



THE FUTURE OF FINANCE AT

WHERE YOU STAND

Your Current Snapshot


FUTURE OF WORK

Consolidated Summary

HOW TO GET THERE

With RGP

The Future of Work is Here



“Too often, a discussion of the “future of work” is purely speculative — more of an academic thought exercise. But, when the future is coming at us at an accelerating pace, we need to take a more proactive — and active — approach.”

-- Jason Lauritsen

The automation revolution has arrived and no other department is impacted as much as Finance & Accounting. The rapidly-evolving advancement is dizzying, but every company must take an active approach or get left behind. Above all, there are human capital implications in this digitized world that are often ignored. RGP is here to help.

This tool, produced in partnership with Vanderbilt University, leverages leading future of work and automation research and metrics. We hope this personalized report provides you with a consolidated summary of the future of finance, both broadly and specific to your organization, and compels you to tackle your journey to your future finance department.

A Snapshot of your Finance Department:

OPTIMIZATION POTENTIAL

OPTIMIZATION POTENTIAL

CYCLE TIME

AUTOMATIC RECONCILIATIONS

Estimated Redeployable Hours Per Year

How it's calculated:

Leveraging two distinct algorithms that analyze variables such as number of reconciliations, the percentage of automatic reconciliations, and number of employees, it generates potential hours that can be redeployed to the business subject to automation opportunities. After analyzing the result of each algorithm, the diagnostic calculates a weighted average that is personalized to your specific inputs. By using both of these algorithms, a realistic estimate of how many hours automation can save your finance department is provided.



Redeployment Areas:

By substantially reducing the resources needed for the mundane, repetitive task of account reconciliations, your finance employees will be engaging in more strategic, value-added work. Other industry leaders have redeployed their staff in the following areas:

- Audit
- Forecasting
- Long-Term Strategy
- Variance Analyses
- Cash Flow Management
- Benchmarking
- Risk Management

Your workforce will not only be more productive, but this transition also has the potential to boost employee morale and offer more fulfilling analytical work.

THREE KEY DISRUPTORS

Based on our research, we have identified three major disruptors that are shaping the future of work and extended these to three larger trends that will significantly alter your finance department.

AUTOMATION



The world is more interconnected than ever and globalization is occurring at a rapid pace. Economic development means there are new markets with substantial opportunity for trade and business. In this globalizing world, the need for a diversity in your talent is important as leveraging these opinions will help your firm maintain a competitive edge.

No discussion of the future of work is complete without mentioning the current technological advancements that are revolutionizing the way we work, including RPA, AI, machine learning, natural language processing, chatbots and blockchain. Many fear automation but rather than replacing human capital, it complements it, allowing employees to complete more fulfilling analytical and strategic work which has the potential to boost workplace morale.

GLOBALIZATION



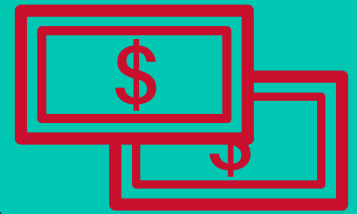
EVOLVING EXPECTATIONS



Cultural and demographic shifts are significantly altering the workplace. Culture in the workplace is becoming a central disruptor in how talent chooses to forge their career paths. The pronounced democratization of knowledge, combined with the shift from role-based to project-based work has created an unprecedented disruption in workforce strategy. Furthermore, with global issues such as climate change, corporate social responsibility measures are an imperative for organizations.

TREND #1

THE RISE OF REAL-TIME,
PREDICTIVE ANALYTICS



A REVOLUTION IN FINANCIAL ANALYSIS

Most mundane general accounting operations can now be automated -- repetitive areas such as account reconciliations and journal entries. Because of this, we predict a major shift in financial analysis from descriptive (what happened) and diagnostic (why it happened) to predictive analytics (what will happen in the future). Your human capital will shift to higher-value strategic roles in decision support rather than working on these repetitive accounting tasks.

While automation often incites trepidation in employees, when it is thoughtfully implemented, your organization will see the remarkable shift and opportunity in the higher value analytical work that employees can now complete. This not only increases employee productivity, but also has the potential to shift mindsets that results in improved employee morale toward more fulfilling and purposeful work.



SUBSTANTIAL OPPORTUNITY WITH ARTIFICIAL INTELLIGENCE (AI)

Advancements in AI are now entering the cognitive intelligence sphere, which will significantly alter daily tasks within the finance department. Your future finance department will increasingly leverage these "digital assistants" who will provide financial insights and snapshots directly to you. From there, you can make the important decisions that make a real impact on your company.

**REAL-TIME, PREDICTIVE ANALYTICS
WILL REVOLUTIONIZE YOUR FINANCE
DEPARTMENT, IMPROVE PROCESS
EFFICIENCY, AND COMPLEMENT YOUR
WORKFORCE STRATEGY.**

TREND #2

A SHIFT IN ORGANIZATIONAL
BUSINESS STRUCTURE



DISINTEGRATION OF BUSINESS SILOS

According to Forbes, 92% of surveyed companies say their organizational design is not great, but only 14% know what to do about it. Evolving expectations and automation will lead to a completely transformed organizational structure for your business. The boundaries of silos, which now appear very defined, will increasingly begin to blur as cross-departmental synergy increases in importance.

Furthermore, the need for diverse opinions is more important than ever. Tackling issues with unique, nuanced solutions will be required in the future workplace. Diverse perspectives also provide better guidance to our rapidly globalizing and interconnected world.

RISE OF THE GIG ECONOMY

A Pew Research poll recently reported that, "24% of Americans report earning money from the digital platform economy in the past year." The gig economy is only expected to grow in the next few years. Organizations will need to adapt and leverage agile talent to complete more specified tasks. RGP's pioneering approach to workforce strategy uniquely positions us to support you on your organization's transformation journey.

Consider the "shamrock" illustration of organizational structure first conceived by Charles Handy. It predicts three main buckets for human capital in the future.

- The professional core -- critical employees whose identity and purpose stems from the business. They work long hours and expect high compensation.
- The contractual fringe -- employees you pay for specified projects instead of time. The company exercises control by specifying these project results.
- Flexible "free agents" -- external specialists from the gig economy who are not looking for a long-term career with the company. They are not necessarily low-value workers, but are often highly skilled and desire flexibility in their work.

**PEOPLE WILL NEED TO BE READY TO
ADAPT AND EMBRACE CHANGE.
SPECIFIC ROLES WILL BE LESS
DEFINED AS TALENT WORKS IN JOBS
ACROSS THE COMPANY.**

TREND #3

NEW HUMAN CAPITAL REQUIREMENTS



TECHNOLOGICAL ADVANCEMENT REQUIRES HUMAN SKILLS

While automation will replace humans in mundane, repetitive tasks, skills that are distinctly human will be paramount to a successful future finance department. Technical skills will remain important but soft skills will become increasingly more important. These skills include:

- Critical thinking
- Creativity
- Social skills
- Collaboration
- Curiosity
- Adaptability
- Open-mindedness
- Passion

Assessing one's cultural fit within your organization and their ability to work in diverse teams will be central considerations when onboarding new talent to complement your digital workforce.



DIVERSE EXPERTS COLLABORATING TOGETHER

Small, project-oriented teams will include people from a variety of backgrounds and expertise. Together, the best solution will be found by considering all possible viewpoints and perspectives. To foster collaboration, all employees must be open-minded and take a respectful approach when working with people with different paradigms.

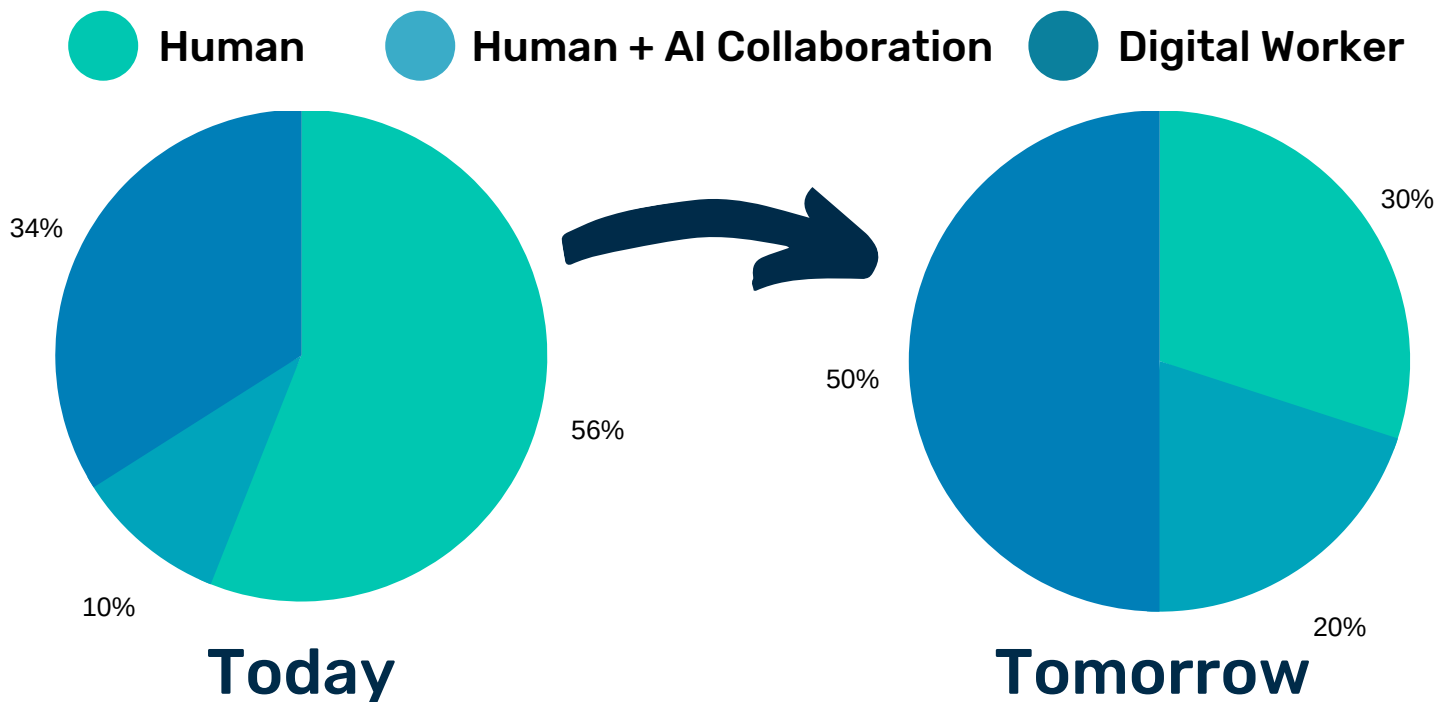
THOUGH WE ARE IN THE MIDST OF AN AUTOMATION REVOLUTION, HUMANS WILL REMAIN AS IMPORTANT AS EVER AND TAKE ON MORE PRODUCTIVE AND STRATEGIC ROLES THAT REQUIRE NEW SKILLS.



Rise of the Digital Worker



These three trends will impact talent needs as repetitive tasks shift over to digital workers.



-- IDC

What Does the Future Finance Department Look Like?

Transactional, high-volume tasks that are now completed by human capital will increasingly shift to digital workers in your future workplace. Artificial intelligence (AI) will be leveraged to provide quick data analytics and insights to talent who can then focus on more strategic, long-term tasks.

224

use cases for RPA in finance and accounting

-- Gartner

<5%

of all US occupations are candidates for "full automation" so don't view new solutions as a threat

-- TheVerge

50%

of controllers are in the process of implementing RPA within their teams with expected growth to 88% in the next two years

-- Gartner

LEVERAGE A DIGITAL WORKER FOR YOUR ACCOUNT RECONCILIATIONS

Using ReconBotz, an RPA solution from RGP that integrates with the BlackLine system, a Fortune 500 multinational company was able to substantially automate 95% of its 5,000 monthly reconciliations. Reconciliations normally take an accountant 30 minutes or more to perform manually. The ReconBotz RPA tool now prepares all reconciliations.

-- Gartner



CLOUD-BASED SOLUTIONS



RGP provides implementation services for cloud-based solutions, such as BlackLine, to automate and control the entire financial close process. Leverage a new system to revolutionize many processes.

LOOKING TO AUTOMATE BEYOND ACCOUNT RECONCILIATIONS?

RGP also provides implementation services for a full suite of RPA solutions.

By financial process:

Record-to-Report:

- Financial Reporting
- Journal Entries

Procure-to-Pay:

- Invoices
- Remittance
- Vendor Entries

Order-to-Cash:

- Bank Deposits
- Charge Back

Talk with one of the "Humans of RGP" today!

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ABOUT RGP

RGP was founded in 1996 to help finance executives with operational needs and special projects created by workforce gaps. Our first-to-market, agile human capital model disrupted the professional services industry at a time when traditional talent models prevailed. We deployed experienced professionals and embedded them in our clients' businesses to work at their direction. The passage of Sarbanes Oxley fueled our growth in those early days, as we mobilized teams to assist clients with the development, testing and remediation of internal controls systems. Word of our human-first approach and ability to effect transformative business impact spread quickly, and we soon found ourselves supporting IT, HR, Legal and Supply Chain executives as well.

Today's new ecosystem for work embraces our founding principle – quickly align the right resource for the work at hand with a premium placed on value, efficiency and ease of use.

In today's business environment, speed to market is imperative. We are the right human capital partner to deliver. The pronounced democratization of knowledge, combined with the shift from role-based to project-based work has created an unprecedented disruption in workforce strategy, and a demand for a sophisticated partner who can help you navigate the new reality. Tapping into our agile talent pool, we mobilize the right resource for the project at hand. Our pioneering approach to workforce strategy uniquely positions us to support you on your organization's transformation journey. The Future of Work starts here.

With more than 4,000 professionals, we annually engage with over 2,400 clients around the world from more than 70 practice offices. Headquartered in Irvine, California, RGP is proud to have served 86 of the Fortune 100.

Visit us at: rgp.com

