

2025 Executive Summary

Thank you, from the Conference Chair

As the demands of your role continue to evolve, you must deliver results amid slower growth, drive productivity across all enterprise assets, and inspire teams to embrace change and uncertainty.

We hope to see you next year at Gartner Finance Symposium/Xpo 2026.

Sincerely,
Alexander R Bant
Conference Chair and Practice Vice President, Chief of Research, Gartner

Top takeaways

1

Connect overhead spending to value creation

Effectively manage General and Administrative (G&A) costs by focusing on business value. Create a multiyear roadmap for sustained and defined progress against G&A goals. Begin by replacing outdated playbook elements with modern, proven strategies for G&A optimization. Utilize Gartner’s Ignition Guides, which offer ready-to-use templates for cost and service management, to streamline this process.

"Always-on cost tools drive continuous application of cost insights by business leaders, promoting learning by doing."

Paul Quinn,
Sr Director Analyst,
Gartner

2

Leverage ERP as a key driver for finance transformation

Drive continuous engagement with cloud ERP and enable ongoing transformation by monitoring the vendor release schedule and evaluate areas for optimization and new capabilities. Support the configuration, testing, and release of these new capabilities and identify their impact on finance processes. Drive digital upskilling and redefine finance roles and responsibilities to ensure alignment with the overall business strategy. Assess the impact on personnel across various releases and sign off on the release schedule to maintain a cohesive and effective transformation strategy.

"70% of enterprises plan to upgrade or replace their ERP. The main driver behind this surge of investment is due to the switch to cloud, and the looming end of life for most vendors on prem versions."

Nisha Bhandare,
Distinguished VP Analyst,
Gartner

3

Build short and long term AI maturity

Gain value out of AI by building the supporting maturity via both technology and people. Leverage AI within existing software platforms and increase capabilities through skills programs. Adjust hiring profiles to prioritize candidates with relevant skills. Begin by assessing your current maturity level and crafting a strategy to advance each aspect of it. Set realistic expectations for the benefits AI can offer and focus on pursuing use cases that align with your maturity level.

"AI is not an obedient dog that will do everything for you. Most of the time, it can help you in specific circumstances, but you are going to have to train it and direct it to do what you want."

Matthew Kiel,
Managing Vice President,
Gartner

4

Structure your finance transformation for success

Address staffing needs based on your team’s level of expertise, resourcing, and urgency of transformation. Begin by hiring full-time employees externally. Upskill current finance employees, especially when the department can develop a Learning and Development (L&D) program that encourages employee engagement in skill enhancement. Insource by borrowing internal talent from other business functions when work demands a comprehensive understanding of the business. Outsource to university students or third-party service providers for tasks that are discrete and occur at specific points in time.

"When stakeholders are aligned with the vision, their collective efforts form a synchronized crew, steering the ship toward sustainable success."

Geraldine Garaud,
Sr Director Analyst,
Gartner

5

Evolve roles and workflows of Controllershship

Begin by evaluating your current talent profiles to ensure alignment with your Controllershship’s digital priorities. Identify and prioritize any competency gaps based on role and seniority level. Collaborate with your HR business partner to assess available training and development resources tailored for accountants. Introduce the autonomous accounting maturity model to your team to determine your current stage and discuss actionable steps to progress to the next level. Develop a comprehensive plan for Controllershship that incorporates both *build* and *buy* strategies for software and automation solutions.

"Digital finance talent roles in controllershship are expected to double from 5% to 10% in the next four to five years."

Hilary Richards,
VP Analyst,
Gartner



Save the date!

We hope to see you 8 - 9 June 2026
in London for [Gartner Finance Symposium/Xpo](#).