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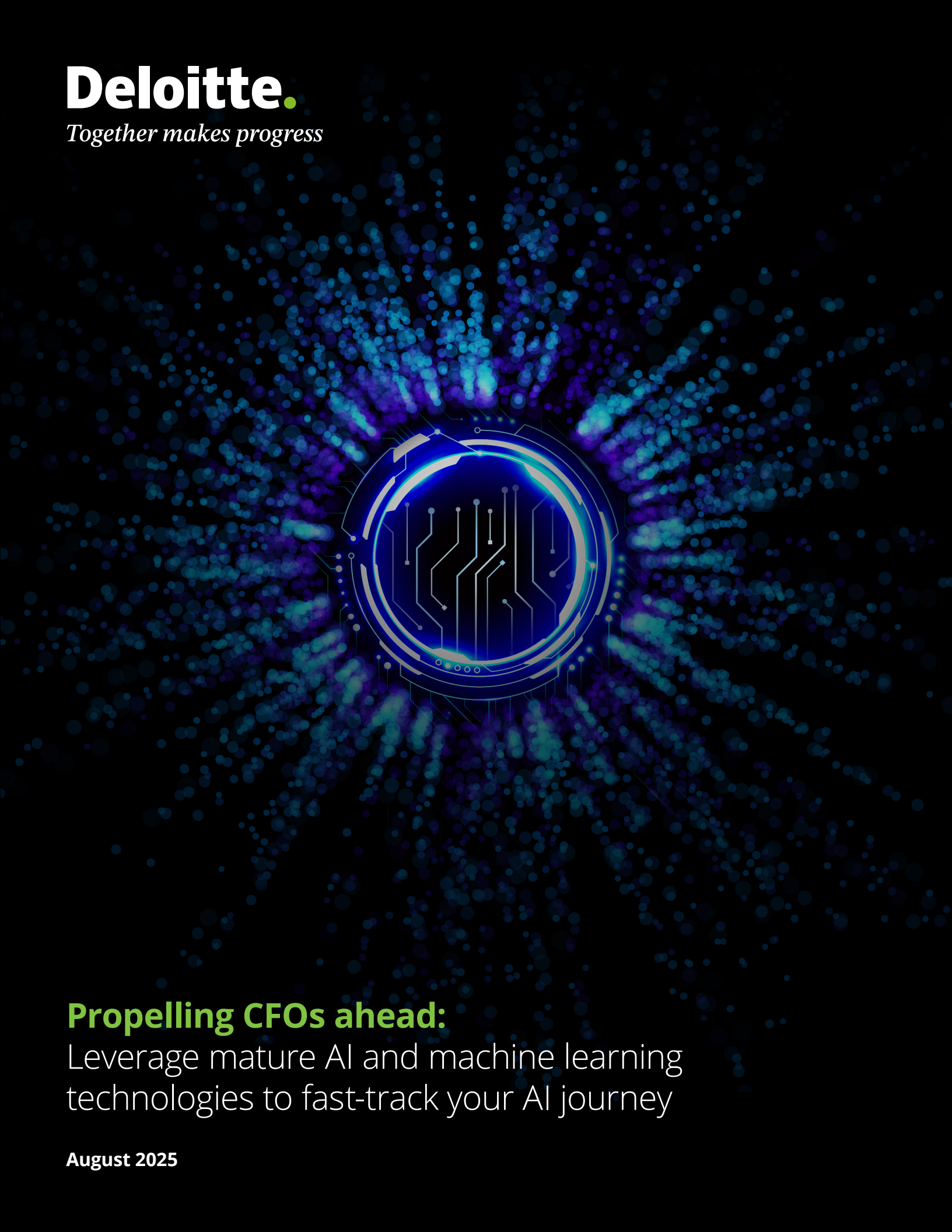

Propelling CFOs ahead:

Leverage mature AI and machine learning technologies to fast-track your AI journey

August 2025

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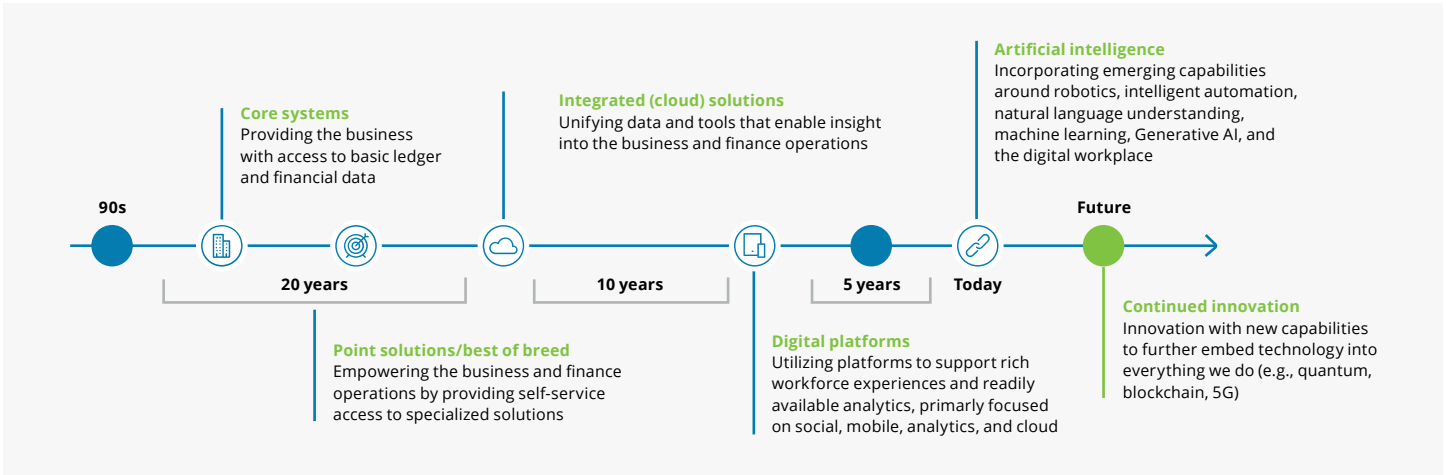
The era of AI is now

Artificial intelligence (AI) is here; the captivating new tech that is poised to finally unlock strategic insights from the vast amount of data your organization has been accumulating, to drive forward-thinking decisions. AI can help separate and identify indicators from the rest of the noise in your data enabling your team to focus on what truly drives your business.

Since the 1990s, organizations have been accelerating their use of technology to improve operational efficiency. Innovation cycles have become shorter, rapidly increasing the accessibility of AI solutions that are mature and are ready for immediate deployment. CFOs can fast-track their AI journey using technologies like intelligent automation and machine learning based on their organization's maturity, technology adoption style, potential use cases, and strategic priorities most aligned with their overall goals.



Unlocking AI: Is it an opportunity for your organization?

As CFOs navigate the complex landscape of modern finance, the integration of AI into financial operations is not just a trend but a strategic imperative. Those who have been watching this technology progress may have been asking themselves what capabilities are relevant to their business and how they can benefit from implementing it.

AI and machine learning (ML) can transform processes and decision-making to drive efficiency across teams and enhance analytical outputs. From increasing the accuracy of financial forecasts to better optimizing routine operations, these innovations can provide a real strategic advantage, including operational efficiencies and cost reduction, enhanced analytical capabilities, and hands-off financial insight to aid in strategic decision-making.

CFOs and finance organizations should understand the capabilities and use cases of AI in finance, as well as their maturity level and appetite for adoption in order to decide how to implement these solutions in order to take advantage of these benefits.

What are the capabilities of AI?

The capabilities of AI can be applied in multiple ways. Intelligent automation addresses manual, repetitive tasks such as enterprise resource planning (ERP) system workflows and financial close processes. Conversational AI can provide standardized commentary during forecasting cycles and a chatbot for finance policy inquiries. Cognitive analytics leverages data to predict financial outcomes and perform scenario analysis. Lastly, Generative AI (GenAI) contributes to dynamic financial management by automating forecast updates, enabling on-demand report generation and delivering insight. These capabilities have various applications that can transform traditional processes in finance operations, analytics, and planning. Implementing any of these capabilities can provide benefits, and these benefits multiply as additional capabilities are enabled, creating a comprehensive system to automate processes, analysis, and reporting.

Intelligent automation	Conversational AI	Cognitive analytics	Generative AI
Touchmess close	Standardized variance commentary	Predictive planning	Automated forecast updates
Automated inovice generation	Managed collections	Autonomous source to pay	On-demand report generation
Automated compliance checks	Finance policy chatbot	Autonomous accountant	Finance plolicy training and Q&A

Automate operational tasks and E2E processes

RPA and intelligent automation work within your ERP to automate manual, rules-based task, potentially enabling end-to-end process automation.

Engage with customers for frontline support

Natural language processing enables cognitive tech to handle transcations, solve inquires, and direct requests to finance staff as required.

Deliver meaningful insights and identity opportunities

AI and machine learning extract and analyze data for insights, enhancing decision-making and continuous improvement.

Generate work output using deep learning models

Generative AI creates new content using human prompts and deep learning, guided by vast data.

What is here now

What are the applications of AI in finance?

There are numerous applications of automation capabilities that can benefit finance organizations and free up capacity for strategic priorities. Finance functions often face challenges, and AI can help address these challenges by streamlining processes, reducing errors, and improving efficiency. The expected benefits include cost savings, improved accuracy, faster decision-making, and the ability to focus on high-value strategic priorities.

Operational efficiency and cost reduction:

Many CFOs are seeing substantial benefits from AI through the automation of routine and repetitive tasks. Technologies like robotic process automation (RPA) and intelligent automation are being employed to manage everything from data entry to complex ERP system workflows. Off-the-shelf platforms such as Alteryx accelerate data science and analytics to help automate workflow, application of business rules, data transformation/ allocation logic, and enable some degree of predictive forecasting algorithms. These automations can not only accelerate historically manual processes, but also significantly reduce the potential for human error, improving outcomes and delivering cost savings.

Enhanced analytical capabilities:

The use of AI in extracting and analyzing data is another area where CFOs are gaining an edge. By employing machine learning algorithms with key business drivers, finance leaders can uncover patterns and insights from vast amounts of data that would be a struggle to analyze manually. Not only can it uncover patterns and produce insight, it can identify anomalies and suggest and apply corrective action in order to not impact the analysis. This capability enables more accurate forecasting, risk assessment, and strategic planning, ensuring that financial decisions are data-driven and evidence-based.

Enhanced workforce productivity:

Conversational AI revolutionizes employee interactions by enabling virtual assistants to manage diverse inquiries without employees needing advanced analytical skills to utilize. This automation can reduce the need for extensive human resources dedicated to routine tasks, leading to significant cost reductions in staffing expenses. Consequently, CFOs benefit from heightened operational efficiency and reduced overhead costs. These improvements translate into enhanced financial performance, driving superior ROI and fostering long-term business growth.

Accelerate financial insights:

Generative AI is a transformative tool for CFOs, automating financial reports, predictive outcomes, and real-time forecasts. This can help ensure accurate, timely information and better understanding of operational drivers like revenue, boosting credibility and operational business partnering. Teams can achieve more with less, improving accuracy, guidance, and investor confidence and reducing uncertainty. Faster insights and visuals enhance collaboration, mitigating risks and capturing opportunities.

Strategic decision-making:

AI is playing a crucial role in transforming the strategic role of CFOs. With enhanced data analytics and predictive capabilities, CFOs can provide more strategic insights, helping to guide the broader business strategy. AI tools offer a deeper understanding of market trends, customer behavior, competitor sentiment and actions, and financial health, empowering CFOs to function as strategic advisers to the CEO and the board.

Self-assessment

With these potential upsides that can be turned into competitive advantages, every organization is looking to make them operational standards. But how can a CFO steer the organization to assess and plan for the adoption of the most impactful AI technologies in their organization? CFOs who are at a loss for how to begin their journey and are concerned with falling behind competitors should perform a self-assessment. This self-assessment should focus on aligning their organization's strategic goals to the maturity curve of the next-gen technologies.

A finance organization should be realistic about much change they are willing to take on, including the amount of resources required to drive this change and the relative benefit of what is being implemented. For example, a relatively AI-immature organization may be tempted to "jump in" by attempting GenAI automation. However, an organization in this position may benefit more by starting proven technologies such as machine learning to do predictive modeling. The below explanation of "Taker, shaper, and maker" describes how an organization can perform this self-assessment by understanding how substantial their appetite is for change and how much they can truly support.

Taker, shaper, and maker

Understand the type and degree of change that makes sense for your organization through the lens of three key persona types applicable for adopting AI technology: taker, shaper, and maker.

Taker:
Interested in what is available "off the shelf" for quick, often in-house implementation, the Taker experiences the fastest method of adoption, but the overall value proposition is heavily correlated with the underlying solution's growth and/or roadmap. A Taker may look to automate **administrative tasks** such as meeting note generation, KDD creation, or execution of close process tasks.

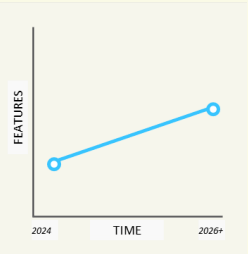
Shaper:
This persona is open to leveraging a base solution, which is then trained and/or optimized to meet specific company requirements. **Short-term tailored solutions** are enhanced with this type of configuration; however, it is important to note that the solution could be impacted by any restrictions of a platform's capabilities. Additionally, training and execution within this type of configuration is often dependent upon third parties and requires custom development to highlight those specific company requirements.

Maker:
This persona desires to differentiate from peers and define new ways of business, comfortable with high-risk, high-reward initiatives. The Maker may already have some advanced analytic capabilities and is willing to build custom in-house solutions that are higher effort than an off-the-shelf solution. This type is accepting of the potential to **fundamentally change its current business operating model** to further strengthen pioneering results and understands the investment needed to achieve this.

1. Taker

The fastest method of adoption, however value will be highly correlated w/ the underlying soultion's growth/roadmap.

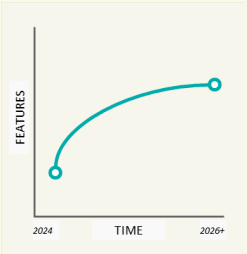
Applicability will **most likely be for administrative tasks** (e.g., meeting note and key action generation, close process task execution, etc.). Integration can be done in-house



2. Shaper

A middle-ground where a base solution is selected but then **trained/optimized to meet a company's requirements.**

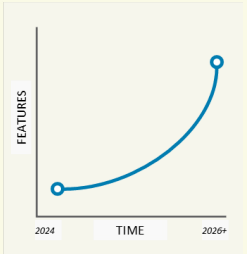
Configuration will allow for **short-term tailored solutions** but may be restricted by platform capabilities. Training and execution may be dependent on 3rd parties



3. Maker

A method to differentiate between peers and pioneer a new way of business. Will have the highest amount of complexity, investment, and risk but offer the largest return if done well.

A **fundamental transformation in the organization's business model** should be accounted for



Additional Considerations:

- Outcomes will be dependent on the foundational data structure and maturity of each company
- As large packaged-tech providers roll-out their own GenAI capabilities the interaction/ integration between models will become imperative

Important to note, an organization's path does not need to be constrained to one model. Implementing a Taker approach, to generate quick wins, can be done in parallel to building Shaper or Maker applications if capacity and funding is available.

What is next?

Getting started with AI: Build a foundation with traditional artificial intelligence

After understanding the various applications of AI in finance and assessing your organization's maturity and desire for change as a Taker, Maker, or Shaper, you may ask: "How can I begin a critical discussion within my organization to ensure a fruitful outcome as it relates to adoption of AI?" Our solution is multipronged:

- Perform a self-assessment to understand where your organization sits on an overall AI journey, what the desired outcome is of the implementation, and the amount and type of change for which there is appetite.
- Define the type (or combination) of AI you are looking to leverage.
- Define what unique (or combination of) key persona applies to your business and where AI would be applied to address the desired outcomes defined during the self-assessment.
- Identify pilots/proofs of value to test out in the AI world, ideally finding entry points with use cases where AI can demonstrate value, such as AI-enabled forecasting/scenario modeling.

For companies looking to implement artificial intelligence, building a foundation with proven methodologies, and building up to more complex methods, is recommended as the business process matures. Predictive forecasting through machine learning, such as Deloitte's PrecisionView™ solution, combines data science, machine learning, and advanced visualization to help companies along their journey. Machine learning is a mature methodology that has various proven applications in finance organizations.

Machine learning and applications of traditional AI

Topics	Machine learning (ML)
What is it?	ML is a subset of AI that involves training algorithms to learn from and make predictions or decisions based on data. ML models improve over time as they are exposed to more data.
What are the common use cases in finance?	Some of the common use cases of ML in finance include fraud detection, credit scoring, algorithmic trading, predictive maintenance, customer segmentation, demand forecasting.
What are the key considerations when implementing it?	Machine learning requires large volumes of high-quality data, involves data scientists and ML engineers, specialized hardware/software for model training and deployment, data privacy, and security.
What are the primary benefits in the finance function?	Machine learning provides predictive capabilities, adaptability, complex problem-solving, improved decision-making, and uncovering hidden patterns in data.
What are some common challenges faced during implementation?	Some implementation challenges include data quality and availability, complexity in development and deployment, interpretability of models, need for continuous monitoring and updating, integration with existing systems.
What are the main benefits of using it in data analysis?	Machine learning can manage large data sets, uncover hidden patterns, make accurate predictions, improve over time with more data, and provide insights for better decision-making.
How can it be integrated with existing business systems?	Machine learning can be integrated through APIs, data pipelines, and ML platforms to enhance the capabilities of existing systems and to enable predictive analytics and intelligent decision-making.

Application of machine learning: PrecisionView™

PrecisionView™ is an integrated planning solution designed to help FP&A organizations address common challenges and advance their planning blueprint. It offers expanded capabilities, increased capacity, and enriched internal collaboration, all while enhancing credibility with the business and external parties. PrecisionView™ delivers AI-enhanced financial modeling and predictive planning and scenario analysis:

Powered by leading market alliances and robust ecosystems, PrecisionView™ delivers virtually unparalleled insights and strategic advantages, enabling organizations to enhance their financial planning and analysis processes. It offers advanced data integration, AI forecasting, scenario modeling, and analytical capabilities across a wide combination of leading enterprise tools and applications.

AI-enhanced financial modeling

- Complete P&L statement
- Balance sheet
- Cashflow forecasting
- Revenue modelling
- Cost prediction & Optimization
- Working capital modelling
- Accounts receivables
- Debt management
- Risk management
- Capital expenditure forecasting
- Investment analysis
- Financial benchmarking

Predictive planning & Analysis

- Goal setting & Performance modelling
- Planning, budget, & Forecast starting points
- Annual strategic plan
- Multi-year LRP
- Scenario analysis
- Predictive pricing model
- Demand forecasting & Operational planning
- M&A pro forma baselines
- Advanced sales forecasting
- Internal/external driver analysis
- Aggregation analysis
- Visualization & reporting

Current FP&A Challenges

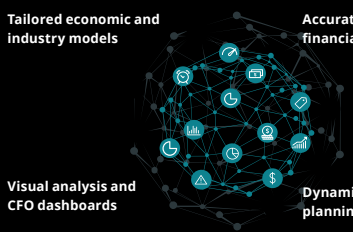
Top 5 Challenges

- **Alignment challenges** between plan/forecast and corporate strategy
- **Disparate budget and forecast purpose** drives suboptimal activity & behaviors
- **Inconsistent or latent process** to manage forecast and monitor quality
- **Unclear decision-making framework** and organizational accountabilities
- **Deficient technology use** to collect aggregate, and rapidly analyze data

Elevate finance with predictive analytics

PrecisionView™ enables predictive confidence by increasing FP&A capability, capacity and collaboration

- **Investor relations/board credibility:** Provide better guidance externally and across the C-suite
- **Top-down target setting:** Establish guardrails to communicate and cascade targets
- **M&A pro forma enablement:** Rapidly scenario model transitioning business units
- **Challenger models/aggregation analysis:** Assess quality of aggregated plans & forecast
- **Plan/forecast starting point:** Baseline for BU layering of risks & opportunities
- **Product, costing, and specialized forecasts:** Deep-dive models to aid in operational decisions



Powered by data science and cognitive computing to continuously absorb and learn from changing market drivers and factors

Measurable value and benefits

- Expanded capability
- Increased capacity
- Enriched collaboration
- Enhanced credibility

Tangible benefits

- Improved accuracy and guidance improves investor confidence and reduces uncertainty
- Faster time-to-insight and ability to deliver financial insights and visuals
- Identification of influential business drivers and efficient predictive models
- Imporved business and investment decision-making powered by scenario analysis
- Reallocation of resources to insight delivery and advanced analytics due to streamlined process

Potential benefits of PrecisionView™

PrecisionView™ improves predictability, speed, and analytics, leading to increased investor confidence. Leveraging syndicated and subscription data, as well as proprietary data sets and insights such as HundredX, Deloitte's InsightsIQ, and B2B indicators data sets, PrecisionView™ identifies key business drivers and efficient predictive models, explaining what is used to create the forecast. It improves time-to-insight and the ability to deliver financial insights and visuals, reducing manual analysis. Its built-in advanced analytics and streamlined processes provide real-time explanations and reallocation of resources to insight delivery. The scenario modeling capabilities power enhanced collaboration between finance and business to mitigate risk and capture opportunities and improved business and investment decision-making. Teams can perform more with less, offering improved accuracy and guidance, enhanced investor confidence, and reduced uncertainty.

Getting started with PrecisionView™

Deloitte has launched PrecisionView™ as a solution offering with three operating models: Subscribe, Own, or Deloitte Operated. A proof of concept or pilot are the most common and easiest options for getting started. PrecisionView™ can be run on many different platforms and provides AI forecasting, scenario modeling, and analytical capabilities across a wide combination of leading enterprise tools and applications.

Taking our implementation considerations into account, we have developed a multistep process to help organizations get started with PrecisionView™. For reference, many organizations start by selecting a part of their business or a specific revenue, product, or cost element to use as a pilot or proof of concept before implementing a wholesale change to their forecasting process.

If you are interested in getting started or want to learn more, please contact one of our team members and visit our PrecisionView™

site for more information at www.deloitte.com/us/PrecisionView™.

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