



Corporate Controller & CAO Hot Topics

Enterprise AI Integration



Artificial intelligence (AI) has penetrated business in an unprecedented fashion. In some ways, however, the finance function has yet to fully capitalize on the benefits when compared to other areas of the business.

The successful adoption of AI requires a strategic shift: companies must move beyond small efficiency gains to achieve truly fundamental, enterprise-wide finance transformation. This involves rethinking existing processes, thoughtfully governing technology, and empowering people.

Given how closely KPMG works with many of the world's leading organizations, we have unique insights into how finance leaders are approaching these topics. Below are several areas that Corporate Controllers and CAOs are addressing the challenge as they manage AI Integration at their organizations.



Unlocking real value with AI

Many organizations struggle to see a strong return on investment from AI beyond simple tasks. While personal efficiency gains from AI are easily achieved, the real challenge lies in deploying scalable, enterprise solutions. A critical step is the transition from processing unstructured data (e.g., leases, contracts) to creating structured data that can be integrated with other systems. This unlocks sophisticated analysis, such as more accurate accruals and comprehensive risk identification.

The key is to focus on scalable solutions that solve major business problems. For example:

- **Target "soul-crushing work":** Prioritize AI applications that eliminate tedious, high-friction tasks. This builds momentum, boosts morale, and justifies investment.
- **Unlock unstructured data:** Using AI to structure data from contracts, leases, and transcripts can represent a significant breakthrough, allowing for more sophisticated analysis, including:
 - More accurate financial accruals.
 - Comprehensive risk identification.
- **Prioritize data readiness:** AI is only as good as the data it uses. Companies must focus on data governance and normalization to ensure the success of any AI initiative.



Managing workforce transformation

The widespread deployment of AI is as much a human challenge as it is a technological one. Successfully navigating this transition requires a deep understanding of the cultural and behavioral dynamics at play, forcing organizations to critically reassess talent management, including performance development, training, and cultural norms.

Overcoming resistance

Internal resistance to AI is often rooted in skepticism, fear, or "AI denial," with employees recalling past technology implementations that under-delivered. To address this, organizations are adopting new strategies:

- **Building workforce readiness:** Instead of forcing new skills on overwhelmed employees, some organizations are hiring behavioral scientists to understand and address resistance.
- **Creating AI champions:** Establishing "AI champions" or "AI influencers" at all levels can foster comfort and enthusiasm among peers by sharing personal successes and failures with AI tools.
- **Integrating AI learning:** Shifting from isolated AI-specific courses to fully integrating AI learning into existing professional development programs provides immediate, relevant context.
- **Reverse mentoring:** Leveraging AI-native talent to coach and guide more senior leaders.
- **Redefining performance:** AI will fundamentally change how work is done. Performance metrics must evolve to reward collaboration (including with AI agents), innovation, and impact—not just volume.
- **Reimagining recruitment:** Recruitment strategies are shifting to prioritize candidates with potential and curiosity over traditional credentials, adapting to a future where AI-native skills are in high demand.



Navigating technology and vendors

Navigating the technology and vendor landscape

In a domain evolving as rapidly as AI, making the right technology sourcing decisions is a persistent and high-stakes challenge. Organizations must strategically navigate the complex vendor landscape and confront the critical "build vs. buy vs. wait" dilemma, where each path carries its own set of risks and opportunities.

The "buy vs. build" dilemma

The rapid pace of innovation in specialized AI often outpaces the deliberate, methodical integration timelines of large-scale ERP systems. This dynamic creates an urgency for companies to explore developing internal capabilities or seeking external vendors to meet immediate operational needs.

- **The risk of waiting:** A core risk in waiting for ERP solutions is the possibility of future disruption, where proprietary vendor integrations could make bespoke internal or third-party tools obsolete, potentially leading to steep renegotiated costs.
- **A hybrid approach:** One best practice involves running hackathons or iterative sprints with multiple vendors and internal teams simultaneously. This allows finance leaders to benchmark solutions quickly and select the most effective approach for specific projects.
- **The importance of internal capability:** Developing internal core capability is essential, even if external vendors provide the final tool. This ensures the organization remains a "knowledgeable customer" capable of assessing commercial offerings.

Practical AI use cases for finance

The abstract potential of AI becomes more concrete and compelling when applied to specific, high-impact functions within the finance and accounting organization. Several practical yet high-impact applications are already revolutionizing core processes by enhancing efficiency, ensuring accuracy, and enabling more strategic, data-driven decision-making. For example:

1 | Document analyzer

Ability to automatically extract data elements from documents such as leases, workpapers, etc. to summarize processes with memos and flowcharts.

2 | Disclosure completeness check

Instantly compare financial statements (e.g., 10-Ks) against peers and regulations to ensure compliance.

3 | ERP & AI integration

Extract and cross-reference information like lease terms by integrating AI with existing ERP systems.

4 | Agentic systems

Autonomously conduct research, identify case studies, and create research tables with source links.

5 | Internal process automation

Simulate and evaluate internal processes to identify bottlenecks and optimize productivity.

6 | Learning and development

Provide personalized learning and real-time knowledge assessments for finance professionals.

7 | Email and message summarization

Summarize communications and list critical action items to streamline teamwork.



Conclusion

The integration of AI is not merely a technological upgrade; it is a fundamental business imperative that will redefine industries. Success demands more than just investment in new tools. It requires a deliberate, human-centered strategy that reimagines workforce capabilities, overhauls data infrastructure, and thoughtfully navigates the evolving vendor landscape.

The path forward lies in aligning AI adoption with broader organizational goals, prioritizing scalable use cases that solve real-world problems, and fostering a culture of experimentation. Organizations that master this transition will not only unlock unprecedented levels of efficiency and insight but will also build a decisive competitive advantage in a world where augmented human intelligence is the new standard for performance. The time to act is now.

Resources

[Building an AI-augmented workforce: What can you learn from KPMG aIQ?](#)

[Data governance in the age of AI](#)

[How AI Is Redefining Managerial Roles](#)

[Agentic AI is changing workflows as executives urge human-first approach](#)

[AI Quarterly Pulse Survey](#)

[You can with AI](#)

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