retaining talent at your organisation?



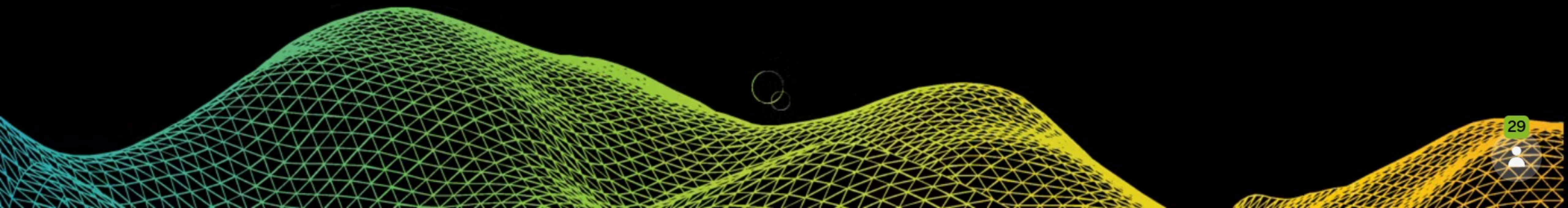
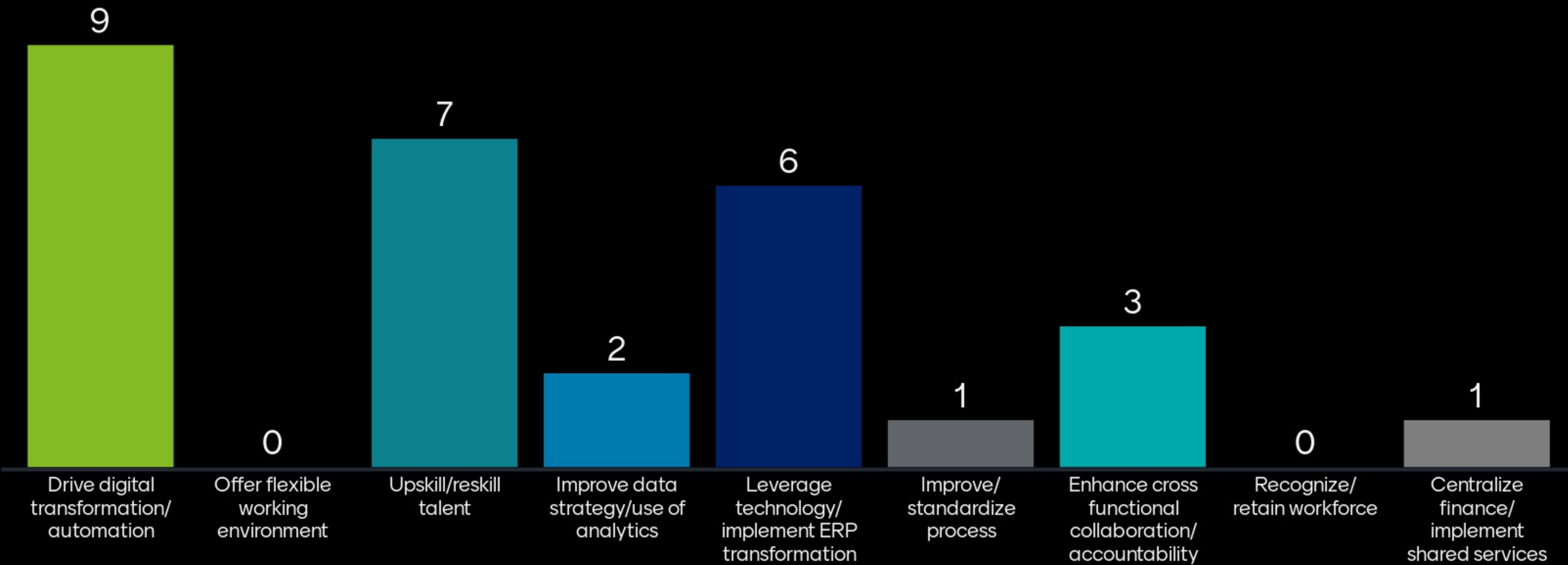
Enterprise workforce



Which three actions have you found to be most effective in retaining talent at your organization? (N=110)



What one change, if any, would you make to your finance workforce model to increase its effectiveness?



Finance workforce

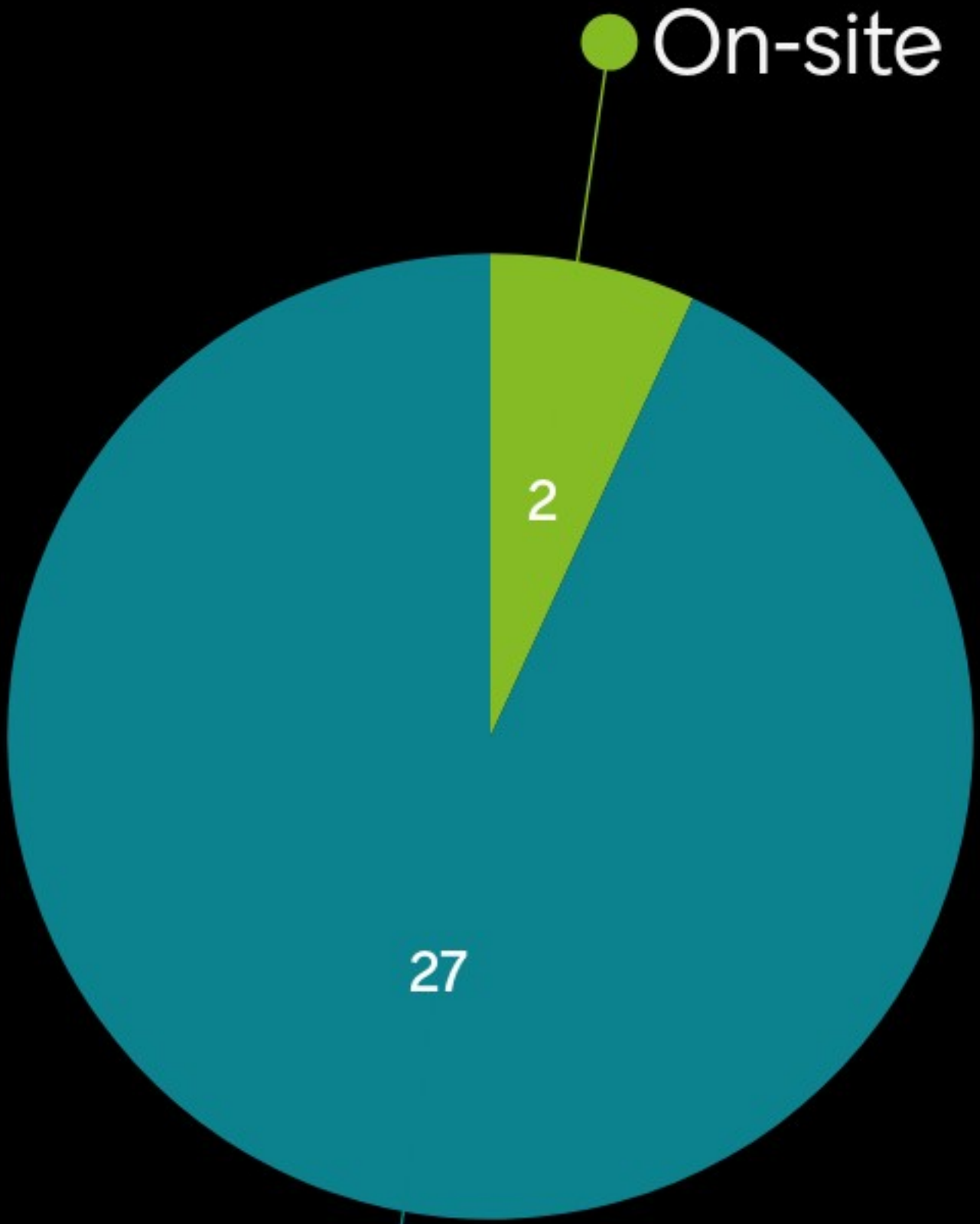
What one change, if any, would you make to your finance workforce model to increase its effectiveness? (N=71*)



*Total number of comments are more than the total number of respondents because some CFOs cited multiple actions.

Source: [CFO Signals](#) survey results 3Q 2022


Which of the following workplace models do you expect your overall enterprise to use in 2023?

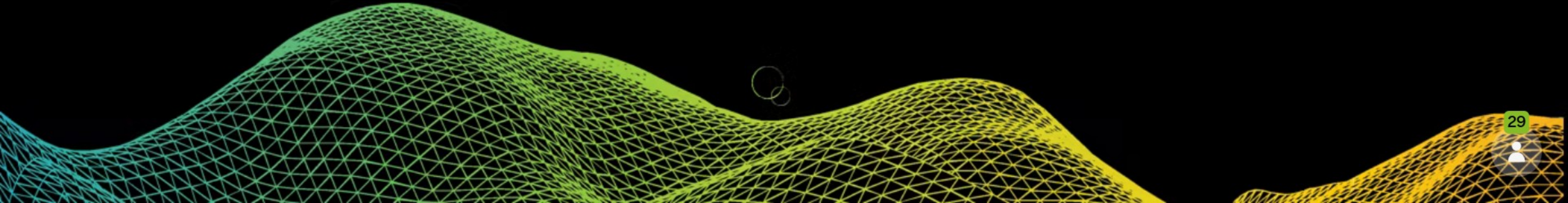
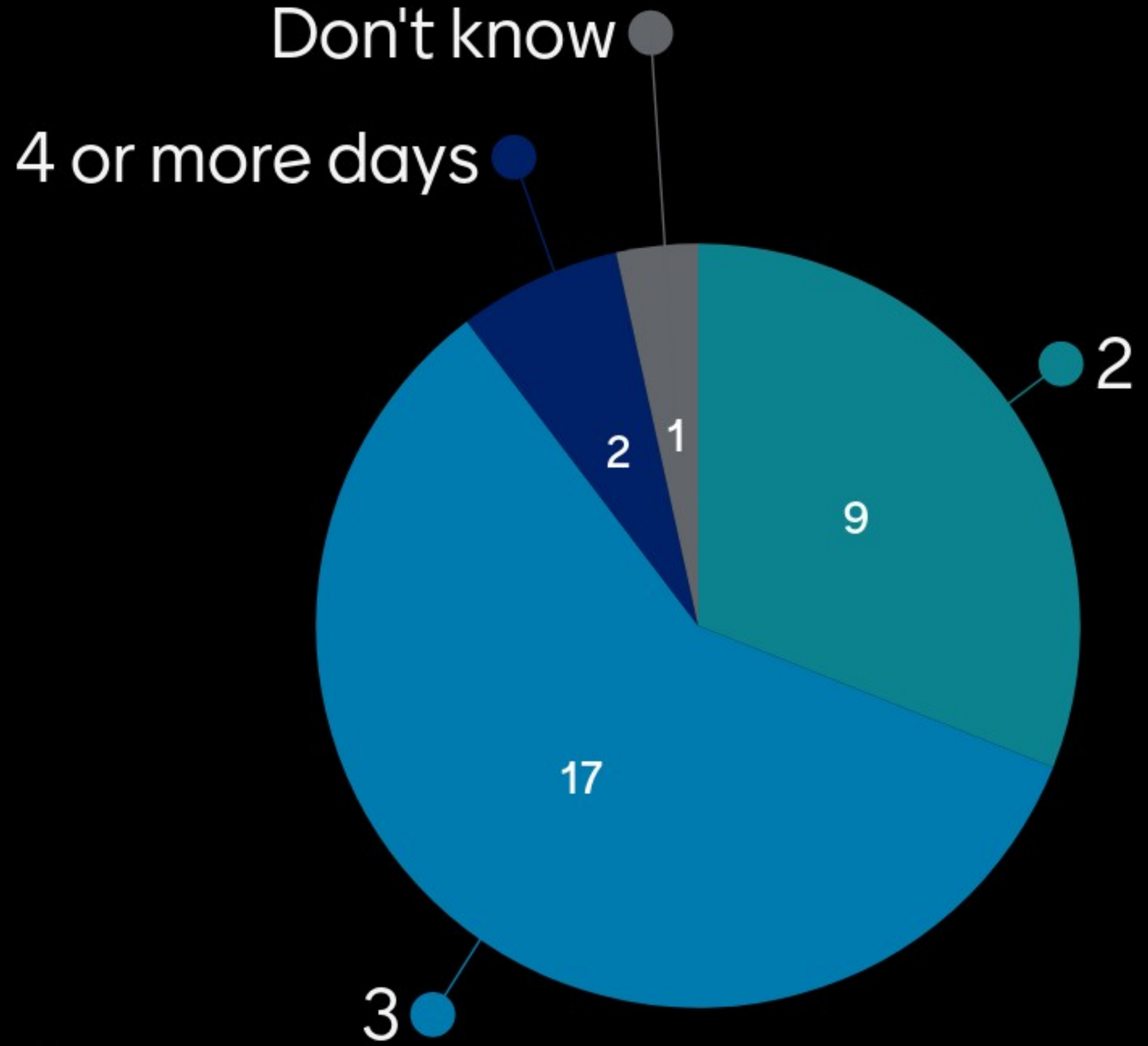


Hybrid

On-site



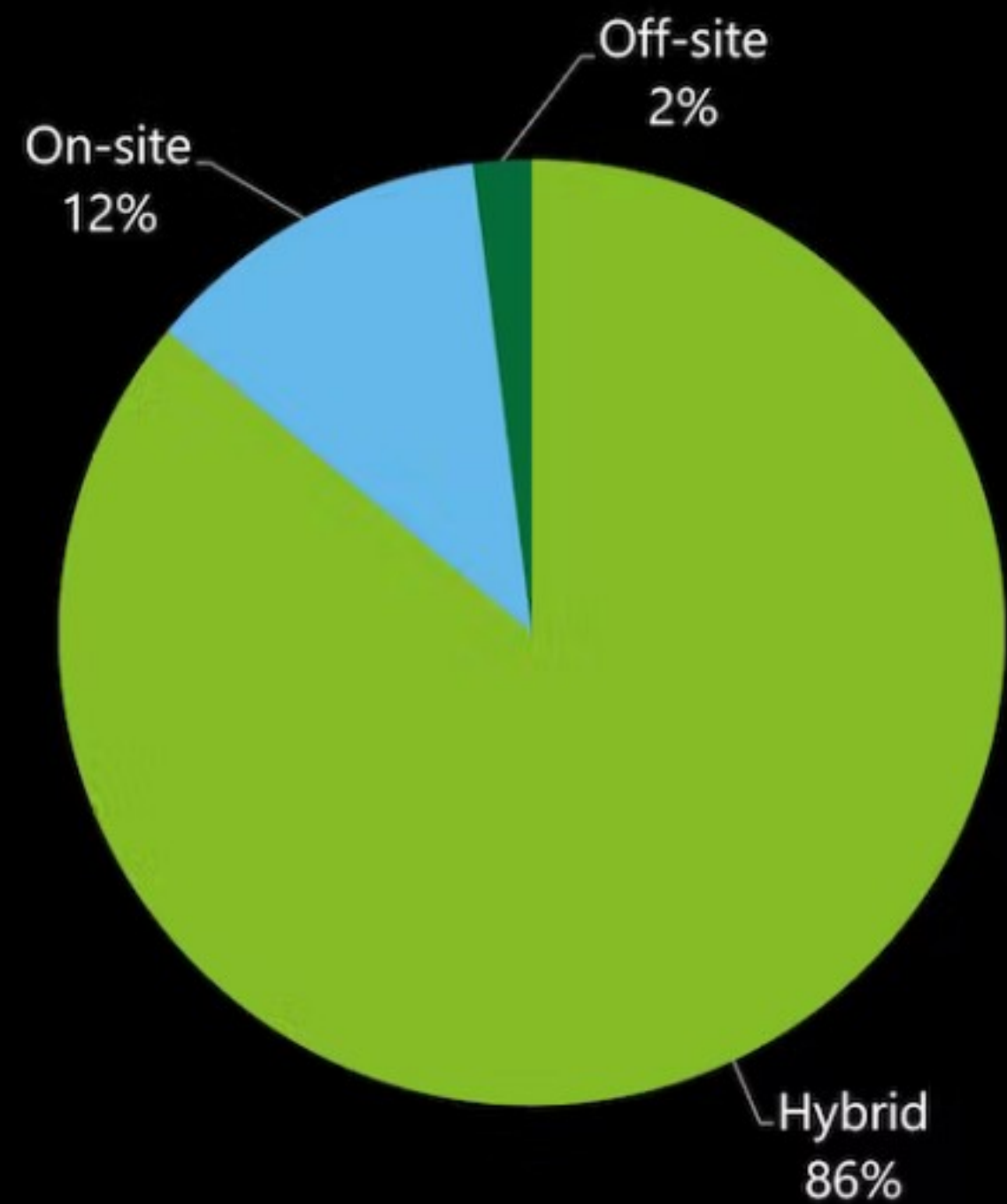
How many days per week do you expect the majority of your finance team to work on-site? 



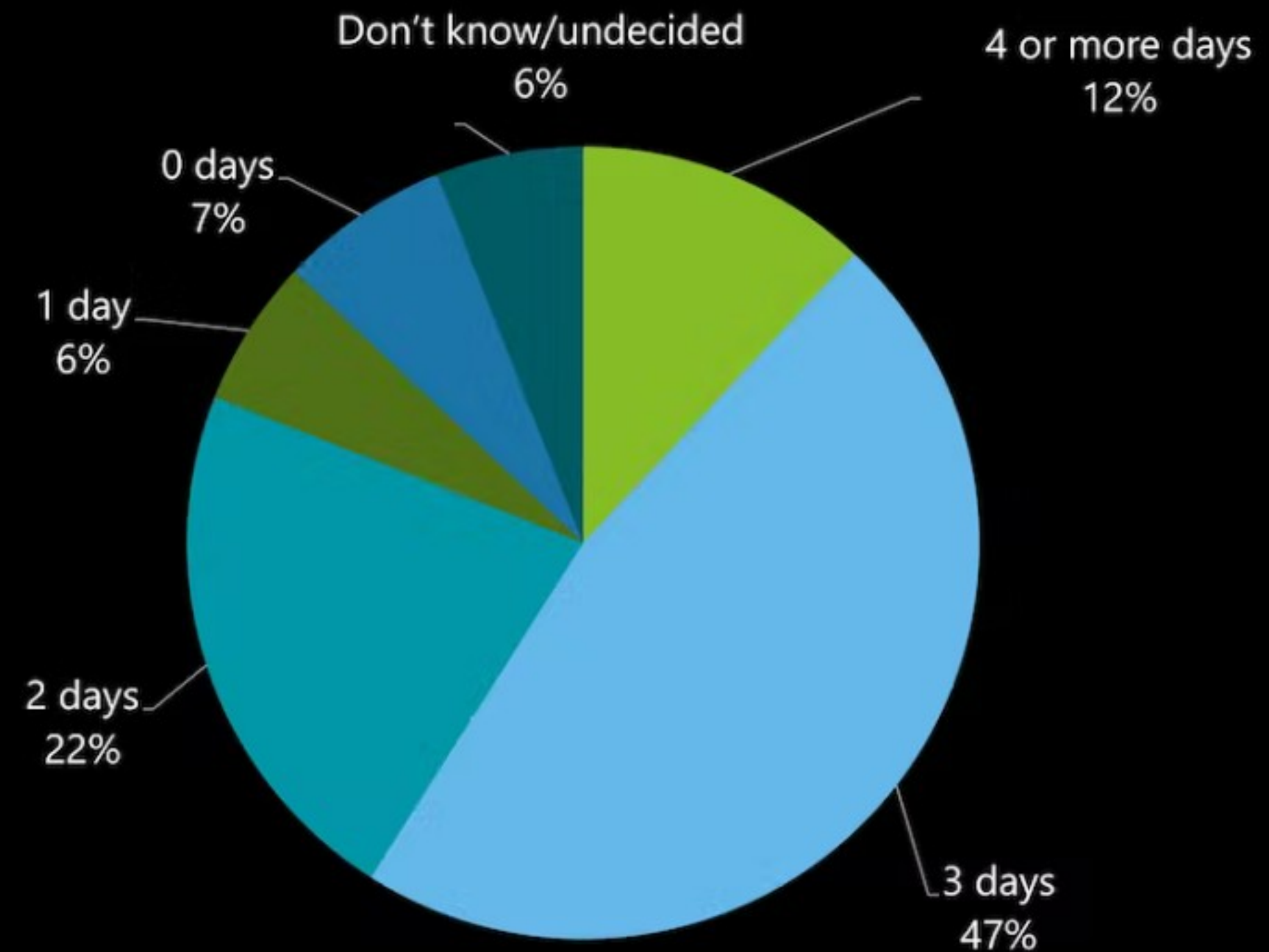
The workplace



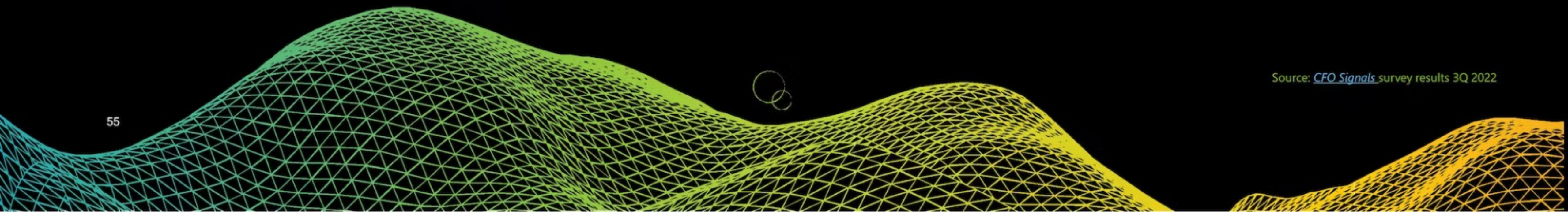
Which of the following workplace models do you expect your overall enterprise to use in 2023, assuming COVID-19 cases or other events do not preclude onsite work? (N=111)



How many days per week do you expect the majority of your finance team to work on-site? (N=111)

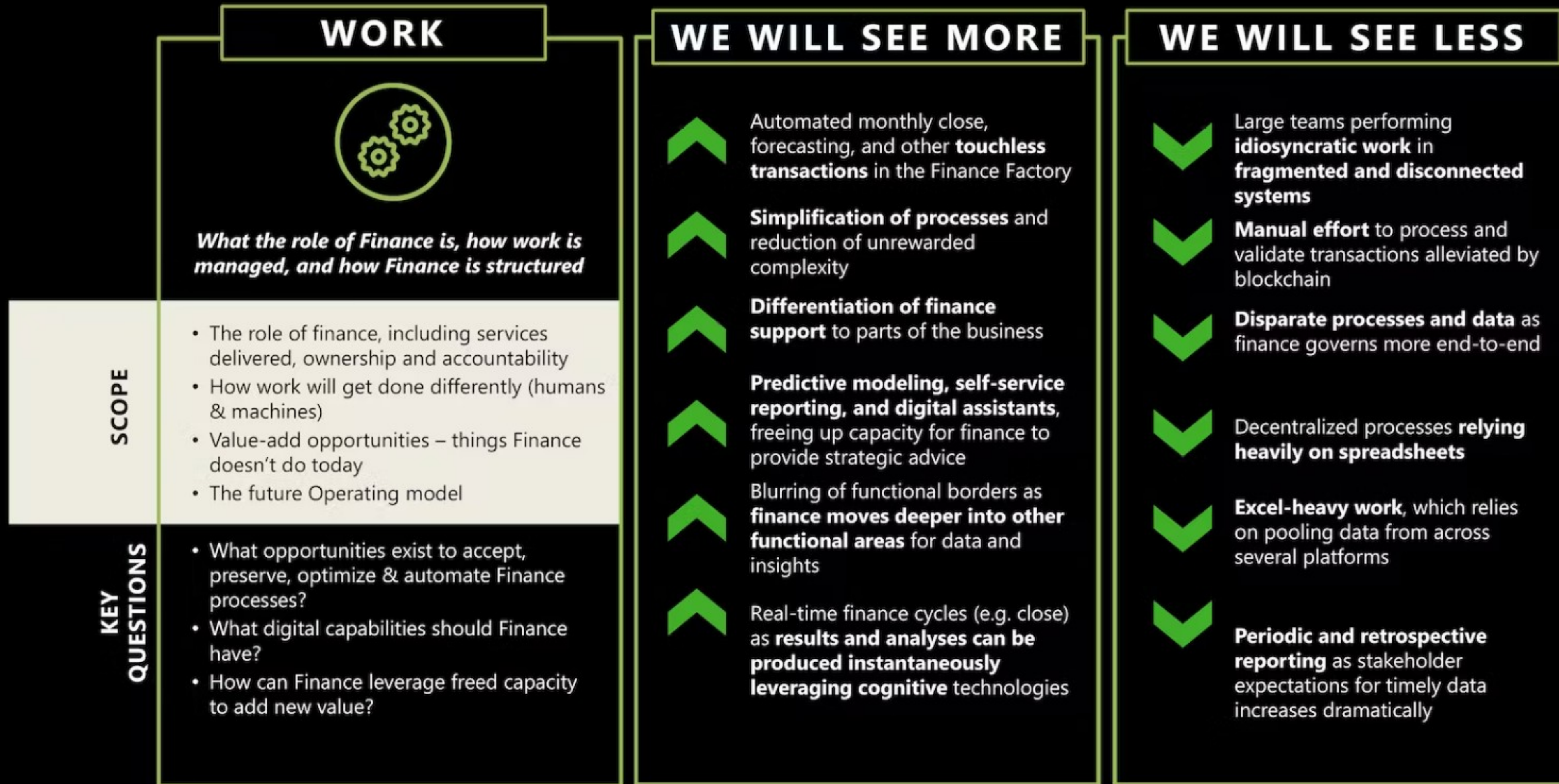


Source: [CFO Signals](#) survey results 3Q 2022



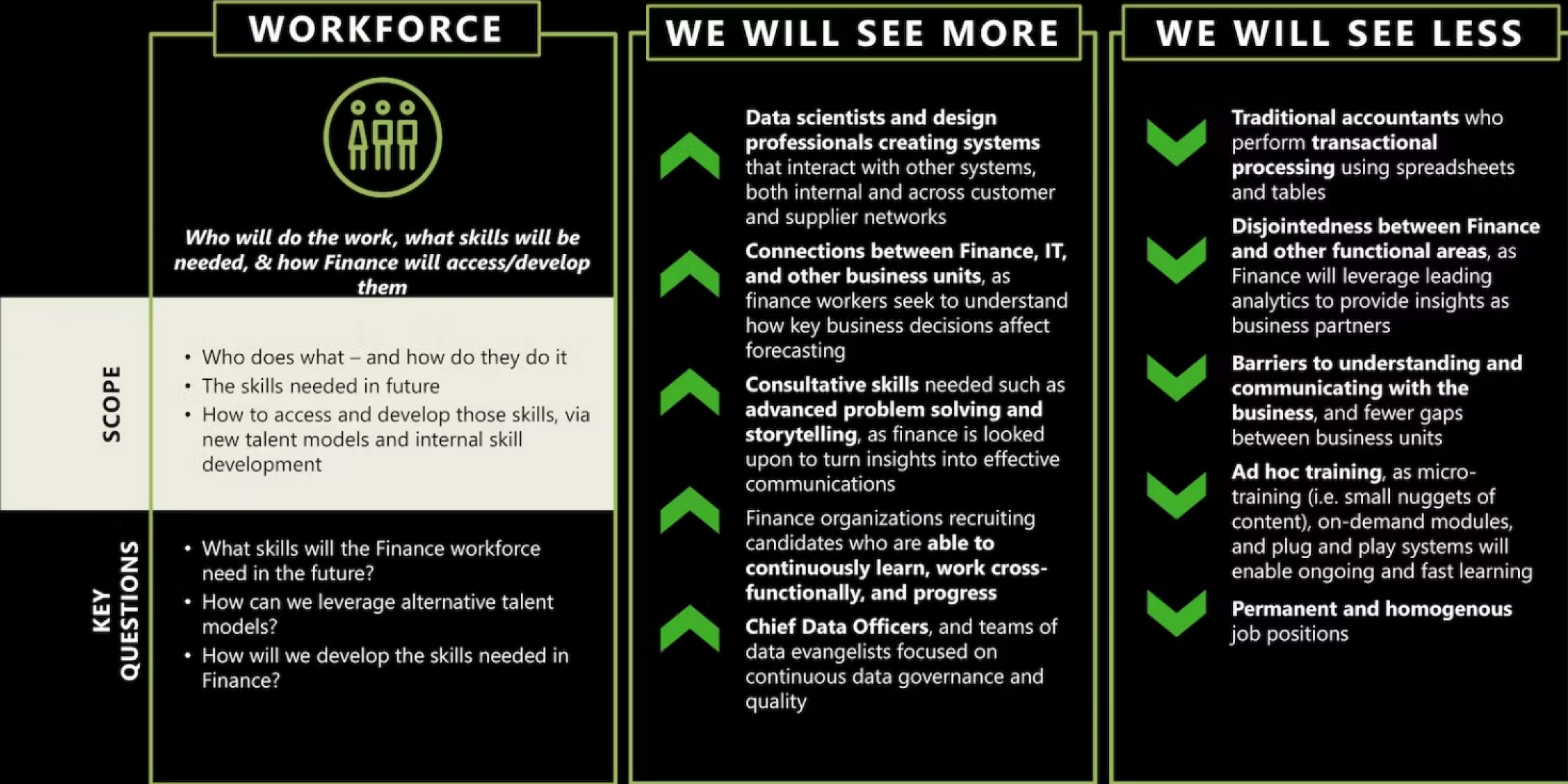
Our Perspective on the Future of Work in Finance

Examining the role of Finance, and how the organization will evolve accordingly



Our Perspective on the Future of the Finance Workforce

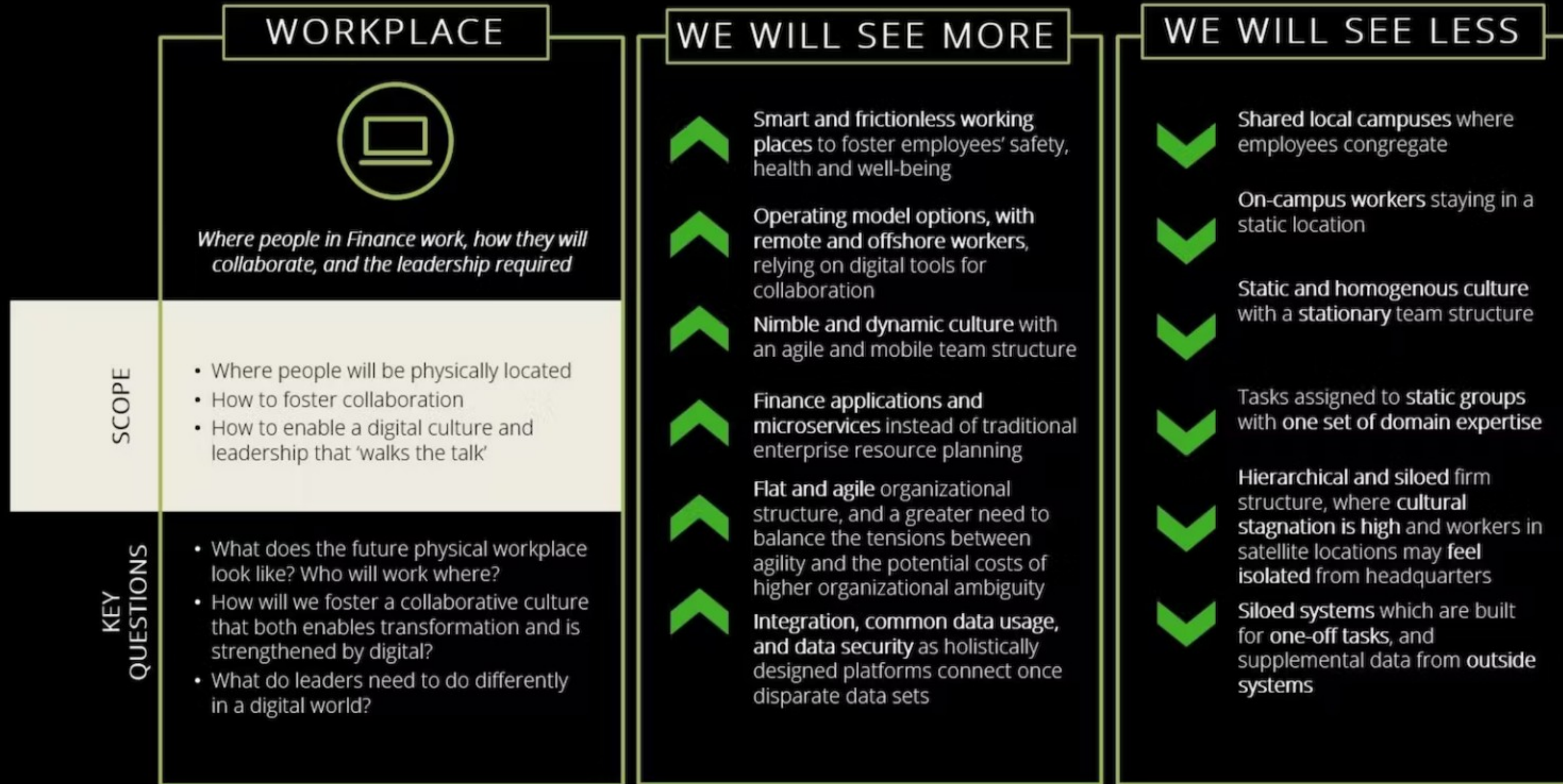
Identifying who will do Finance work, and how





Our Perspective on the Future of the Finance Workplace

Determining the workplace collaboration tools and leadership to best enable Finance work and workforce



Lights Out Finance™

*New horizons for a
future-forward finance function*



First, a couple questions.



What does Lights Out mean to you?

It's what I do when I leave a room,
to save resources.

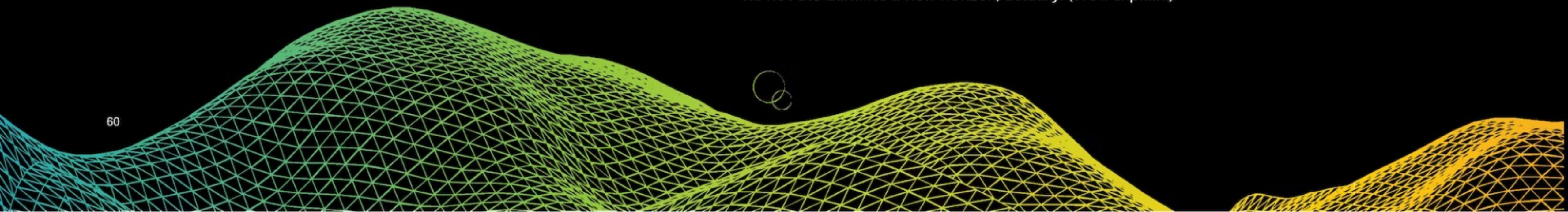


OK, but what does Lights Out
Finance™ mean to you?

I don't get it. How can
Finance operate in the dark?



It's not the dark. It's a new horizon, actually. (We'll explain.)



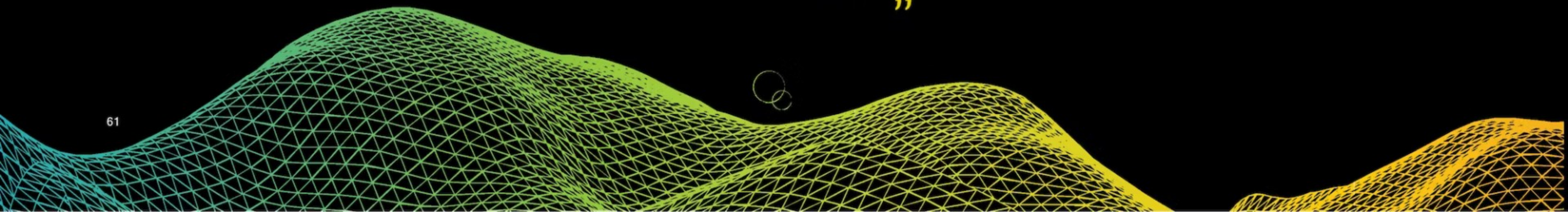
What exactly do you mean by **Lights Out**?



“

Lights Out means finance operations that leaders can set and forget, like a slow cooker: easy, reliable, and in need of little to no human attention. Here's what we mean:

”



What exactly do you mean by **Lights Out**?



Data

Clearly defined end-to-end data strategy and structure with real-time continuous data that enables instant insights and alignment of actuals and plan.

What Lights Out looks like:

- Standardized data infrastructure
- Globalized master data and definitions
- Single source of truth



Technology

A combination of technologies that enable touchless transactions and autonomous operations, prompting human intervention on an exception basis.

What Lights Out looks like:

- Dynamic rules-based ingestion, analysis, and processing of routine transactions
- AI augmented, in-transaction, real-time information supporting decision-making
- Humans and machines working together to enable the right action, at the right time



Process

Lean and efficient centrally organized teams oversee standard process design and execution to keep processes streamlined and governed correctly.

What Lights Out looks like:

- Consistent, standardized, and repeatable policies and procedures
- Reduced manual intervention and touchpoints
- Governance models that monitor KPIs and compliance through Global
- Process Owners (GPOs) and Centers of Excellence (COEs)



People

Finance workforce that goes beyond the numbers—not only identifying trends, but also explaining potential implications—to tell the story of an organization's future.

What Lights Out looks like:

- Time to focus on strategic work that adds value
- Emphasis on both technical finance and human skills, like problem solving and communication
- Elevated workforce experience enabled by humans and machines, each doing what they do best

So, what enablers do I need?

It's a good question, and the answer starts with another question: *How Lights Out are you now?* No matter the destination, here are the enablers that can make Lights Out work, no matter where you choose to turn your dials.



Standardized processes that enable automation and improve efficiency and efficacy



Advanced analytics and self-service capabilities that provide automatic insights and real-time reporting



Cloud-based ERP through a single platform that reduces technology redundancy and can shorten close cycles



Standardized data that allows for the agility to change course and strategy as needed



Automated and purpose-built technologies—including cognitive and machine learning capabilities—that free up human time to do more value-added work



Flexible service delivery models that include workers, robots, and algorithms (think humans *and* machines working together to bring out the best in each other)



Self-corrective tasks—utilizing RPA and advanced AI capabilities—that improve accuracy in complex transactional environments



Systemically configured and automated controls framework geared toward risk sensing that operates around the clock across the entire chain of processes; Lights Out won't work without those vital guardrails

With the right mix of capabilities to support your vision, your Lights Out road map can lead to an evolved finance organization driven by insight, analysis, and outcomes, instead of transactions and the same processes over and over.

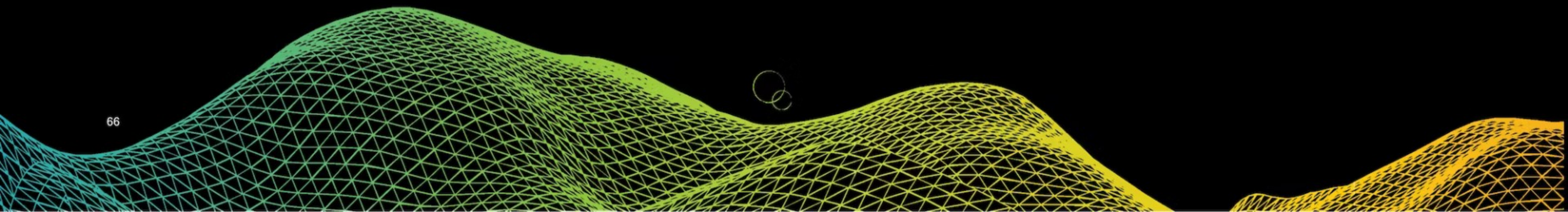
Imagine this



What happens when you turn the **Lights Out**

For some organizations, Lights Out isn't just an idea. With the right playbook and careful consideration of their goals, finance organizations across industries are taking the concepts of Lights Out and are shifting their goals from transactions to outcomes, and their futures from disconnected and siloed to strategic and streamlined. With forward-thinking strategies that set end-to-end process automation as the goal, these organizations are exploring what's possible and making it real. While the challenge may seem daunting, just imagine what Lights Out could mean for you and your finance function.

Hard to picture? No problem—let us illustrate an example of what Lights Out could look like:



Imagine this



Procure-to-pay

Touchless technologies have collated the orders of the day and provided a detailed list of what parts are needed: number of batteries, types of rims, speaker parts, and everything else needed. Now that the manufacturer knows exactly what it needs, it has automated the process:

- Checked inventory and part sourcing and received an update from the vendor when parts will be delivered (Spoiler alert: parts are delayed.)
- Showed potential lowered margin if the needed part is fast-tracked to meet consumer demand and options for alternative sourcing to expedite fulfillment (Human intervention here makes sense as Finance can NOW focus on strategic decision-making weighing the margin impact of expedited sourcing versus consumer impact of delayed fulfillment.)
- Communicated an updated fulfillment date back to you, the consumer, along with real-time visibility into where the car is in the manufacturing process
- Automatically created purchase orders (POs) after all necessary system built-in checks
- Automatically paid invoice submitted through vendor portal after automated checks such as "No PO, no pay" and duplicate invoice were completed

Real-world impact

\$260M

With touchless procure-to-pay, a client achieved an improved PO process resulting in more effective and efficient invoice processing and eliminated manual invoice entry, resulting in \$260 million in working capital benefits.

Imagine this

Order-to-cash

For the consumer, all the relevant financial hurdles have been automated, expediting the purchasing and financing processes. For Finance, that relieves the human workers to do higher-level work, such as solving procurement problems that these technologies aren't equipped for. Here's what going Lights Out did for the order-to-cash process:

- Took an initial deposit through automated technologies and cash application solutions with advanced (partial) payment posting algorithms and machine learning (ML) capabilities, driving high auto-match hit rates and automatic postings into the ERP system
- Triggered the creation of an order fulfillment request and downstream manufacturing processes
- Executed credit management processes with robotic and cognitive automation, dynamic workflow, data analytics, and real-time triggers to review credit risk exposure
- Took payment through the automaker's consumer finance service, connecting the manufacturer's B2C portal to the financing service's systems; ML and cognitive automation detected anomalies in billing and proactively intervened, if needed

Real-world impact

90% 

With nearly 40% of payments requiring manual intervention by accounts receivable (AR) associates, a client automated its cash application process with ML, leading to an average invoice-to-payment match hit rate of more than 90%.

Imagine this



Record-to-report

While the record to report process is not customer facing, for Finance it is as critical as the order is to the customer and inventory fulfillment is to procurement. Being able to automatically attach accurate account coding and dollars to a buy/sell transaction throughout its lifecycle not only reduces level of effort for back end accounting, it enables faster monthly/quarterly closes and forward looking reporting:

- Automated journal entries translate the customer sales and inventory purchases to ensure the transaction revenue and expense are recorded timely and accurately
- Reconciliation of accounts are automated and completed on a recurring basis requiring only validation of exceptions
- Period end accruals are projected through predictive analytics and allocations are automatically calculated to expedite the close process
- Continuous process analytics identify anomalies (out of balances, unusual variances, etc.) that impact ability to close timely
- Automated real-time reporting on profit margins, product costs, revenue forecasts and other analytics support both internal and external reporting

Real-world impact

94%

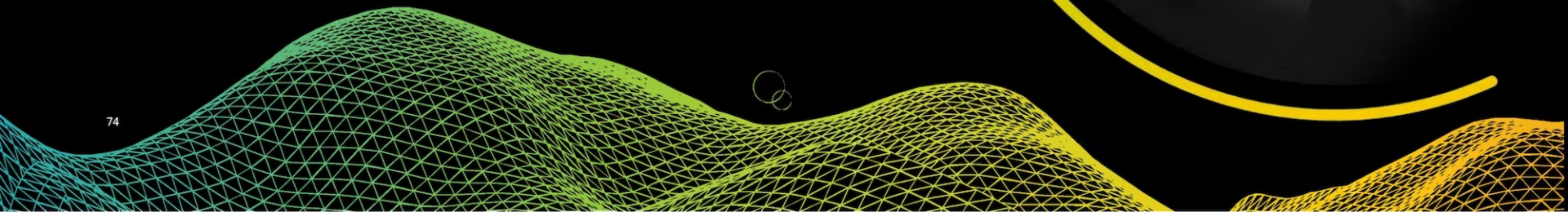
Hours spent on manual, error-prone, and repetitive reporting tasks were unlocked by implementing natural language generation- driven reporting for one client, resulting in 94% less time compiling monthly reports— time that could be refocused on partnering with the business to unlock new value.



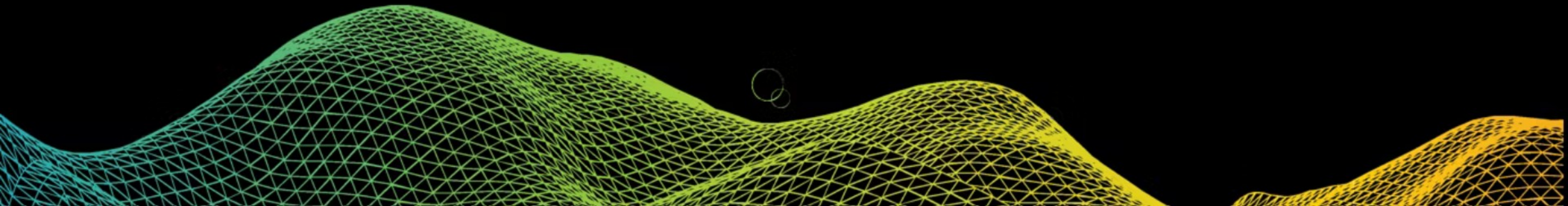
Closing



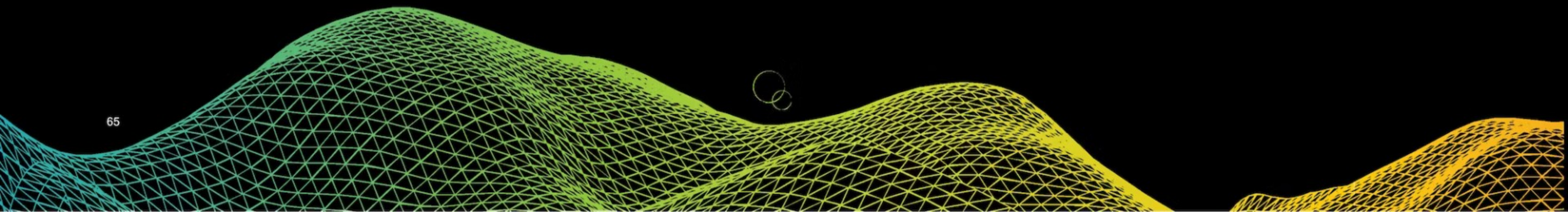
Q&A



10 questions
1 upvotes



Evaluation Form





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