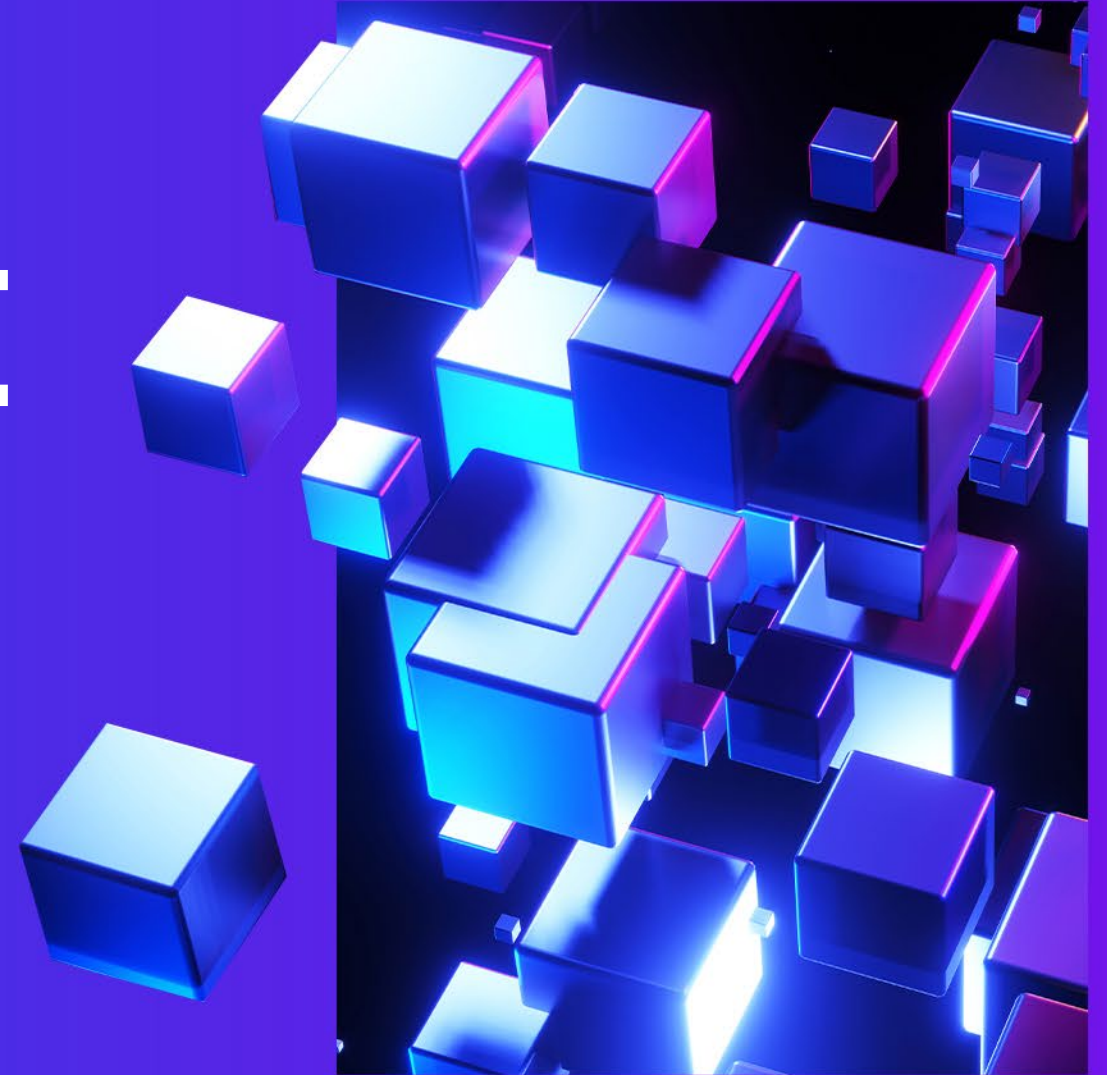




Rethinking Talent

**2023 Global Financial Reporting
and Valuation Conference**

—
December 11, 2023



**“ What must be true for
leaders today to enable
their workforce of the
future? ”**



Building your organization's workforce of the future needs to consider these three strategic areas

The interplay of multiple components translates into your organization and the Finance function's **vision** and **business strategy** into the organization that delivers on strategic goals and enables increased effectiveness and efficiency.

Your strategic Finance organization of the future is designed across three components:



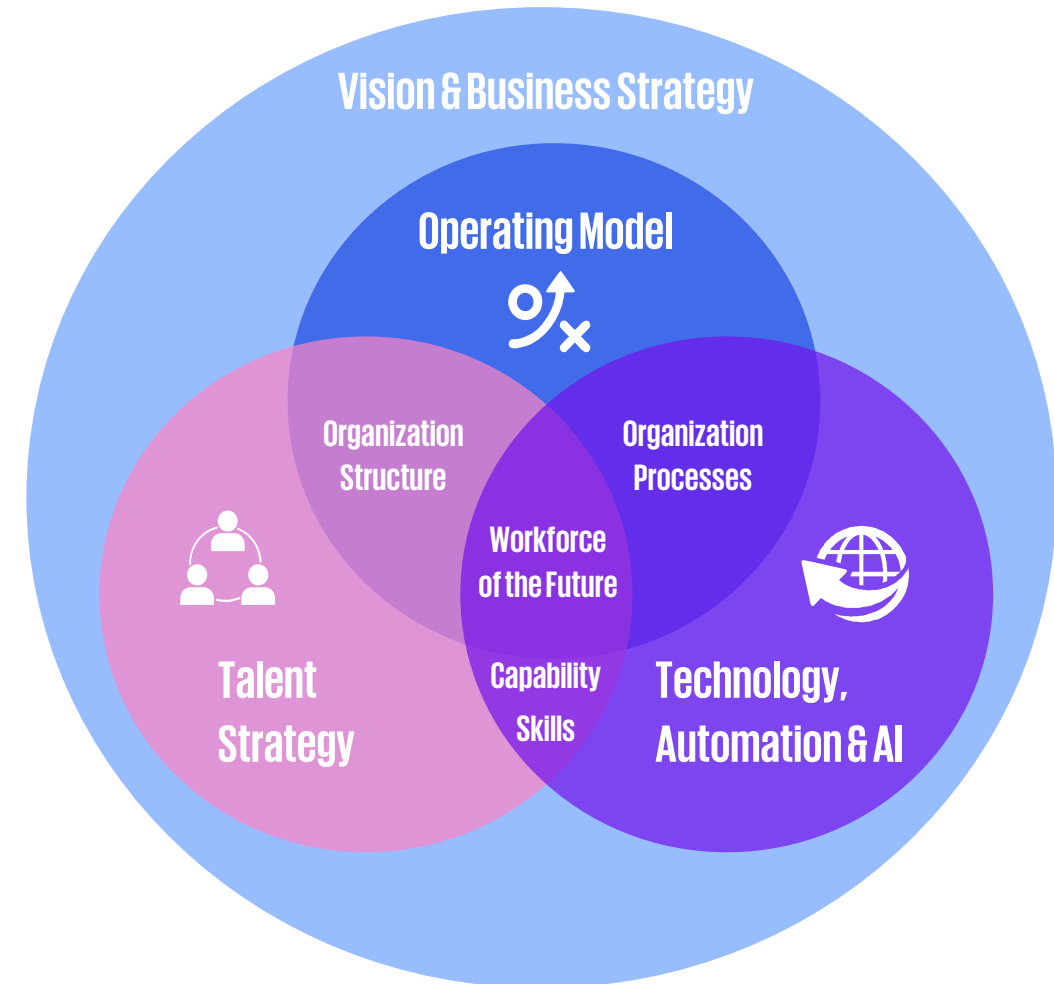
Operating Model defines how your workforce delivers value to your customers and is designed for customer focused solutions; delivering excellence and continuous innovation



Talent strategy aligns the future operating model to the (human) resource needs to help ensure you have the right employees with the right skillsets at the right time



Technology, automation, and AI increases efficiency, effectiveness, and modernizes your current business and workforce to sequentially prepare for the future



Finance leaders will require new skills and competencies to enable their future talent strategies



Technical skills

Knowledge and proficiency in data science, deep learning, natural language processing, and other relevant AI technologies.



Critical thinking

Capacity to evaluate and interpret AI-generated insights and make informed business decisions.



Analytical skills

Ability to analyze and interpret data using AI-powered tools and platforms to gain insights into customer behavior and preferences.



Interpersonal skills

Strong communication skills to collaborate with AI experts and effectively communicate complex information to internal and external stakeholders.



Creativity and innovation

Capacity to identify and develop new AI-based products and services that meet evolving customer needs and preferences.



Lifelong learning

A willingness and interest in continually updating skills and knowledge to keep up with rapidly evolving AI technologies.

Unlocking emerging and existing skills and capabilities through a talent marketplace

Internal Mobility

Integrating a Talent Marketplace into an overall talent strategy increases internal mobility and career opportunities.



Gigs

Gigs provide engaging short term projects to increase skills and gain experience while supporting the organizations business needs.

Skills Analytics

Provides insights on skill strengths and gaps that may influence recruiting, learning, and overall workforce planning.



Mentoring

Mentors are connected with employees who share target skills to foster knowledge sharing and deepen professional connections.

Career Pathing

Illuminates opportunities and increases career path and gig options. This supports engagement, career growth, and retention.



Learning & Development

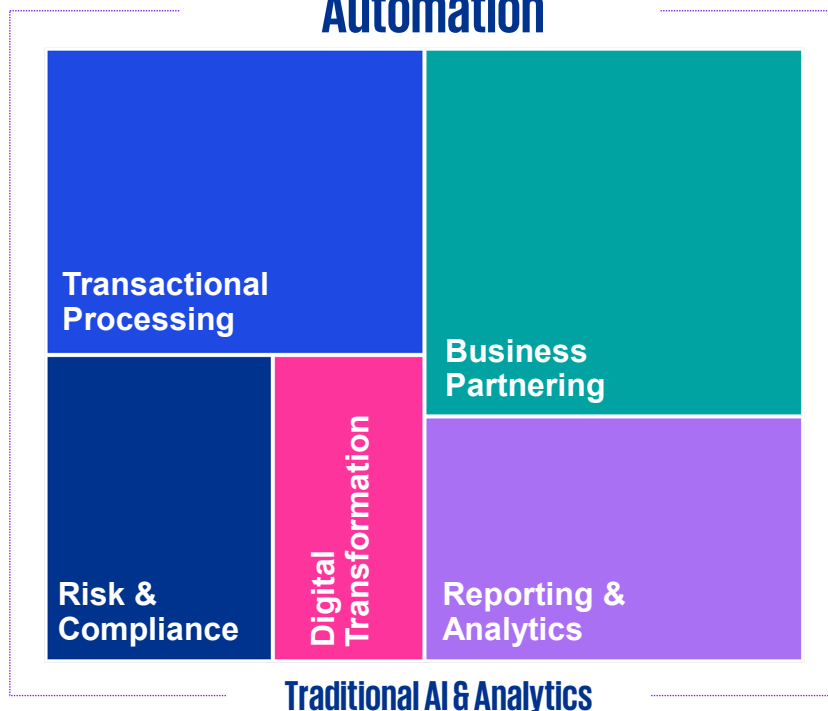
Connects employees to learning content that aligns with their strengths, development areas, and skills they want to evolve.



Organizations need to reshape their delivery model to realize full value potential for Finance & the Enterprise

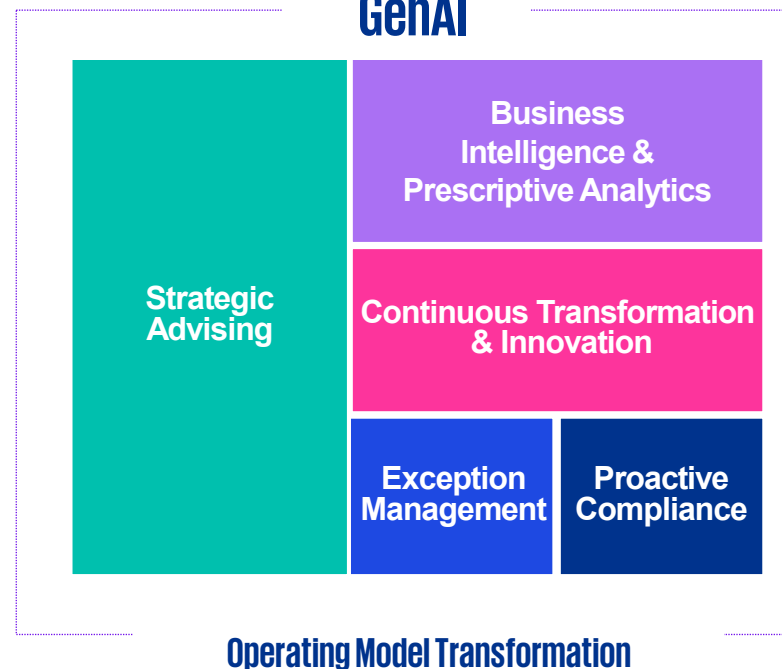
Digitally enabled Finance

Automation



GenAI enabled Finance

GenAI



Desired Skills & Competencies

- Business acumen
- Digital fluency
- Data literacy
- Adaptability
- Creative problem solving
- Collaborative
- Impactful storytelling
- Intellectual curiosity
- AI ethics & governance

New technologies (GenAI) will drastically change the size, structure and talent composition of Finance functions

Enabling a next generation operating and service delivery model

Foundational priorities

Traditional operating and service delivery models focused on efficient delivery of transactional, rules-based activities

Next generation priorities

Leading organizations have begun to shift their focus towards value addition and effectiveness, in the eyes of the business and customer



Efficiency

Are you prioritizing cost reduction, increasing workforce capacity and value-adding activities?

- Centralized functions to eliminate redundancy
- Low-cost location
- Automation/GenAI



Experience

Is your organization adept at creating a superior experience for internal and external stakeholders?

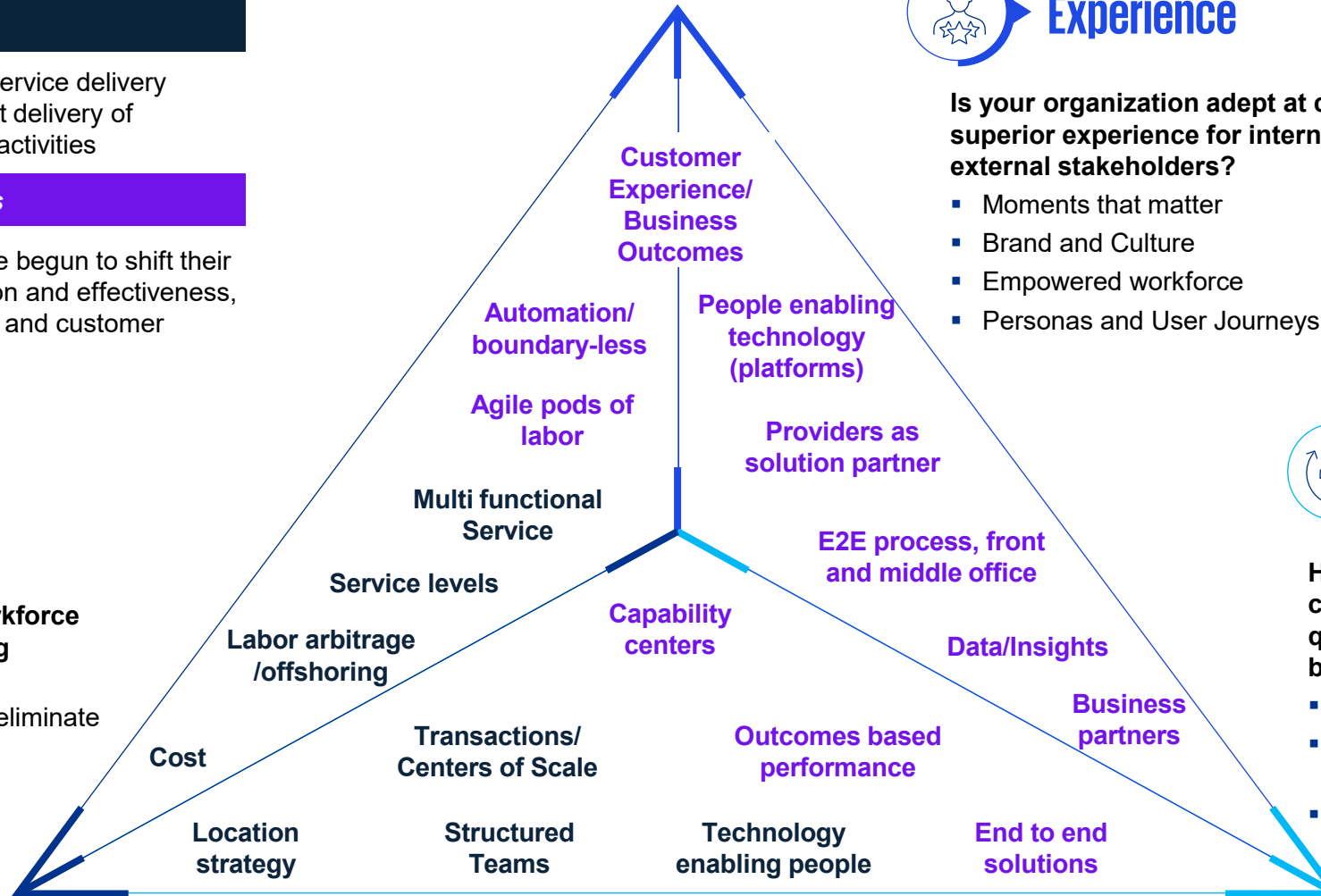
- Moments that matter
- Brand and Culture
- Empowered workforce
- Personas and User Journeys



Effectiveness

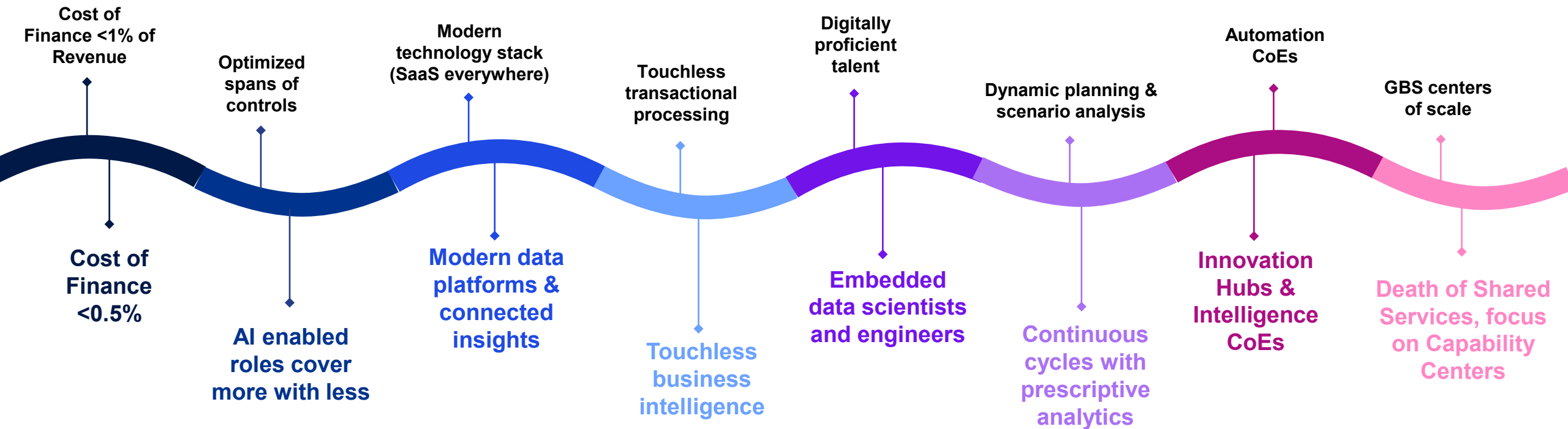
How is your delivery of service, cycle time reduction and work quality enhancing value to the business?

- End-to-end solutions
- Enterprise Performance Management
- Centralized data and analytics



Embracing AI can enable speed and quality of business intelligence to drive better business outcomes

From Best in Class Finance...



...to AI Enabled Finance

Gen AI helps enable complex analytical and decision support activities

Digital Enablement

(Cloud ERP, EPM)

Automate repetitive tasks, reporting and analysis to increase process efficiency, accelerate cycle times, improve quality, and mitigate risks

Traditional AI & Analytics

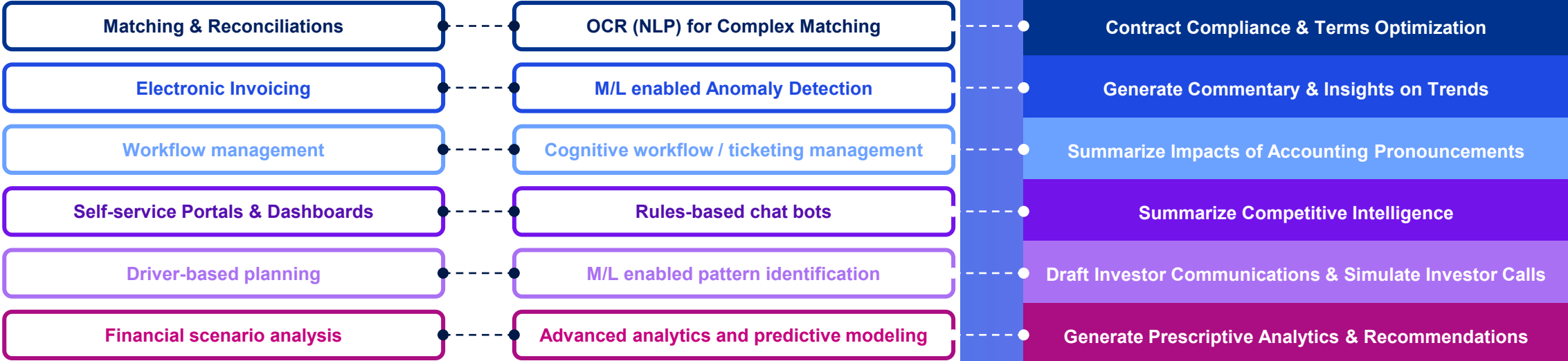
(RPA, Machine Learning, NLP)

Gen AI

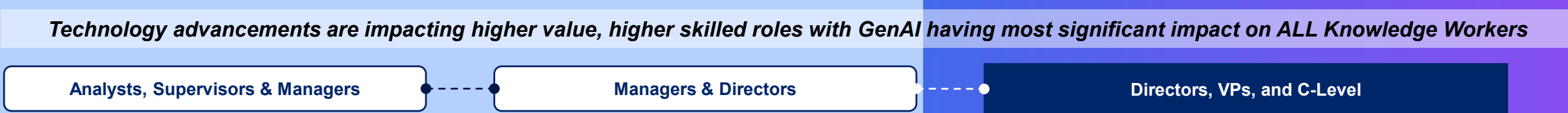
(CNN, VAE, Transformer Models)

Digitally augment knowledge workers roles (Finance and across the enterprise) to accelerate speed and quality of intelligence

Work Evolution



Impacted Roles





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Speaker Biographies

Your Speakers Today



Felicia Lyon

Principal, Human Capital Advisory
felicialyon@kpmg.com

For the past 25+ years, Felicia has worked at the intersection of business strategy, technology and human performance. Felicia leads the Go-To-Market leader of Workforce Transformation & Development for the KPMG US Member firm.

Felicia works with C-Suite executives facing the dilemma on how to meet a changing business landscape while keeping employees engaged and managing costs. She has helped them create a paradigm shift so they can ORGANIZE work more effectively, ENGAGE and INSPIRE their teams, and EXCEED their business goals and customer demands.



JT Kaufmann

Managing Director, Finance Transformation
jtkaufmann@kpmg.com

JT is the leader of Global Business Services Transformation for the KPMG US Member firm. JT has over 15 years of experience helping organizations transform and achieve their target operating model.

JT takes a holistic view of his client's organizational strategy, processes, data, and information technology assets to ensure the operating model is able to meet the future demands of the organization in an efficient, sustainable, agile, and adaptable manner.