ChatGPT

AI Transformation in the Finance Function: Personas, Tasks, and Opportunities

Introduction

Artificial intelligence (AI) is igniting a revolution in the finance function of banks, enhancing efficiency, forecasting accuracy, and decision-making quality [1]. CFOs and finance leaders are expanding their role from traditional cost stewardship to driving long-term value by integrating AI into finance strategy and operations [1]. In practice, AI is already automating core accounting activities and improving financial forecasting in corporate finance [2]. Unlike earlier waves of automation (such as basic RPA), modern AI can handle unstructured data and dynamic decision-making, enabling *intelligent* automation across processes from accounts payable to treasury operations [3]. This promises not just cost reduction but smarter resource use and faster insights for the finance organization [4].

However, realizing AI's full value requires more than technology – it demands rethinking processes and aligning solutions to the needs of **key personas (roles)** within each finance sub-function. Below, we identify the major sub-functions of a global bank's finance department, the personas who work in them, and how **Generative AI**, **Predictive AI**, and **Prescriptive Analytics** can augment their work. By mapping AI capabilities to specific use-cases per persona, the finance function can develop targeted AI programs that deliver both efficiency and strategic impact.

(Note: Generative AI refers to AI (often using LLMs) that produces content or language (e.g. narratives, reports, chat responses), while Predictive AI refers to machine learning models that analyze data to make forecasts or detect patterns. Prescriptive analytics builds on predictive outputs to suggest optimal actions or decisions. We will indicate below which type of AI is most relevant for each use case.)

Generative vs. Predictive AI – Finding the Right Fit

Not all AI is the same, and it's important to apply the right approach to the right task. Many finance workflows involve deterministic, numeric tasks with one correct answer (e.g. reconciling accounts or verifying compliance data), where traditional algorithms and rule-based automation excel. Generative AI is **not** well-suited to those highly precise "math" tasks – if an AI tool's output must be verified line-by-line, any efficiency gains evaporate [5]. Instead, generative AI's strength lies in language and unstructured outputs. It performs well in tasks like **automating financial commentary, drafting reports or investor communications, providing natural-language interfaces to data,** and even generating code for analysis [6]. In contrast, **predictive AI** (machine learning on structured data) is ideal for tasks like forecasting revenues or detecting anomalies, where mathematical precision and pattern recognition are critical [5].

In practice, **advanced finance teams combine both**: for example, using predictive models to forecast figures or flag risks, then a generative AI to produce a narrative explanation or to answer user questions in plain language. Many high-impact use cases in finance (e.g. algorithmic forecasting, cash flow modeling, fraud detection) still rely on traditional AI/ML, whereas generative AI is opening new possibilities in areas involving language and user interaction [6]. Finally, **prescriptive analytics** can layer on top of predictions – using optimization algorithms or rules to suggest decisions (for instance,

recommending an optimal resource allocation based on forecast outcomes). In the sections below, we will highlight opportunities for generative (🅖), predictive (🅟), and prescriptive (🅟🅡) AI for each finance persona group.

Business Finance & FP&A (Financial Planning & Analysis)

Key Personas: Business Unit CFOs, Finance Managers, FP&A Analysts for various divisions (Retail Banking & Wealth Management, Corporate/Wholesale Banking, etc.). These teams act as *finance business partners*, managing budgets, forecasts, and performance analysis for their respective segments.

Responsibilities: - Planning and budgeting for business lines and regions.
- **Forecasting** financial metrics (revenues, expenses, KPIs) and performing variance analysis against actuals.
- **Management reporting**: preparing monthly/quarterly performance reports for business leadership, with commentary on results.
- **Decision support**: analyzing profitability, pricing, and investments (e.g. new product business cases) to advise the business.

AI Opportunities: - 🅟 **Predictive Forecasting and Scenario Analysis:** FP&A teams can leverage machine learning to improve forecast accuracy and agility. AI-driven forecasting models can analyze historical and external data to predict outcomes in real time, enabling more dynamic **cash flow and revenue forecasting** [7]. High-impact use cases include algorithmic forecasting for sales or cash flows, which can be tailored to a bank's data and business drivers [8] [9]. For example, AI-based forecasting can adjust projections continuously as new data comes in (economic indicators, client behavior), yielding more accurate and **real-time predictive forecasts** for the business [10]. This not only improves precision but also frees analysts to test *what-if* scenarios (e.g. impact of market changes), effectively adding a prescriptive element by identifying optimal plans under various conditions.
- 🅖 **Generative AI for Reporting & Insights:** Generative AI can **automate the creation of management reports, dashboards and narrative commentary** on financial results. Instead of spending days writing explanations for budget variances, analysts can use an in-house GPT-style tool to instantly generate a first draft of the performance commentary [11]. At one global firm, implementing a custom GPT model transformed monthly management reporting across 20+ countries – what once took days now takes seconds, with the AI producing 80–90% of the narrative automatically [11]. This dramatically accelerates the reporting cycle. Analysts then act as editors, verifying and refining the AI-generated insights (ensuring accuracy and context). Generative AI can also serve as a **financial analysis assistant** – for instance, via a natural-language query interface that allows finance staff to ask questions of their financial data ("Explain why Q3 net interest income dropped vs Q2") and get a narrated answer pulling from various data sources [6]. This lowers the barrier to data analysis and speeds up decision-making.
- 🅟🅡 **Prescriptive Planning & Decision Support:** Building on better forecasts, AI tools can recommend actions – e.g. suggesting budget reallocations or highlighting key drivers impacting profitability. Advanced analytics can identify patterns (product lines or customer segments outperforming) and *prescribe* where to focus management attention or cost optimization. Over time, FP&A analysts may evolve into "**finance data translators**" and advisors [12], interpreting AI outputs for leadership and guiding strategic decisions, rather than manually crunching numbers.

By combining predictive models for the *numbers* and generative models for the *narratives*, Business Finance teams can become both more efficient and more insightful. This boosts their ability to act as

true strategic partners to the business, a fact evidenced by finance functions prioritizing AI use cases that **improve decision-making and forecasting** over just back-office efficiency [13] [9].

Investor Relations (Shareholder & Analyst Communications)

Key Personas: Head of Investor Relations (IR), IR Managers/Analysts, Communications Specialists in Finance. These roles manage the relationship with equity analysts, investors, and ratings agencies on behalf of the bank's finance leadership (CFO/CEO).

Responsibilities: - Preparing quarterly and annual earnings releases, investor presentations, and scripts for earnings calls.
- Handling Q&A: responding to investor and analyst inquiries about financial performance or strategy.
- Monitoring market sentiment, analyst reports, and competitors' financial disclosures to inform the bank's messaging.
- Ensuring compliance with disclosure regulations and consistency in financial messaging.

AI Opportunities: - 🅖 **Generative AI for Drafting Communications:** Generative AI can significantly accelerate the preparation of IR materials. For example, an LLM-based assistant could **draft earnings call scripts, press releases, and investor presentation notes** based on the latest financial results. By ingesting the financial data and management's key messages, the AI can produce a well-structured first draft of the CEO/CFO remarks and the MD&A (Management Discussion & Analysis) narrative. This saves the IR team time in writing and allows them to focus on refining tone and ensuring accuracy. GenAI is already proven effective at **automating financial commentary and drafting investor communications** [14], tasks that are language-heavy and repetitive each quarter. Similarly, AI can generate **anticipated Q&A**: given past analyst questions and current results, a generative model could formulate likely questions and even draft suggested responses, helping executives prepare more thoroughly.
- 🅖 **AI-Powered Information Retrieval and Summarization:** IR officers must stay on top of a flood of market information. AI tools can continuously scrape and summarize relevant content – e.g. summarizing *sell-side analyst reports*, news articles, or social media sentiment about the bank. A genAI agent could deliver a daily or real-time digest: "Key themes analysts are focusing on this quarter" or "Notable market reactions to our results". This provides the IR team and CFO with instant insight into external perceptions without manually reading dozens of reports. It essentially creates a **virtual IR analyst** scanning the environment. One global company piloted such a genAI tool to scan financial developments and identify anomalies or emerging risks, automatically generating executive-ready alerts [15] [16] – a concept equally useful for spotting issues in investor sentiment or market conditions.
- 🅟 **Predictive Sentiment Analysis:** Using predictive analytics on text data, AI can gauge investor sentiment and predict potential areas of concern. For instance, NLP models could analyze the tone of earnings call transcripts (for the bank and peers) to quantify sentiment or detect emphasis on certain topics. This could alert the IR team to issues that might come up in future discussions (e.g. if multiple analysts express worry about credit quality or capital ratios, the bank can proactively address it in communications). While more of an experimental area, such **predictive insight into market reactions** can help IR shape a more effective narrative and address concerns before they escalate.

By deploying AI in these ways, Investor Relations teams can respond faster and more strategically. Routine drafting is accelerated by generative AI, freeing time for high-value activities like refining messaging and engaging with investors. In essence, the IR function gains a "copilot" that ensures no critical information or sentiment is missed, and that messaging is both timely and finely tuned to investor interests [6].

Regulatory Reporting & Compliance (Including Basel Program)

Key Personas: Head of Regulatory Reporting, Finance Compliance Managers, Regulatory Reporting Analysts, Capital Management Leads. (In a bank, these teams ensure compliance with regulatory requirements such as capital adequacy (Basel III/IV), liquidity, regulatory filings, and risk data aggregation – often overlapping with Risk Management and Treasury for certain metrics.)

Responsibilities: - Preparing and submitting regulatory reports (e.g. Capital ratios, Liquidity Coverage Ratio, Large Exposures, Basel III Pillar 3 disclosures) to regulators accurately and on time.
- Interpreting new regulatory requirements and implementing changes (the **"Basel program"** refers to major projects to comply with Basel capital rules and other global regulatory standards).
- Ensuring data quality and reconciliation for regulatory calculations across multiple systems.
- Monitoring compliance with limits (capital, liquidity, leverage) and supporting stress testing exercises (e.g. regulatory stress tests, internal capital adequacy assessments).

AI Opportunities: - 🅟 **Automation of Regulatory Data Processing:** AI can dramatically reduce the manual workload of gathering, validating, and compiling regulatory data. Advanced AI systems assist in navigating complex regulatory requirements by **automating data collection, analysis, and report generation**, which minimizes human error and ensures strict adherence to reporting standards [17]. For example, rather than an analyst manually reconciling dozens of spreadsheets, an AI agent can pull data from various source systems, check consistency, and assemble regulatory reports (e.g. COREP/FINREP in Europe, Call Reports in the US) in an "audit-ready" manner [18]. This goes beyond traditional RPA by handling exceptions and understanding context (e.g. if a data point looks anomalous, flagging it for review). Banks are already using AI in areas like **transaction reconciliation and anomaly detection** to catch issues early [19] [20] – capabilities that can be applied to regulatory finance data to ensure accuracy before submission.
- 🅟 **Risk Detection and Fraud Prevention: Risk management** is actually one of the highest-ROI areas for AI in finance [21] [22]. In the context of regulatory compliance, AI models can detect fraudulent activities or suspicious transactions that could lead to regulatory penalties. AI is superior to static rules in scrutinizing vast numbers of transactions in real time, identifying patterns that indicate potential fraud or compliance breaches [23]. For instance, machine learning can improve anti-money-laundering (AML) efforts by not just flagging suspicious transactions but also autonomously gathering evidence and preparing reports for compliance officers (as a *multi-agent* AI workflow) [24] [25]. Within finance, this translates to fewer compliance violations and faster incident resolution.
- 🅟 **Basel III Capital & Liquidity Forecasting:** Predictive AI can greatly enhance **capital planning** – e.g. forecasting capital ratios under various scenarios, or predicting how business changes will affect Risk-Weighted Assets (RWA) and liquidity metrics. Traditional Basel programs rely on heavy scenario analysis (stress testing). AI can act as a *copilot* for stress tests: some banks are testing AI that assists treasury and risk teams in **liquidity stress scenarios, dynamically adjusting assumptions and highlighting vulnerabilities** [20]. By learning from historical stress outcomes, an AI could suggest which risk factors to stress more and even generate synthetic scenarios that might worry regulators. This leads to more robust capital contingency plans. Moreover, AI-driven forecasting of regulatory metrics can feed into **prescriptive** insights – for example, recommending capital actions (like optimizing the asset portfolio or adjusting loan underwriting) to stay within regulatory limits in the future.
- 🅖 **Generative AI for Regulatory Intelligence:** On the generative side, AI can help **interpret complex regulations and draft compliance documents.** A generative model can be trained on regulatory texts (Basel guidelines, supervisory statements) and internal policies – allowing it to answer questions like *"What are the new Basel IV credit risk changes and how do they affect our bank's capital?"* in plain language for finance staff. It can also draft policy documents or responses to regulator inquiries by pulling the relevant info. While human review and sign-off are mandatory, such a tool accelerates the *analysis of new rules* and the creation of internal guidance. This was traditionally a time-consuming task for

regulatory experts. Now, AI can provide a first-cut impact assessment or a summary of regulatory changes, which the team then refines. Generative AI could also prepare the narrative portions of regulatory reports (e.g. MD&A in Pillar 3 or annual reports) consistent with the data.

In sum, AI can bolster the finance compliance function by **streamlining reporting processes, enhancing risk oversight, and supporting the Basel implementation**. This leads to faster reporting cycles and more accurate outputs (one study noted that firms using AI in accounts payable – a proxy for finance operations – enjoyed a $3M ROI over 5 years thanks in part to improved forecasting and **fraud prevention** in payments [26], which is analogous to preventing regulatory issues). By adopting AI, the regulatory finance team moves from manual number-crunching to a more supervisory role – overseeing AI outputs, handling exceptions, and focusing on analytical review and forward-looking risk management.

Treasury & Capital Management

Key Personas: Group Treasurer, Treasury Managers (for Liquidity Management, Asset/Liability Management), Investment & Funding Managers, Treasury Analysts. Treasury's mandate in a bank is to manage cash, liquidity, funding, and capital market activities for the bank's balance sheet.

Responsibilities: - **Liquidity management** – monitoring cash positions across the bank, projecting inflows/outflows, and ensuring sufficient liquid assets (meeting liquidity coverage ratios, etc.).
- **Funding and capital markets** – issuing debt or equity as needed, managing cost of funds, and handling interbank lending or central bank facilities.
- **Asset-Liability Management (ALM)** – managing interest rate risk and maturity gaps, optimizing the balance sheet structure, and setting transfer pricing for funds.
- **Investments** – overseeing the bank's investment portfolios (e.g. excess cash investment, securities holdings) and managing reserves.
- Conducting **stress tests** for liquidity and interest rate scenarios, and ensuring regulatory compliance (overlap with Regulatory Reporting on metrics like LCR, NSFR, etc.).

AI Opportunities: - 🅟 **Cash Flow Forecasting & Liquidity Optimization:** Treasury teams are finding significant value in **AI-driven models for cash forecasting**, which adjust in real time based on both internal transaction patterns and external market/economic inputs [10]. By analyzing historical cash flow data and current conditions, predictive AI can provide more accurate short-term and long-term liquidity forecasts than manual methods. Treasury in global banks often faces volatile flows; an AI can continuously learn and improve predictions of, say, daily cash positions or loan/deposit drawdowns. This not only reduces surprises but also allows proactive optimization – e.g. the AI might *prescribe* moving surplus cash to specific investments or drawing on certain funding sources in advance, to optimize interest income or reduce risk. In practice, some banks have begun integrating **AI copilots in treasury management systems that advise on optimal funding or investment decisions based on real-time data** [27]. Such a copilot could say, *"Given today's forecasted cash surplus and market rates, consider placing \$X into a 1-month T-bill and \$Y into overnight repo"*. The result is **smarter, data-driven treasury decisions** that improve yield and ensure liquidity buffers.
- 🅟 **Market Risk Analysis & Hedging Strategies:** Managing interest rate and FX risk is a complex task where AI can help by rapidly analyzing large datasets (yield curves, market scenarios, historical volatilities). Predictive models can identify potential risk exposures and even recommend hedging actions. For instance, an AI could simulate thousands of rate scenarios to estimate the bank's earnings-at-risk, and then *prescriptively* suggest an optimal interest rate swap strategy to mitigate that risk. Additionally, AI can detect anomalies in treasury transactions (a form of internal control): e.g. flagging an unusual funding cost or an outlier transaction that might indicate an error or even internal fraud.

Anomaly detection is already being used in finance to catch irregularities early [28], enhancing risk management in treasury operations.
- 🅖 **Generative AI for Scenario Planning and Reporting:** Treasury functions produce numerous analytical reports and *what-if* scenario analyses (for ALM committee meetings, board risk reports, etc.). Generative AI can expedite the creation of these narratives. For example, if a stress test is run (predictive model output), a genAI tool could **draft a narrative of the stress test results**, explaining where liquidity shortfalls might occur and what the drivers are, in a clear, written form for management. In some U.S. banks, AI copilots are already being tested to assist in **liquidity stress tests, dynamically adjusting scenarios and embedding innovation in decision-making** [20]. We can envision a generative agent that, after running a scenario, produces a concise report: *"In a severe outflow scenario, the bank's LCR dips to 95%. Primary driver is a modeled \$5B deposit runoff in corporate accounts. Recommendation: raise \$1B wholesale funding or shift \$2B to HQLA (High Quality Liquid Assets) to restore LCR compliance."* This kind of AI-generated insight allows treasury teams to rapidly consider and communicate contingency plans.
- 🅟 **Automated Execution & Agentic AI:** Looking forward, **agentic AI** (autonomous agents) could handle routine treasury operations. For example, an AI agent network might manage the **daily cash sweep**: one agent forecasts end-of-day cash, another decides the allocation to investments, and a third executes the trades, all with minimal human input but with built-in approval checkpoints [29] [30]. We are already seeing steps in this direction – e.g., BNY Mellon has experimented with AI agents for payment instruction validations [31]. In treasury, this could extend to automatically executing foreign exchange swaps to balance currency positions or rebalancing the investment portfolio according to preset rules. While full autonomy is emerging, even partial automation (smart overlays that suggest but wait for human approval [32]) can yield efficiency gains.

By leveraging AI, the **Treasury function transforms** from reactive cash managers to proactive strategists. AI provides a clearer windshield view of future liquidity needs and risk, enabling the bank to **optimize its capital and funding in advance**. Early adopters report that AI-driven treasury models for liquidity planning are particularly useful, adjusting in real time and proving their worth in dynamic markets [10]. In short, AI helps ensure the bank's financial engine (cash & capital) runs smoothly, even under stress, while extracting maximum value (e.g. through optimal investment of excess funds).

Financial Control & Operations (Accounting, Controllership, AP/AR)

Key Personas: Group Financial Controller, Accounting Managers, Financial Accountants; plus Managers for Accounts Payable (AP) and Accounts Receivable (AR) operations, and Finance Operations staff. This area covers the core finance operations of record-keeping and transaction processing – essentially the "finance backbone" ensuring accurate financial statements and efficient payment/billing processes.

Responsibilities: - **Financial accounting and closing**: recording transactions, maintaining the general ledger, reconciling accounts, and closing the books monthly/quarterly; consolidating results from different business units and geographies; preparing official financial statements in accordance with accounting standards.
- **Financial reporting**: producing statutory accounts, management reports, and disclosures for auditors and regulators; ensuring internal controls over financial reporting are effective.
- **Accounts Payable**: processing supplier invoices, payments, and expense reports; managing payment schedules and working capital via payables.
- **Accounts Receivable**: issuing customer invoices, processing incoming payments, managing collections and credit control; handling any billing disputes.

AI Opportunities: - 🅟 **Automating Reconciliations and Error Detection:** Much of controllership work involves reconciling data (between systems, or between ledger and sub-ledgers) and catching errors or inconsistencies. **Predictive AI can perform intelligent reconciliations** by learning matching patterns, even for complex or one-off cases, reducing manual effort. For example, in bank reconciliations (matching the ledger to bank statements), AI can learn typical timing differences and automatically clear items or flag only truly unusual discrepancies. Indeed, **CFOs already trust predictive AI for tasks like bank reconciliations and "smart" cash application** of receipts [33]. Similarly, anomaly detection algorithms can continuously scan accounting entries to flag outliers that might indicate an error or potential fraud (e.g. an unusually large journal entry, or duplicate invoices). This means fewer surprises during the crunch time of month-end close, as issues are identified and resolved in real-time.
- 🅖 **Generative AI for Financial Reporting Narratives:** While the numbers in financial reports are structured, the accompanying explanations (audit notes, management discussion, footnotes) are text-heavy. GenAI can **draft significant portions of financial reports**. For instance, once the trial balance is final, a generative tool could produce first drafts of sections like the executive summary of financial performance, variance analysis, or even footnote descriptions (pulling from a library of past notes and updating for current figures). As noted earlier, a global CFO successfully used GenAI to generate 80-90% of the monthly financial report content automatically [11] – this principle can apply to quarterly and annual reports as well, speeding up the production of board decks and audit committee materials. Additionally, a chatbot interface can be provided to controllers to query the financial data: *"What changed in our wholesale banking revenues this quarter vs last?"* and get a quick answer with relevant figures and context, rather than manually gathering that data. This **natural-language querying of financial systems** is a promising GenAI use case to boost productivity [6].
- 🅟 **Intelligent Invoice Processing (AP) and Collections (AR):** Traditional finance operations use RPA to automate invoice entry and payment processing, but AI can take it further. For **Accounts Payable**, AI-based document processing (computer vision + NLP) can extract data from vendor invoices with higher accuracy, even from unstructured formats, and post entries automatically. More advanced, AI could prioritize payments based on discount opportunities or predict the optimal timing (dynamic discounting and working capital optimization) [34]. For example, by analyzing cash forecasts and vendor terms, an AI might suggest *"Pay Vendor X early to save 2% via early-pay discount, but delay Vendor Y to optimize cash"* – blending predictive and prescriptive capabilities. Meanwhile, in **Accounts Receivable**, AI can predict which invoices are likely to pay late (based on client history and external data), enabling the AR team to focus collection efforts where it matters most. It can also recommend collection strategies (e.g. schedule a reminder, involve sales for relationship leverage on certain accounts). Some organizations use AI in *dynamic credit scoring* of customers to adjust credit limits or payment terms in real time, reducing bad debt. All these represent a shift from static rules to a more data-driven, adaptive operations approach.
- 🅟 **Fraud Prevention in Finance Operations:** Payment fraud and errors are perennial risks in finance operations. AI brings a powerful defense: by examining large volumes of transactions, it can spot patterns that humans might miss. For instance, AI can detect if a fake vendor invoice is submitted or if there's a suspicious change in vendor bank details (a common fraud vector), and immediately alert managers. **Finance teams using AI in accounts payable have seen strong ROI, driven by improved fraud detection and prevention of loss** [26]. Similarly, AI can identify irregular employee expense claims or potential internal fraud entries by recognizing anomalies. This enhances the internal control environment and trust in financial data.

In essence, AI allows the Finance Operations and Control function to **achieve "zero-touch" processing on routine transactions** while greatly enhancing the accuracy and integrity of financial reporting. Controllers and accountants transition from data input roles to *exception handlers* and analysts, focusing on the complex cases and ensuring the AI's outputs make sense. As a result, the books close faster and with fewer errors, and finance staff can devote more time to analysis rather than transaction

processing. The overall impact is a leaner, more reliable finance operation – a necessity as organizations aim for faster closes and real-time financial visibility.

Finance Transformation & Strategy

Key Personas: Head of Finance Transformation (often reporting to the CFO), Finance Project Managers, Change Management Leads, CFO Strategy Analysts. This group orchestrates large-scale improvement initiatives in the finance function – from technology implementations to process re-engineering and capability building (such as rolling out an AI program). They ensure the finance function continuously evolves (often under a "Finance Transformation" or "Finance Excellence" program).

Responsibilities: - Defining the finance transformation roadmap (process improvements, new system rollouts like ERP upgrades or AI tools, organizational changes).
- Leading key projects such as **AI adoption programs, data analytics capability development, or a Finance Target Operating Model** redesign.
- Managing cross-functional project teams, often working with IT, data, and business units to implement new solutions for finance.
- Tracking and communicating the value realization from transformation initiatives (efficiency gains, ROI, improved cycle times, etc.).

AI Opportunities: - 🅖 **Project Planning and Knowledge Management:** Generative AI can assist transformation managers in planning and documentation. For instance, an AI tool could help **draft project charters, business cases, and status reports** by analyzing inputs (like meeting notes, strategy papers) and generating coherent documents. It can also be used for **knowledge management** – scanning through vast repositories of process documents or past project lessons to answer questions (*"How did we improve the reconciliations process in 2022?"*). By asking a chatbot that has been trained on the company's internal knowledge base, transformation leads get quick insights and can avoid reinventing the wheel. This saves time in the preparatory and analysis phases of initiatives.
- 🅟 **Process Mining & Analytics:** Transformation teams can leverage AI (especially process mining tools augmented with AI) to **analyze current finance processes** and identify bottlenecks or inefficiencies. For example, feeding ERP log data into an AI might reveal that the accounts closing process has specific recurring delays (say, manual data extraction steps) – information that can guide where automation (RPA/AI) should be applied. Predictive analytics can simulate how a change (like introducing an AI-based reconciliation tool) would impact process cycle time or required FTEs, providing a data-driven basis for transformation recommendations.
- 🅟 **Change Impact Forecasting:** Implementing AI solutions in finance often involves significant change management. Predictive models could be used to **forecast adoption and impact** – for example, analyzing past tech implementations to predict which teams might struggle with adoption, or estimating the productivity gain from an AI tool based on user behavior patterns. While somewhat abstract, this kind of data-driven change management support can help the transformation office proactively address risks (targeted training where the model predicts lower adoption, etc.).
- 🅖 **Training and Upskilling via AI:** The transformation function often drives upskilling of finance staff (e.g. training on new digital tools). Generative AI can personalize learning – e.g., an AI tutor chatbot that finance employees can query about how a new AI-powered system works, or even that can generate role-specific training content on the fly. By employing AI in the *deployment* phase (for example, a **"Finance AI Coach"** chatbot available to answer questions when staff begin using a new forecasting tool), the transformation team can support a smoother roll-out. This reduces the burden on human support teams and provides immediate, contextual help to users.

In this persona's domain, AI is less about direct task automation and more about **enabling the enablers**. Finance transformation leaders can harness AI to better plan and execute changes – making sense of data faster, predicting outcomes, and communicating progress. Moreover, as the finance function itself gains new "hybrid" roles like **"finance data translators" or "digital finance managers" blending finance and data science** [12], the transformation team will spearhead building these capabilities. They might use AI tools to assess skill gaps or even assist in hiring (screening resumes for data science skills, for example). In sum, AI helps the transformation office ensure that the **overall adoption of AI and other innovations in finance is successful** – a bit meta, but crucial. It's noteworthy that CFOs who succeed with AI treat it as a broad transformation (not just isolated use cases) and actively collaborate with technology teams [35] [36], which is exactly the mindset this group must foster.

Sustainable Finance & ESG Reporting

Key Personas: Head of Sustainable Finance/ESG Reporting (often sitting in Finance or Investor Relations), ESG Reporting Analysts, Sustainability Controllers. This emerging area focuses on environmental, social, and governance (ESG) metrics and sustainable finance initiatives, often requiring finance to quantify and report on non-traditional metrics (carbon emissions, social impact, etc.) alongside financials.

Responsibilities: - **ESG data collection and validation:** gathering data on carbon emissions, energy usage, diversity metrics, community investments, etc., from across the bank's operations and supply chain. Ensuring this data is accurate and audit-ready.
- **ESG and Climate Risk reporting:** producing sustainability reports (often annually) for investors and regulators, e.g. TCFD (Task Force on Climate-related Financial Disclosures) reports, ESG scorecards, and inputs to integrated annual reports.
- **Sustainable finance initiatives:** tracking and reporting on green finance portfolios (loans/investments in sustainable projects), issuing sustainability bonds, and supporting product teams on ESG-related financial products.
- Staying up-to-date with evolving ESG regulations and standards (which are rapidly changing) and coordinating with multiple departments to improve ESG performance reporting.

AI Opportunities: - 🅟 **Data Integration and Quality Assurance:** ESG reporting involves huge datasets (e.g. emissions data by facility, supply chain data, HR data for diversity) often stored in disparate systems. AI can assist in **integrating and cleaning ESG data** – for instance, using ML to estimate missing data (like filling gaps in emissions where sensors didn't capture, by learning patterns) or to cross-verify reported figures against benchmarks (flagging if a department's reported energy usage seems out-of-line). This predictive use of AI ensures more reliable ESG numbers and reduces manual reconciliation. It can also help link ESG data with financial data (for integrated reporting) by matching records and ensuring consistency.
- 🅖 **Automated ESG Reporting and Narrative:** Generative AI is very suited to the **creation of ESG reports**, which often contain a lot of templated narrative around data points. A genAI system can be fed with the ESG metrics and prior years' reports and then **draft the sustainability report** for the current year, complete with explanations of performance (e.g. *"Our Scope 1 carbon emissions decreased 5% due to energy efficiency programs..."*). The AI can ensure the language aligns with regulatory phrasing and corporate messaging. This is similar to its use in financial reporting, but with the added complexity of new metrics – something AI can handle by training on known frameworks (GRI, SASB standards, etc.). By automating the heavy lifting in assembling text and tables, the ESG team can focus on strategy (e.g. how to improve scores) rather than pure report compilation.
- 🅟 **Predictive Analytics for Sustainability Targets:** Many banks set targets (like "Net Zero by 2030" or

certain diversity goals). AI can be used to **model progress toward these targets**. For instance, predictive models can project the bank's carbon trajectory under various scenarios (if certain business units reduce travel, or if renewable energy usage is increased) and thus help in planning which initiatives will have the most impact. This is akin to scenario analysis for climate risk – AI can digest large climate datasets and economic models to predict how climate change might impact the bank's loan portfolio or operations (essentially a stress test for climate risk). This informs where the bank should focus its sustainable finance efforts or adjust its portfolio.
- 🅖 **Stakeholder Engagement and Q&A:** Similar to investor relations, the ESG team can benefit from AI in handling inquiries. For example, an external-facing chatbot could answer common stakeholder questions about the bank's ESG metrics or policies by drawing from published data. Internally, a generative AI could help employees understand ESG goals by answering questions like *"How can my department reduce our carbon footprint in line with the bank's targets?"* – providing tailored suggestions from a knowledge base of best practices. This use of AI democratizes the ESG knowledge and drives organization-wide engagement in sustainability initiatives.

As ESG considerations become more integral to financial performance, AI ensures the finance team can handle the **increased scope of data and reporting**. It brings much-needed efficiency and rigor to what is often a very manual process of data gathering and narrative writing. Moreover, by using AI to explore scenarios and forecast ESG outcomes, the finance team can better steer the bank's sustainable finance strategy proactively rather than just reporting after the fact. In effect, AI helps embed the "S" (sustainable) into the CFO's DNA, aligning financial and non-financial performance management.

AI Programs and Initiatives for the Finance Function

Leveraging the persona-based opportunities above, a global bank's finance function should structure its AI transformation as a set of **coherent programs**. Each program can roll out AI solutions targeting specific clusters of personas and processes, with a balance of quick wins and strategic projects. Below are recommended AI initiatives mapped to the finance function:

- **1. AI-Enhanced Financial Planning & Analysis Program:** Deploy predictive forecasting models and generative reporting tools for FP&A and Business Finance teams. This program would implement solutions like an **AI Forecasting Engine** (to improve budget and forecast accuracy for all business units) and a **Management Reporting Copilot** (a genAI that produces draft management reports and variance analyses). The goal is to free up finance business partners from manual Excel work and enable data-driven, real-time planning. *Success metrics:* forecasting error reduction, cycle time reduction in reporting, and improved business satisfaction with finance insights [37] [16].

- **2. Intelligent Regulatory Compliance Program:** Introduce AI for regulatory reporting, compliance monitoring, and capital optimization. This includes a **RegTech AI platform** that automates regulatory report compilation (ensuring data quality and consistency across Basel III metrics, liquidity reports, etc.) [17], and **Anomaly Detection AI** for continuously scanning finance data for compliance issues or fraud signals (augmenting internal controls) [19]. Another component could be a **Capital Planning AI** that assists in scenario analysis for capital and liquidity (acting as a stress test advisor). This program helps the bank stay ahead of regulatory demands while reducing manual workload and errors.

- **3. Treasury AI & Liquidity Management Program:** Develop an AI-driven **Treasury Copilot** that integrates with the treasury management system. Components might include a **Liquidity**

Forecasting AI (predicting cash flows and optimal liquidity buffers in real time) [10], a **Funding Optimization model** (identifying the best mix of funding sources and investment of surplus), and even **autonomous agents for routine treasury operations** (e.g. an agent that executes end-of-day investment of excess cash within preset risk limits) [27] [30]. By embedding AI in treasury, the bank can improve its financial resilience and efficiency in balance sheet management.

- **4. Automated Finance Operations Program:** Apply AI and advanced automation to the transactional finance processes (Accounting operations, AP, AR). This program would roll out an **AI Invoice Processing system** (with cognitive OCR and ML to code and approve invoices faster), **AI-Powered Reconciliation tools** (that use ML to automatically reconcile and clean up differences, learning from past matching decisions) [19], and a **Smart Collections Assistant** (which predicts late payments and recommends collection actions). This initiative aims for a "touchless" finance operation where routine tasks are handled by AI, yielding significant efficiency gains and control improvements (as evidenced by multi-million dollar ROI in accounts payable AI projects) [26].

- **5. Generative AI for Finance Communication Program:** Establish genAI assistants for all finance communications – from investor relations to internal CFO office comms. This includes a **Report Generator AI** (for financial and ESG reports) that drafts high-quality narratives for earnings releases, annual reports, and sustainability reports [6]. It also covers an **Internal Finance Chatbot** that employees (or even board members) can query for financial information ("What was our Q2 net profit and key drivers?") and get instant answers with citations from the approved data. Additionally, a **Policy Q&A Bot** can help finance staff navigate internal policies or accounting standards (especially useful for new team members or when dealing with complex areas). This program ensures knowledge is at everyone's fingertips and that finance can communicate quickly and consistently.

- **6. Finance Workforce Upskilling & Change Management Program:** Alongside the technical implementations, invest in people. This program creates **training modules and sandboxes** for finance staff to learn AI tools in a hands-on way, cultivating "citizen developers" in finance who can build their own simple AI-driven analyses or automations. It might deploy a **Personal AI Coach** – an interactive training AI that answers questions during rollouts of new systems. The program also identifies and develops **new roles** (like the *Digital Controller* or *Treasury Analytics Lead* emerging in the industry [12]) to bridge finance expertise and data science. By focusing on culture and skills, this ensures sustainable adoption of AI, addressing the common challenge that technology alone doesn't guarantee ROI [38] [39].

Each of these programs should be led by finance, but in close partnership with the bank's technology and data teams (a collaborative approach that high-ROI organizations follow [35]). A phased implementation ("string of pearls" approach connecting use cases) is wise – for example, start with a pilot in one region or business unit, get quick wins, and then scale up [40] [41]. Importantly, these initiatives align with broader goals: efficiency plays (like AP automation) generate savings that can fund more transformative, insight-generating AI uses (like advanced forecasting) [42]. Regularly measuring the impact (in ROI, time saved, accuracy improved) will help refine and prove the case for AI in the finance function.

By implementing such a portfolio of AI projects, a global bank's finance function can transform itself into a **future-ready, "AI-first" finance organization**. This means not only doing things faster and cheaper, but also providing smarter analytics and partnering with the business in decision-making – ultimately elevating the role of finance to a source of competitive advantage [1] [43].

Slide Recommendation (Appendix)

To communicate the **AI Transformation Program for Finance** effectively, a one-page **slide** can be developed as a visual summary of the above. Here are recommendations for crafting that slide:

- **Title:** *"AI Transformation in Finance – Personas and AI Opportunities"* (clearly label the context). Under the title, consider a brief subtitle like "Aligning AI Solutions to Finance Function Roles" for clarity.

- **Structure:** Use a **matrix or segmented layout**. For example, you can have columns or sections for each major finance sub-function (FP&A, Treasury, Regulatory, etc.), and within each, list 2-3 key AI use cases. Each use case could be denoted with an icon or label indicating whether it's Generative (🅖) or Predictive (🅟) AI (this visual cue reinforces the types of AI involved).

- **Content for each Persona:** For each finance sub-function/persona group, include:

- *Persona/Role:* an icon or small graphic plus the name (e.g. a chart icon for FP&A, a bank building for Treasury, scales or shield for Regulatory, etc.) – this makes the slide easy to scan.
- *Pain Point & AI Solution:* a very brief description (a few words) of the main task or challenge and the AI solution addressing it. For example, under FP&A: "**Forecasting Accuracy –** ML-driven forecasting (🅟)" and "**Report Automation –** GenAI narrative generation (🅖)". Under Treasury: "**Cash Forecasting –** AI liquidity models (🅟)" and "**Stress Test Assistant –** Scenario AI copilot (🅖)". Under Regulatory: "**Reg Reporting –** Automated data aggregation (🅟)" and "**Anomaly Detection –** AI early warning (🅟)". Keep each bullet very concise (few words) since detail is in the white paper – the slide is a high-level snapshot.

- If space allows, note a *benefit* for each solution in italics (e.g. "*faster close*", "*90% time savings*", "*improved accuracy*") to emphasize impact.

- **Generative vs Predictive Legend:** Include a small legend or footnote on the slide explaining symbols (🅖 = Generative AI, 🅟 = Predictive AI, 🅟🅡 = Predictive+Prescriptive) so that the audience can distinguish the nature of each initiative at a glance. Alternatively, use color-coding (e.g. blue text for predictive, green for generative) with a legend.

- **Visual Design:** Aim for a clean layout with clear separation between sections. You might use a column layout with headings like "FP&A", "Treasury", "Regulatory", etc., or a central graphic with surrounding call-out boxes. Ensure the bank's theme or template is followed. Icons or minimal graphics can make it visually engaging – for instance, a small robot icon next to "AI Assistant" use cases, or a chart icon next to forecasting.

- **Closing Summary (if space):** at the bottom, a short tagline could be added, e.g. *"Enabling a data-driven, efficient, and insightful Finance function through AI"*. This reinforces the overall goal. If presenting, the speaker can use this to conclude.

This slide will serve as a **high-level "executive summary"** of the AI transformation program. It should allow a reader (such as a CFO or board member) to instantly grasp which areas of the finance department are being transformed and how. By visually mapping personas to AI solutions, it underscores the message that *each part of Finance has a role in the AI journey*. The combination of generative and predictive initiatives shown on the slide also highlights that this program is comprehensive and leverages the right AI tools for the right tasks [5] [6].

When delivered alongside the detailed white paper, this slide (or set of a few slides) will help sell the vision: a finance function at a global bank that is **empowered by AI agents and analytics**, working smarter and focusing human talent on high-value activities while machines handle the rote and the complex data crunching. This clear, structured visual will make it easy for stakeholders to understand the transformation roadmap and buy into the proposed initiatives.

Sources:

1. Deborah Ritchie, "AI Transforms The Finance Function," *Global Finance Magazine*, Aug. 2025. [34] [33]
2. Sebastian Stange et al., "How to Get ROI from AI in the Finance Function," *BCG*, June 2025. [6] [36]
3. Kognitos Blog, "AI Transformation in the Finance Industry," Jun. 2025. [17] [3]
4. *Global Finance Magazine* – AI in Treasury example. [20] [27]
5. *BCG CFO Excellence* – AI use cases and strategy. [21] [15]

---

[1] [4] [10] [11] [12] [19] [20] [26] [27] [28] [33] [34] AI Transforms The Finance Function | Global Finance Magazine
https://gfmag.com/technology/ai-transforms-the-finance-function/

[2] [3] [17] [23] AI Transformation in the Finance Industry
https://www.kognitos.com/blog/ai-transformation-in-the-finance-industry/

[5] [6] [7] [8] [9] [13] [14] [15] [16] [21] [22] [35] [36] [37] [38] [39] [40] [41] [42] [43] How Finance Leaders Can Get ROI from AI | BCG
https://www.bcg.com/publications/2025/how-finance-leaders-can-get-roi-from-ai

[18] Use Cases of Generative AI in Finance and Accounting
https://savantlabs.io/blog/generative-ai-in-finance-and-accounting-applications/

[24] [25] [29] [30] [31] [32] Agentic AI in banking | Deloitte Insights
https://www.deloitte.com/us/en/insights/industry/financial-services/agentic-ai-banking.html