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The Executive AI Lens - CFO Edition

An executive guide to leading AI transformation across finance, tax and legal.

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مئة عام
Years in the Middle East

Over the next three years, AI will reshape how finance, tax and legal functions operate, manage compliance, support strategic decision-making and create enterprise value.

As CFO, your role is to ensure AI investments deliver measurable business outcomes while strengthening governance, financial control and regulatory confidence.

The **5 strategic decisions** every CFO must make

01

Where will AI create the greatest value across finance, tax and legal?

Prioritize AI opportunities that improve financial performance, strengthen compliance, reduce manual effort and enhance decision-making across finance, tax and legal.

02

Which finance, tax and legal capabilities should we build, buy or partner for?

Invest where AI accelerates compliance, reporting, planning, tax operations and legal processes while creating sustainable competitive advantage.

03

How should we fund AI and manage risk?

Balance innovation with financial discipline, regulatory requirements and governance across finance, tax and legal.

04

How will we measure business value beyond productivity?

Measure value through efficiency, compliance, decision quality, risk reduction and business outcomes not productivity alone.

05

How do we ensure AI becomes a capability, not another project?

Embed AI across the operating model, talent, data and technology foundation to scale and sustain impact.

Where is your organization today?

Your priorities evolve as your AI journey matures.

Reactive
Ad-hoc use of AI. Limited strategy or governance.

Exploring
Pilots in pockets. Early learnings, uncertain value.

Scaling
Use cases delivering value. Governance maturing.

AI-enabled
Finance, tax and legal AI embedded in decisions, processes and operating model.

As CFO, your priorities evolve at each stage. | Focus on building the foundations to move from exploring to scaling.

AI is more than a technology investment.
For finance, tax and legal leaders, it is an opportunity to strengthen compliance, improve decision-making and create sustainable enterprise value.

Your first 90 days:
Executive agenda

A focused start creates momentum and sets the foundation for enterprise value.

01 Month 1 **Align**

Align executive vision
Align AI ambition, funding approach and expected business outcomes.

Engage Finance, Tax and Legal teams
Understand priorities, pain points and opportunities across the functions.

Identify high-value opportunities
Build a broad pipeline of AI use cases across Finance, Tax and Legal.

Confirm governance principles
Agree executive sponsorship, governance and risk appetite.

02 Month 2 **Priorities**

Identify AI use cases
Develop a comprehensive list of high-impact opportunities.

Priorities 3-5 use cases
Select initiatives with the greatest business value.

Validate business cases
Assess value drivers, ROI and implementation risks.

Assess readiness
Review data, governance and critical dependencies.

03 Month 3 **Act**

Launch priority pilots
Approve and launch priority AI initiatives.

Track business outcomes
Monitor value and refine quickly.

Drive adoption
Communicate progress and build momentum.

Plan for scale
Develop the roadmap to expand successful initiatives.

Executive watch-outs
Avoid these common traps that limit value.

01 **Starting with technology**
Begin with business value-not AI tools.

02 **Measuring activity** instead of value.

03 **Scaling before governance,** controls and data are ready.

04 **Ignoring workforce readiness** and change management.

05 **Treating AI as another** IT program.

Questions for your board
Key questions to drive better decisions and oversight.

01 Where will AI **create the greatest value** across Finance, Tax and Legal?

02 What **level of investment** are we prepared to make, and over what timeframe?

03 What **risks** are we willing to accept to move at the right pace?

04 What finance, tax and legal **capabilities should we build internally and where should we partner?**

05 How will we **measure success** and hold ourselves accountable?

Considerations for GCC organizations

Alignment
With national AI strategies and economic diversification goals.

Data sovereignty
Privacy and cross-border regulations.

Talent availability
And upskilling for finance, tax and legal teams.

Tax authority Digitalization
and evolving compliance requirements.

AI governance
Ethics and regulatory developments.

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Your AI priorities are unique

Every organization is at a different stage of AI adoption.
The questions you're asking today and the decisions you need to make will depend on your business priorities, operating model, regulatory environment and organizational readiness.
Our role is to help you make those decisions with confidence.

How we work with finance, tax and legal leaders

Start with your priorities
We begin by understanding your business objectives, challenges and opportunities before defining the right path forward.

Prioritize what matters most
Together, we identify where AI can create the greatest value across finance, tax and legal while balancing complexity, risk and investment.

Move at the right pace
Whether you're exploring, implementing or scaling AI, we help you progress in a way that aligns with your organization's maturity and goals.

Deliver measurable outcomes
We focus on helping you achieve sustainable improvements in decision-making, compliance, efficiency and business performance.

> **Our focus is on what matters most to you-better decisions, stronger control, efficient operations and long-term value for your organization.**

Let's discuss your priorities

Every AI investment is a business decision. Whether you are evaluating where to start, how to prioritize, or how to scale responsibly, our team is here to help you make those decisions with confidence.

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