

## Can the controllership function serve as business partners?

### Preparing to meet expectations for the future

Today, controllership has an opportunity to enhance its role and serve as a key enabler for organizations to grow and thrive. Discover how accounting and finance professionals perceive the preparedness of their teams for the future.

In fall 2021, the IMA® (Institute of Management Accountants) and Deloitte's Center for Controlling™ conducted a global survey of more than 1,300 finance and accounting analysts, managers, directors, controllers, and CFOs. Following the survey, a series of interviews were conducted with experienced finance and accounting leaders. Our research aimed to understand how prepared controllership is to meet future business demands in the fast-paced, complex, and increasingly digital age.

## Controllership in the Green™ (CiG) and keeping it there

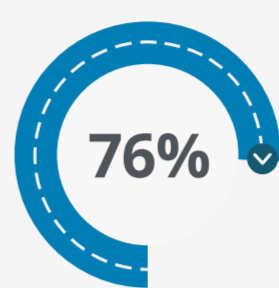
Deloitte's CiG framework serves as a benchmark of where controllers want to be—in the green. The CiG framework informed the core domains and enablers for the current and ideal future state of controllership. These core “domain areas” include:



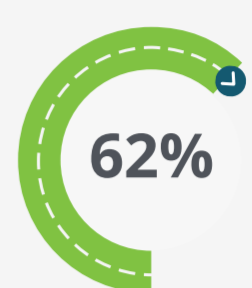
And CiG's key enablers that are designed to effect change and add value are:



While most controllership functions have begun a transformation journey by strengthening core competencies and abilities through key enablers, there is a long road ahead to a controllership destination that is “in the green.”



Survey respondents who reported their controllership function has begun the transformation journey.



Those who reported their controllership function is not prepared or is, at most, only somewhat prepared to meet future demands.



Fewer than one-third of US respondents view their functions as extremely prepared.



The functional team members identifying as accountants or analysts who view their functions as prepared.\*

\* Leaders, who are often closer to the longer-term view of opportunities that exist for their functions, may have a greater appreciation for how much room for growth their teams have.

## Closing the maturity gaps within the controllership function

When exploring maturity, we utilized five key stages of the maturity continuum: initial, emergent, structured/defined, integrated, and optimized.



46%

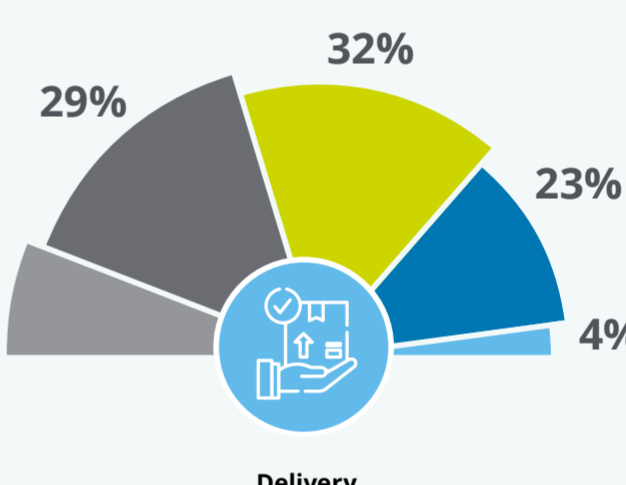
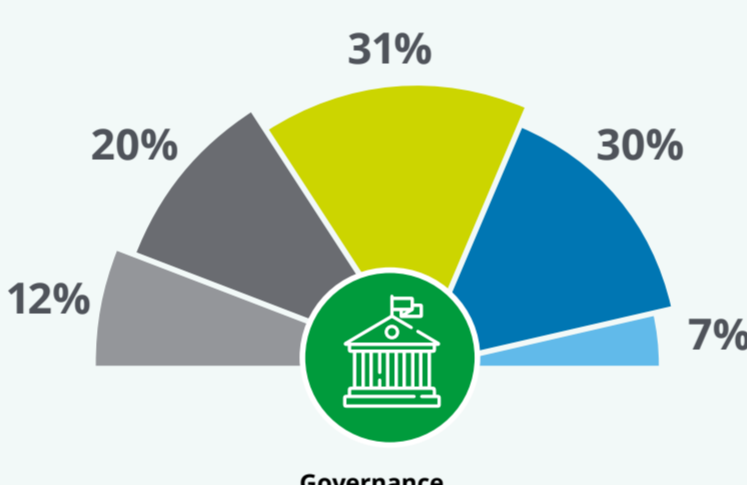
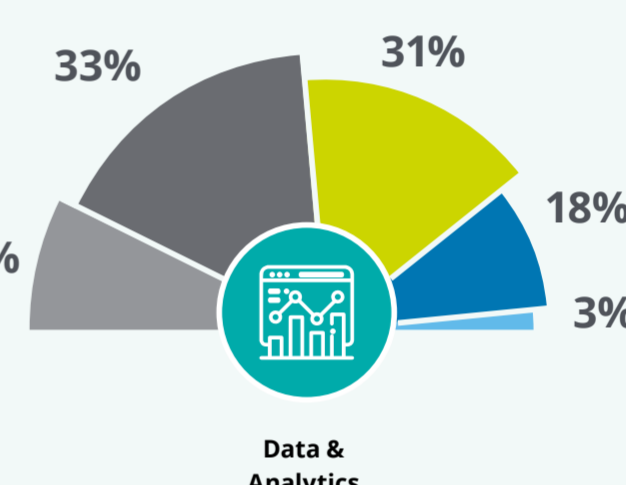
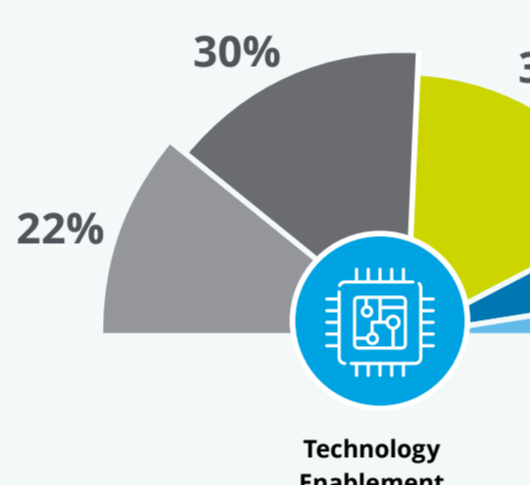
Professionals who reported they are least mature in data and analytics.

65%

Governance and compliance was the most mature with professionals stating they have achieved maturity in this area.

60%

Respondents who identified both the technology enablement and delivery model enabling areas to be more mature in comparison to data and analytics, but slightly behind governance and compliance.



Legend: Initial (grey), Emergent (dark grey), Structured/Defined (yellow), Integrated (blue), Optimized (light blue)

## What is the data saying?

Heightened uncertainty has given rise to greater demand for real-time information and insights, stimulating the accelerated adoption of emerging technology.

Effective business partnering requires multidisciplinary, cross-functional team collaboration, stronger business acumen, and ensuring controllers have a seat at the table.

Based on current maturity levels, responding controllers feel they are only somewhat prepared to meet the demands of the controllership function over the next three to five years.

## Whether ready or not, controllership of the future is here

The top barriers to successful transformation:



Lack of time to devote to transformation



Limited financial resources



Limited resource capacity

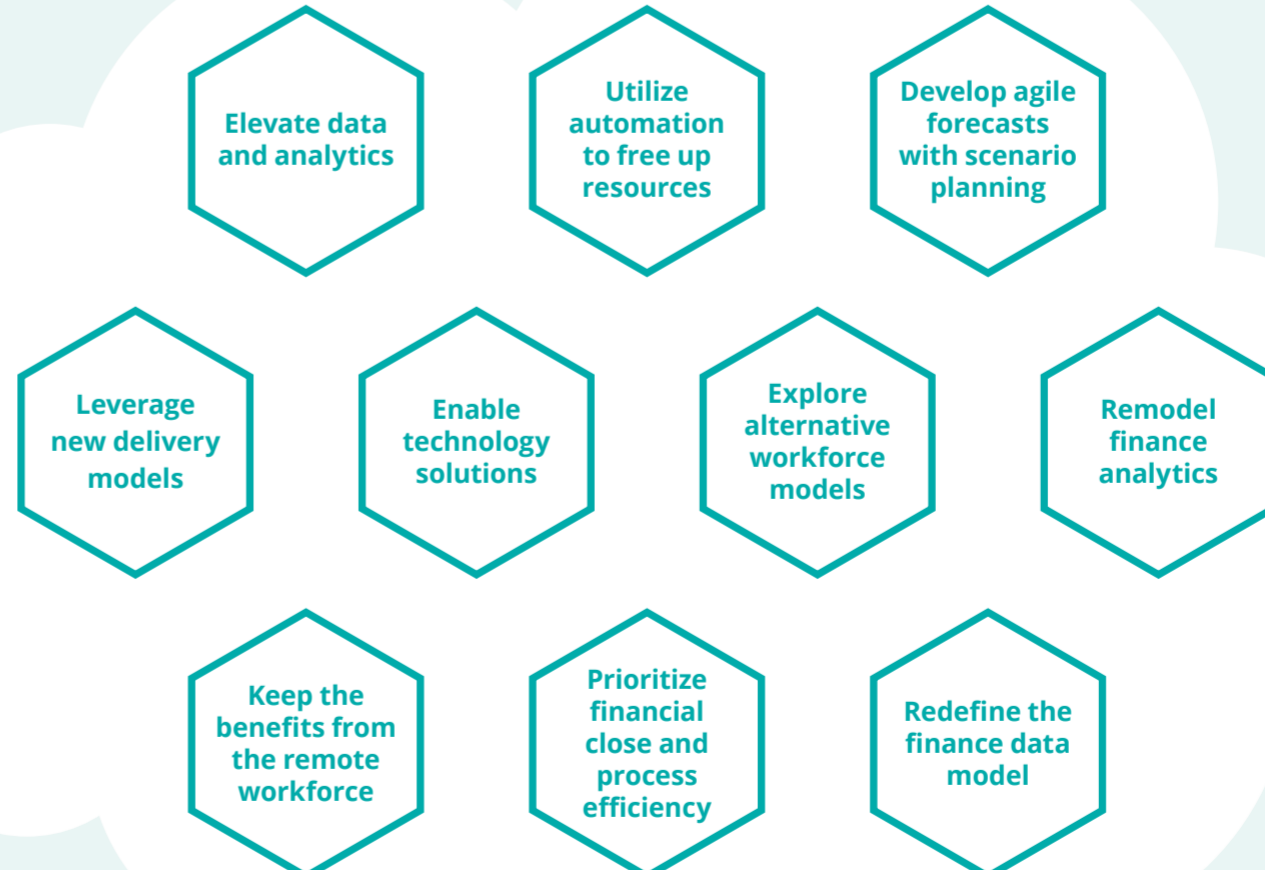


Lack of expertise to progress implementations

## Actions organizations can take to address maturity gaps:

Closing the gap between where many organizations perceive they are and where they need to be can lay a foundation for driving transformation.

There are multiple strategies and actions that controller functions can consider to better prepare for the future that is already here.



Leading organizations recognize the competitive advantage of having a controllership function that has an influential seat at the decision-making table. To sit in that seat, controllership functions should be prepared to contribute to the achievement of strategic objectives efficiently and materially and, where appropriate, play leading roles in the redefinition of operating models and product and service offerings.