

Calling for change

A Fortune 50 CFO wants to get to the future faster



The new CFO at a large public company had a big and urgent appetite for digital transformation. He wanted to know how digital disruptors could bring leading-edge Finance processes to his company—to achieve its business objectives faster and leave the competition behind. He realized that Finance needed to get more work done more efficiently, and that digital tools would be required to do that. Everything from robotics to blockchain was on the table. He wanted an overarching vision, business cases, and broad implementation.



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What happened next

With such an expansive vision, the starting point had to be equally ambitious. This project began with a widespread capabilities assessment and a series of finance and digital labs to determine where they stood in comparison to next-generation competitors. We then found concrete examples of how each technology could affect change in Finance, from automation in billing to natural language generation in reporting, and built a business case for each. We helped the client set up an innovation acceleration center to identify opportunities for change across four key disruptors: robotics, cognitive, analytics, and blockchain. In the first year, the company deployed dozens of bots in Finance, introduced agile methods of delivery, and sped up time-to-market.

The toolkit

As the most powerful advocate for this transformation, the CFO continuously pushed for the change he knew the organization needed. The company also spent several months socializing these efforts, using road shows and trainings to explain how the disruptors worked. Employees were nervous, for example, about how automation would change their jobs. They wanted to know what change meant for them as individuals. We helped show them the possibilities.

Looking ahead

With encouragement from the executive suite, this Finance organization is continuing to expand transformation across the company. What began as a bumpy road to innovation has become smoother, with teams now focused on the lessons learned. And now that these digital disruptors are in play, ideas for how to use them are coming from every level of the company. For this organization, disruption has become part of daily life—and it's getting them to their future, faster.

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