

The next-generation CFO



95% of CFOs say that their role has changed significantly in the past five years. The next-generation CFO either wears lots of new hats or at least must engage collaboratively with the other professionals in these roles. Either way, the CFO's responsibility and influence continue to increase...



Strategist

42% The pandemic has pulled CFOs into strategic roles. In just one quarter of 2020, the number of CFOs spending the majority of their time on strategic activity rose from **29% to 42%**

New strategy
Prioritise operational flexibility and visibility across a connected supply chain.

New tech
ERP, Automations

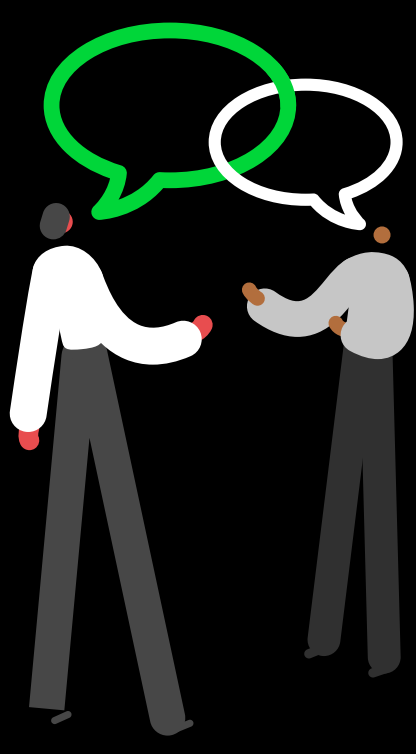


HR Officer

81% of CFOs believe that labour shortages will harm revenue growth—and the majority feel that the high turnover rate is a permanent trend.

New strategy
Mitigate labour shortages, deploy people on increasingly high-value activities.

New tech
Automation



Customer Experience Manager

82% of CFOs (and other C-suite executives) reported that customers are as important as, or more important than, shareholders when formulating strategy.¹

New strategy
Reimagine the business and its financial and delivery models around the customer.

New tech
Machine learning, artificial intelligence, lo-code channels.



Chief Information Security Officer (CISO)

83% (up from **80% in 2020**), security and data privacy remains the CFO's #1 priority.

New strategy
Take a strategic risk-based approach to security—because IT is pervasive.

New tech
Layered cloud and on-premises IT security.



Change Manager

72% of CFOs are introducing new skills to the role, including business agility, analysts, value architecture and even storytelling.

New strategy
Move from the back office to outward-facing: the next-gen CEO is visionary and communicative.

New tech
Automation, integration, ERP, security, project management.



Innovator

82% of CFOs are planning to increase investments in digital capabilities.²

New strategy
Unlock creativity and allow new ideas to ferment across the business.

New tech
IoT, 5G and edge, machine learning, artificial intelligence.



Data Scientist

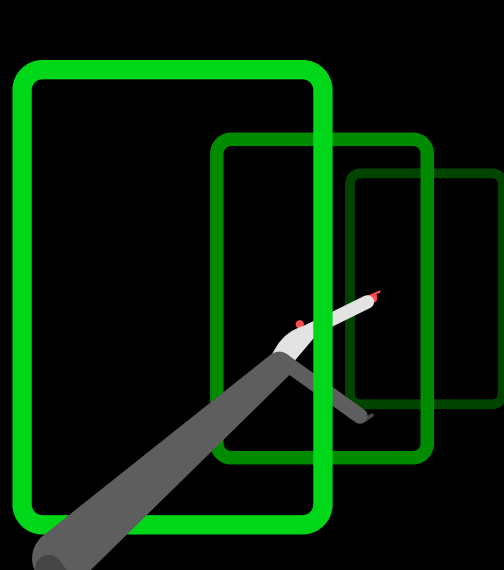
90% of organisations are engaging in data science—but almost 60% have only one data science team or data scientist.

New strategy
Put real-time data to work across the business.

New tech
ERP, data manipulation and visualisation tools, Excel.

Sources: 1. EY "Realizing Strategy" survey of 1,000 CEOs, 2. Gartner

Excited about this changing world?



To learn more about the evolving role of the CFO—and the steps you can take today to embrace it—check out Sage's White Paper, **"Seven steps for the next gen CFO"**.

Sage offers powerful business management solutions, such as Sage 200 and Sage X3 designed to manage your finances, customers, and business insight in one ecosystem—propelling your business to the next level.

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