

Finance strategy and process

Align and streamline

Today's Finance organizations provide much more than accounting services. From information management and corporate governance to investment strategy and beyond, CFOs oversee an array of processes, people, and systems. Deloitte's¹ Finance Strategy and Process Solution Set helps leaders develop and execute a vision for Finance that supports business growth.

What Finance capabilities does this solution set help to enhance?

Core capabilities	
Maturity model/leading practice review	Review and benchmark current Finance processes against leading practices to identify performance gaps and potential improvements.
Information strategy and management	Assess information management systems and data strategy to improve decision-making capabilities. Enhance the value of financial data assets, including internal and external information availability, data visualization, and data quality management.
Roadmap development	Define the future vision of the Finance function and build the business case for getting there, including potential results and benefits, estimated cost, and project timing.
Talent planning and analysis	Plan, design, and implement workforce planning approaches to more effectively attract, develop, and retain talent to meet the changing needs of the organization.
Process implementation and program management	Create the implementation plan, including procedures, roles, and responsibilities. Monitor and manage execution.
Value-added capabilities	
Leadership and stakeholder alignment	Align leadership around a common future vision and transformation strategy. Assess alignment and commitment across the organization.
Finance Transformation value realization	Track business case performance by analyzing benefits, costs, and relevant key performance indicators. Identify gaps between actual and target performance.
Fixed asset management	Assess and improve fixed asset management, such as fixed asset ledger reconstruction, valuation of fixed assets, or valuation of competition's fixed assets.
Targeted process improvements	Evaluate processes, define improvements, and implement changes to target problem areas, such as record-to-report, procure-to-pay, order-to-cash, and cost accounting.
Strategic tax review	Evaluate the Tax function—people, processes, and technology—to identify opportunities to improve efficiency and effectiveness. Analyze tax planning approaches, including potential opportunities for cash tax savings and reduction of global tax burdens.
Targeted tool solutions	Improve support processes, including reconciliations, SEC/disclosure reporting, certifications, and activity and close tracking. Implement tools for more effective tax workflow and document management, global calendar tracking, audit defense, and transfer pricing.
Systems remediation	Evaluate the capacity of existing Finance systems to support updated processes. Determine new systems requirements.
Workforce transition and learning	Develop and implement Finance workforce transition and change management plans to maintain business continuity. Prepare employees to effectively work in the new environment by providing information, tools, and training.

¹ As used in this document, "Deloitte" means Deloitte & Touche LLP, which provides audit and enterprise risk services; Deloitte Consulting LLP, which provides strategy, operations, technology, systems, outsourcing and human capital consulting services; Deloitte Tax LLP, which provides tax services; and Deloitte Financial Advisory Services LLP, which provides financial advisory services. These entities are separate subsidiaries of Deloitte LLP. Please see www.deloitte.com/us/about for a detailed description of the legal structure of Deloitte LLP and its subsidiaries. Certain services may not be available to attest clients under the rules and regulations of public accounting.

Bottom-line benefits

- Create a more effective Finance strategy—from envisioning the future organization through process implementation
- Reduce cost and manage risk by improving processes
- Analyze current tax treatment and structure to determine savings opportunities, which could potentially fund Finance process improvements
- Manage risk by improving operational and global tax compliance
- Lower Finance talent risk and increase talent capabilities

Indicators that action may be needed

- Poor data governance or quality results in uninformed decisions, unreliable reports, or ineffective budgets
- New leadership desires more effective Finance strategy, structure, or processes
- Finance operating costs are excessive or unsustainable
- Finance cannot support company growth or global expansion
- Finance processes are overly manual, inefficient, or ineffective

Find out more

If you have questions or need additional information about Finance Transformation Solution Sets, contact:

Rich Rorem

Principal
Deloitte Consulting LLP
rrorem@deloitte.com

Justin Silber

Principal
Financial Advisory Services LLP
jsilber@deloitte.com

Bob Comeau

Principal
Deloitte Consulting LLP
rcomeau@deloitte.com

Mark Lazzaro

Partner
Deloitte Tax LLP
mlazzaro@deloitte.com

John Gimpert

Partner
Deloitte & Touche LLP
jgimpert@deloitte.com

Learn more by visiting our Finance Transformation website at www.deloitte.com/us/ft.

About Deloitte's Finance Transformation practice

Deloitte's market-leading Finance Transformation (FT) practice helps CFOs and other finance executives drive business performance and shareholder value while improving operational effectiveness and efficiency within the Finance organization. Our cross-functional, integrated FT Solution Sets help address the most critical finance issues facing our clients, including finance vision and strategy, organization and talent, business processes, and technology. Each FT Solution Set is composed of select cross-functional FT offerings configured to provide more value—faster—for the clients we serve.

This publication contains general information only and is based on the experiences and research of Deloitte practitioners. Deloitte is not, by means of this publication, rendering business, financial, investment, or other professional advice or services. This publication is not a substitute for such professional advice or services, nor should it be used as a basis for any decision or action that may affect your business. Before making any decision or taking any action that may affect your business, you should consult a qualified professional advisor. Deloitte shall not be responsible for any loss sustained by any person who relies on this publication.