

CFO VISION 2015

November 11-13 | Washington, D.C.



CFO Lens
Relevant, CFO-centric content

FINANCE 2020

Do you have the team to execute
your vision?

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Agenda

What is your Finance 2020 talent strategy?

Five critical questions

Business model and competitive issues shaping Finance 2020

Technology-driven issues shaping Finance 2020

Finance operations issues shaping Finance 2020

Forces shaping Finance 2020

Five critical questions

Drivers

What will be the critical drivers affecting our Finance 2020 talent strategy?

Capabilities

What new capabilities will I need in my finance organization?

Agenda

How will we source, locate, and organize finance talent and capabilities differently than we do now?

Leadership

What will we do differently to develop future finance leaders in our company?

Initiatives

What new initiatives will I undertake on talent issues?



Forces shaping Finance 2020

Business model and competitive issues

- Continued activism
- Changing workforce demographics and the war for talent
- Products or services to products and services
- Process synchronization
- Convergence across industries and obliteration of traditional industry boundaries
- Competing on design and experiences



Forces shaping Finance 2020

Technology-driven issues

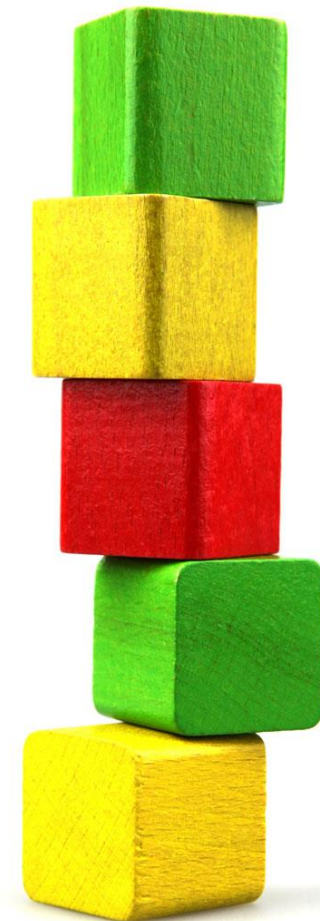
- Real-time market price, revenue, cost, customer analytics, and cognitive computing supporting critical finance and business decision making and an empowered investor
- Increased cyber attacks
- The “Internet of things” drives new levels of asset efficiency and new models of competition
- Mastering social, mobile, analytics, and cloud



Forces shaping Finance 2020

Finance operations issues

- Shift from proprietary in-house finance systems to cloud-based finance systems, changing fixed to variable costs
- Technology-driven audits and controls
- Analytics-rich financial planning and analysis
- Multilocation, multigenerational, and multicultural workforces
- Accounting for complex product service combinations
- Developing the next generation of leaders across different locations, cultures, and generations



Forces shaping Finance 2020

Regulatory, demographic, and macro-economic issues

- Fracturing of countries and markets
- Increasing regulatory monitoring — real-time monitoring through IT
- Varied local regulations
- Frontier markets become emerging markets
- Critical resource constraints — water, energy, minerals



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The CFO Program brings together a multidisciplinary team of Deloitte leaders and subject matter specialists to help CFOs stay ahead in the face of growing challenges and demands. The Program harnesses our organization's broad capabilities to deliver forward thinking and fresh insights for every stage of a CFO's career – helping CFOs manage the complexities of their roles, tackle their company's most compelling challenges, and adapt to strategic shifts in the market.

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