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Tariff rates have changed. *Are you prepared?*

Business Finance Trends | 5x5: Insights and actions

In today's global trade environment, tariff shifts impact finance organizations' ability to produce reliable forecasts, develop budgets, and support strategic decision-making. These organizations need to be flexible, able to make continual adjustments to financial models, operate within compressed planning cycles, and respond quickly to evolving regulatory changes, all while ensuring the continuity of core business operations. This evolving landscape necessitates a reassessment of established practices and adoption of more adaptive strategies to effectively navigate change and sustain organizational success.

5 insights CFOs and finance leaders *should know*

1. Tariff shifts have been listed as a **top concern** in **earnings calls,** potentially increasing earnings call preparation complexity due to the need to explain shifting costs, strategy, and business resilience.[1]
2. Many US CFOs have signaled that their responses to tariff increases could include price increases. **Nearly half of CFOs surveyed in September 2025** anticipate that their organizations would potentially **pass higher tariff costs on to consumers**.[2]
3. However, CFOs surveyed point to a **lack of accessible data** (55%) and **lack of a cohesive strategy** (54%) as major hurdles to **changing prices** swiftly.[3]
4. Companies with a **clear finance strategy** that have adopted **integrated business planning processes** are better equipped to navigate the fluidity around tariffs and their impacts.
5. **Navigating external challenges**—including additional tariff changes, fluctuations in inflation, and regulatory policy—will be a **top priority for CFOs** in 2026.[4]

1. Karen Langley, "Here's how many companies have mentioned tariffs on their earnings calls," *Wall Street Journal*, May 27, 2025.
2. Steve Gallucci and John Goff, "Amid tariff uncertainty, North American CFOs place a premium on pricing strategies," *Deloitte Insights*, October 15, 2025.
3. Ibid.
4. Steve Gallucci et al., "Finance Trends 2026: Navigating the expanded scope of finance," *Deloitte Insights*, October 6, 2025.

5 actions CFOs and finance leaders *can take*

1. Reinforce a **crystal-clear response strategy** that establishes a **unified direction** and anchors the organization to its long-term goals. When every business area, from procurement to sales, understands how tariff changes affect the company's success, it enables consistent and proactive decision-making. This **clarity empowers teams to act confidently** and supports organizational coordination.
2. Perform a **deep dive into the business drivers of financial performance** to identify which available levers can help mitigate the impact from tariff changes. Clear insight into the **factors that most influence profitability** allows leaders to **forecast better** and prioritize actions that may produce the greatest value. As a result, organizations can **respond more quickly and make decisions with greater confidence** during periods of uncertainty.
3. Leverage **leading-class technology** and automation tools that enable rapid scenario planning and deliver timely insights. This can improve agility and facilitate well-informed decisions. **Prioritizing platforms that connect data, people, and actions** enables responses that are coordinated and efficient. This technology-driven approach helps companies **stay ahead of disruption** and maintain strong performance in a shifting landscape.
4. Build a **cross-functional workforce** to strengthen organizational agility by **fostering collaboration and communication** across teams. When talent strategies promote collaboration, **employees are empowered** to tackle challenges and respond effectively to changing conditions. As a result, companies can better leverage a wide range of skills to drive innovation and maintain stability in a dynamic environment.
5. Promote **dynamic strategies,** such as around pricing. This can help organizations **protect their margins and stay competitive**. Thoughtful pricing decisions also help **communicate value to customers** and maintain loyalty during periods of change. Using this approach, companies can minimize disruptions to their business.

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