

Increasing complexity has expanded the role of the CFO*

22% Significantly

39% Moderately

25% Slightly

14% No change

Executives the CFO partners with to drive transformational change

81% Chief executive officer

46% Chief operating officer

39% Chief strategy officer

25% Chief information officer

24% Chief procurement officer

24% Chief risk officer

21% Chief marketing officer

21% Chief human resources officer

HIGH-VOLTAGE STRATEGIES

Recent surveys by the American Institute of CPAs and Accenture show that complexity is a growing issue for the modern CFO in maximising business performance and efficiencies.

Business complexity expected in the next three years*

94%

More complex

5%

No change

1%

Less complex

GREATEST CHALLENGES FOR SENIOR FINANCE EXECUTIVES

Complex legacy systems and environment

Managing the complex needs of stakeholders

Managing complex financial, business, and operational risks

2011

2014

38%

55%

39%

48%

39%

46%

SOURCES: Those noted with an asterisk (*), AICPA.

All others, Accenture Strategy 2014 High Performance Finance Research, *The CFO as Architect of Business Value: Delivering Growth and Managing Complexity*.

Essential finance skills in the next three years*



Risk management (67%)

Strategic business planning (58%)

Accounting information systems (55%)

Management & corporate governance (46%)

Legal & compliance (44%)

Tax strategy & planning (43%)

Pricing & cost analysis (41%)

HR (39%)

Stakeholder relations (22%)

Macroeconomic analysis (12%)

NEW AREAS OF FOCUS 2014*

SATISFACTION WITH THE FINANCE FUNCTION'S PERFORMANCE

2011

2014

Efficiency of the finance function

70%

88%

Contributing to the strategic direction of the enterprise

66%

85%

Finance workforce effectiveness

68%

83%

Managing risks

67%

83%

Flexibility/ability to rapidly change

64%

83%

Addressing regulatory/compliance issues

71%

82%

Capitalising on M&A opportunities

58%

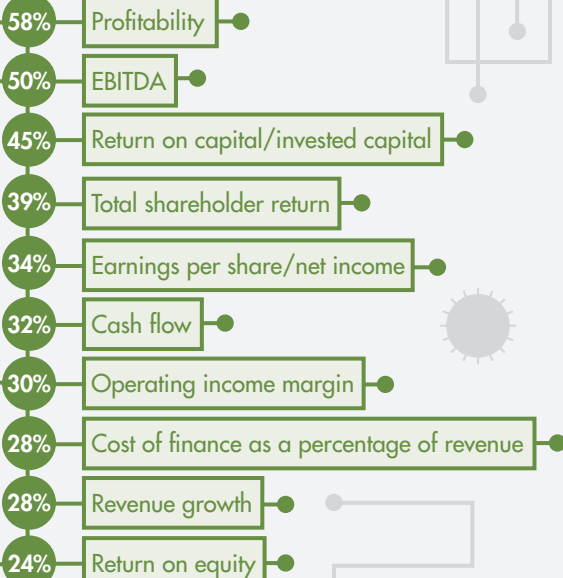
76%

Addressing sustainability issues

51%

74%

Metrics used to measure CFO performance



TIME TO COMPLETE QUARTERLY CLOSE

55%
8-35 DAYS

43%
1-7 DAYS

2%
36+ DAYS