

AGILE FINANCE REVEALED

Focus on Financial Services



Finance needs a new operating model to support business agility in the digital era.

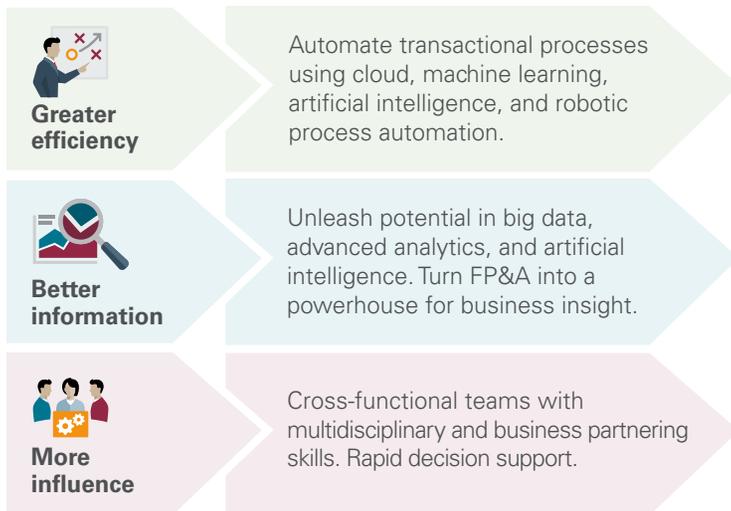
Research from Oracle and the American Institute of CPAs (AICPA), [Agile Finance Revealed: The New Operating Model for Modern Finance](#), identified an emerging operating model for modern finance with a clear link to revenue growth. This model can propel the finance organization to become a strategic co-pilot for the business.

The pace and depth of change engulfing the financial services industry today is greater than ever before. Customer demands are shifting, technology advances are disrupting longstanding business models, and the compliance burden keeps growing.

The industry's decision makers need the finance function to evolve its mission: finance must become the business co-pilot, using predictive analytics and modeling to uncover insights that guide strategy.

To deliver on that, finance will need a dynamic new operating model.

A Dynamic New Operating Model:



Agile Finance Leaders Stand Apart:

A group of our senior respondents – “agile finance leaders” – are further advanced toward the new operating model:

Cloud	Centers of Excellence
They are using cloud technologies to accelerate finance modernization.	They have established shared services centers and centers of excellence.
Cross-functional teams	KPIs
They have created specialized cross-functional teams to support business decision makers.	They are taking the lead on measuring non-financial KPIs to improve value creation.

“It’s important for people to feel comfortable with what we’re doing, why we’re doing it, and how we’re doing it. If you can do that, your team feels like they are involved in the change and that the change is working for them.”

DAVID PIPES, EVP AND CFO, ARBY’S

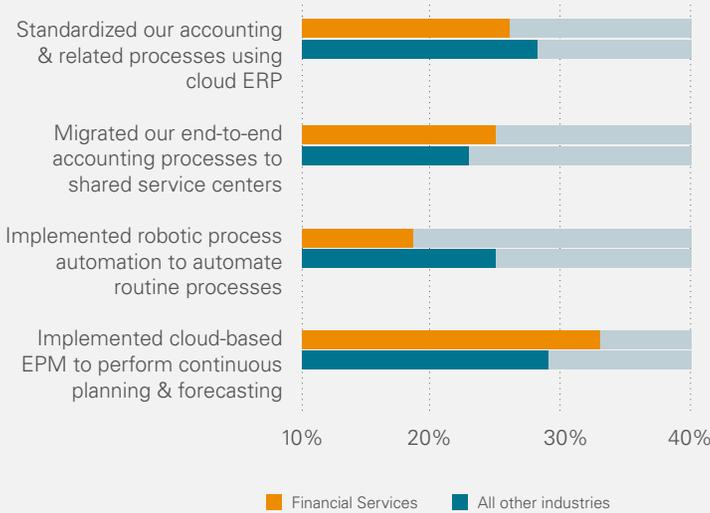
Our research shows a clear link between businesses with more advanced finance functions and revenue growth:

- 89% of agile finance leaders report some level of earnings before interest, taxes, depreciation and amortization (EBITDA) growth last year, versus just 60% of others.

Greater Efficiency

In its drive for efficiencies, the financial services industry is a leader in implementing cloud-based enterprise resource planning (ERP), enterprise performance management (EPM) and migrating accounting processes to shared service centers.

Cloud and Robotics Drive Next-Level Efficiencies



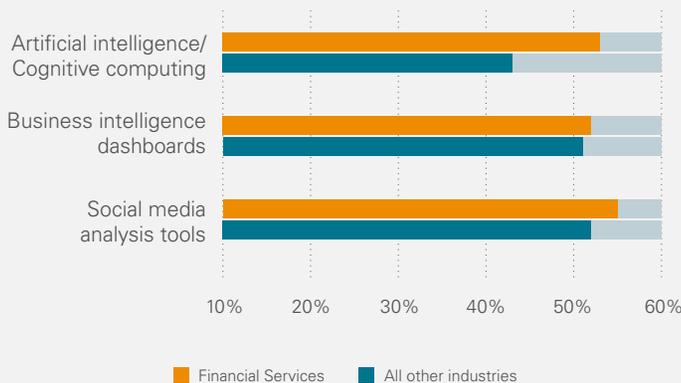
“Business leaders want finance professionals to interpret data within their unique business context...”

IVGEN GUNER, SENIOR VICE PRESIDENT, GLOBAL BUSINESS FINANCE, ORACLE

Better Information

Financial services organizations are ramping up investment in artificial intelligence (AI) to drive better business insight — such solutions could support activities such as pricing strategy or fraud detection.

Unleashing the Potential of Analytics



More Influence

Senior leaders are developing finance’s skill set in areas such as data analysis and data visualization, to provide better guidance to the business.



Recruiting data science experts



Recruiting finance people from tech-related industries

Nearly two in four (41%) financial services organizations have implemented the use of cross-functional, multidisciplinary teams to improve business partnering.

Financial services organizations continue to seek more value from their finance teams:



...think finance could deliver more effective horizon scanning

How Can Financial Services Organizations Adopt an Agile Finance Model?

- Build on early-stage robotic process automation for next-level efficiencies
- Ensure uptake of business intelligence dashboards to elevate insight
- Combine non-financial KPIs with financial KPIs to better allocate capital
- Implement AI to support decision making
- Participate in training academies and targeted development of talent.

How Agile is Your Organization?

Visit oracle.com/agile-finance-revealed or call 1.800.633.0723 to find out.