



Finance 2030: The Future of Finance Technology

The finance function is undergoing a transformation, as technology reshapes how teams operate. From AI and automation to advanced analytics and cloud solutions, finance leaders are leveraging new tools to drive greater agility, efficiency and strategic impact. As routine tasks become automated and data-driven insights take center stage, finance professionals are evolving into trusted advisors who help guide their organizations through complexity and opportunity.

• Develop AI champions

63%

of CFOs at organizations already using AI say its current impact is low or very low.

To convert AI avoiders into AI champions:

- **Diagnose** employees' AI maturity levels.
- **Redesign** job roles to emphasize human strengths.
- **Phase** AI upskilling to align with employees' current expertise.
- **Share and improve** AI's infrastructure, models and data governance.

• Elevate adaptive governance for AI

By 2028, over half of AI pilots will be abandoned due to unexpected cost overruns.

To evolve governance:

- **Sponsor** a cross-functional governance task force.
- **Prioritize** two to three high-impact pilots based on risk and automation potential.
- **Monitor** and scale governance as AI matures.



• Redesign roles for 2030



By 2030, finance teams will require new, specialized roles blending technology and finance expertise.

To build future-ready finance teams, success will depend on talent in these key roles:

- Technology practitioners: Agentic AI managers, model builders, context engineers
- Technology enablers: AI product managers, AI investigators
- Corporate strategy executors: Business architects

• Assess AI data readiness

Nearly 50% of finance leaders using AI cite inadequate data quality or availability as a top challenge.

To improve AI data readiness:

- **Assess** baseline data readiness for AI.
- **Identify** and close data gaps.
- **Inform** data strategy and AI implementation.
- **Engage** stakeholders for data-sharing opportunities.



Ready for 2030? Discover more at Gartner Finance Symposium/Xpo.



Join us to explore how finance leaders are tackling AI adoption, governance, talent transformation and data readiness. Gain actionable insights, connect with peers and shape the future of finance.

1 – 2 March 2027 | Sydney, Australia
gartner.com/ap/cfo