Finance Transformation from ambition to execution

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From transformation ambition to sustained business outcomes

Thank you for joining our discussion. Across the room, leaders shared a consistent challenge: converting transformation ambition into sustained outcomes through clear direction, dedicated capacity, strong change leadership and the right foundations.

Key reflections from the room

Set a clear ambition and stay accountable for outcomes. Anchor transformation in the business outcomes Finance must enable, not the technology being implemented. A clear vision, target operating model and manageable set of priorities create alignment across the executive team. Keep returning to the intended value and use agreed KPIs to test whether the programme is still delivering it.

Resource transformation with the right people. Dedicated capacity was repeatedly identified as critical; expecting teams to deliver major change alongside BAU creates risk. Select credible leaders who can communicate and influence, combine business knowledge with specialist expertise, and backfill strong internal people so they can focus on delivery and bring capability back into Finance.

Treat change as a collective business transformation. Communication alone is not change management. Engage teams early in shaping the target model, explain why decisions are being made and provide clarity on the direction. Leadership must balance genuine involvement with decisive choices, while maintaining sponsorship beyond Finance where the wider business must change.

Balance quick wins with the foundations required to scale. Visible wins can build confidence, but should not displace process standardisation, accessible data and core systems work. Several leaders cautioned against pursuing exciting AI prototypes before Finance is ready. Sequence the journey clearly, show stakeholders why the groundwork matters and protect investment in the foundations.

Align Finance and IT around business outcomes and data. Technology deployment is not success unless the redesigned process works and the agreed outcomes are achieved. Finance and IT need shared language, clear ownership and close collaboration: technology teams can build the infrastructure, while Finance defines reporting needs, standards and the decisions the data must support. Core operational data still needs structure and control.

Hold the direction, but adapt the roadmap. Stay focused on the target operating model and make difficult decisions where delivery has drifted. At the same time, recognise that business priorities and technologies will change. Adapt the route as lessons emerge, without allowing new demands, smaller projects or AI enthusiasm to dilute the original outcomes.

Questions to take back to your team

Is the outcome clear? What business outcomes should Finance transformation deliver, and are the executive team, roadmap and KPIs aligned behind them?

Have you created dedicated capacity? Which credible internal leaders and specialist resources need to be released from BAU, and where will backfill be required?

Are quick wins strengthening the foundations? Which near-term benefits build momentum, and where must you protect investment in process, data and systems before scaling?

Are Finance and IT jointly accountable? Have you agreed ownership, business requirements and success measures beyond technical deployment?

Continue the conversation with the Deloitte team on Finance transformation ambition, delivery choices and the foundations for sustainable change.

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