



Leadership Vision for 2024

**Top 5 Strategic Priorities for
Heads of Financial Planning
and Analysis**

© 2024 Gartner, Inc. and/or its affiliates. All rights reserved. This presentation, including all supporting materials, is proprietary to Gartner, Inc. and/or its affiliates and is for the sole internal use of the intended recipients. Because this presentation may contain information that is confidential, proprietary or otherwise legally protected, it may not be further copied, distributed or publicly displayed without the express written permission of Gartner, Inc. or its affiliates.

Gartner[®]

Leadership Vision for Financial Planning and Analysis (FP&A) Leaders in 2024

Emerging risks such as third-party viability, mass availability of generative AI (GenAI) and shifting sociopolitical pressures are shaping how the best FP&A organizations plan for sustainable growth and the autonomous future of finance in 2024.

In this context, FP&A leaders' top recommended actions for 2024 should be:

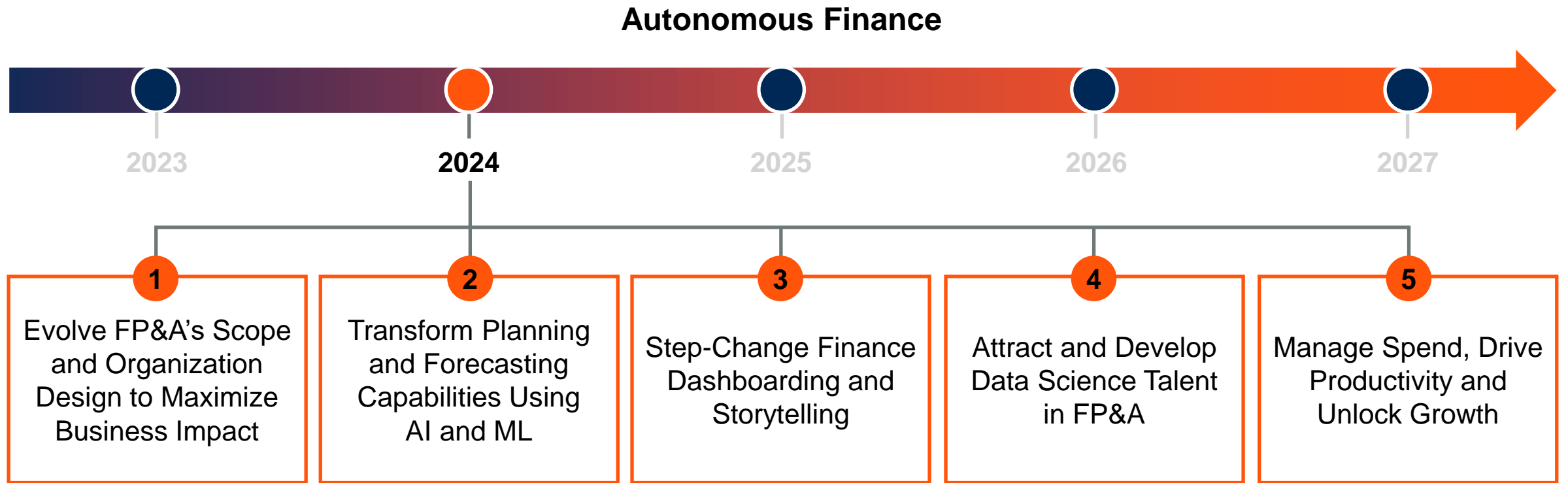
- Evolving FP&A's scope and organization design to maximize business impact
- Transforming planning and forecasting capabilities using AI and machine learning (ML)
- Step-changing finance dashboarding and storytelling
- Attracting and developing data science talent in FP&A
- Managing spend, driving productivity and unlocking growth

FP&A leaders can use this research to stay ahead and lead their teams toward a successful future.

Key questions addressed:

- ① What are the top corporate risks and senior leadership priorities?
- ① What is the path forward for autonomous finance transformation?
- ① What are the recommended FP&A actions to tackle the top challenges of 2024?

2024 FP&A Priorities for Autonomous Finance



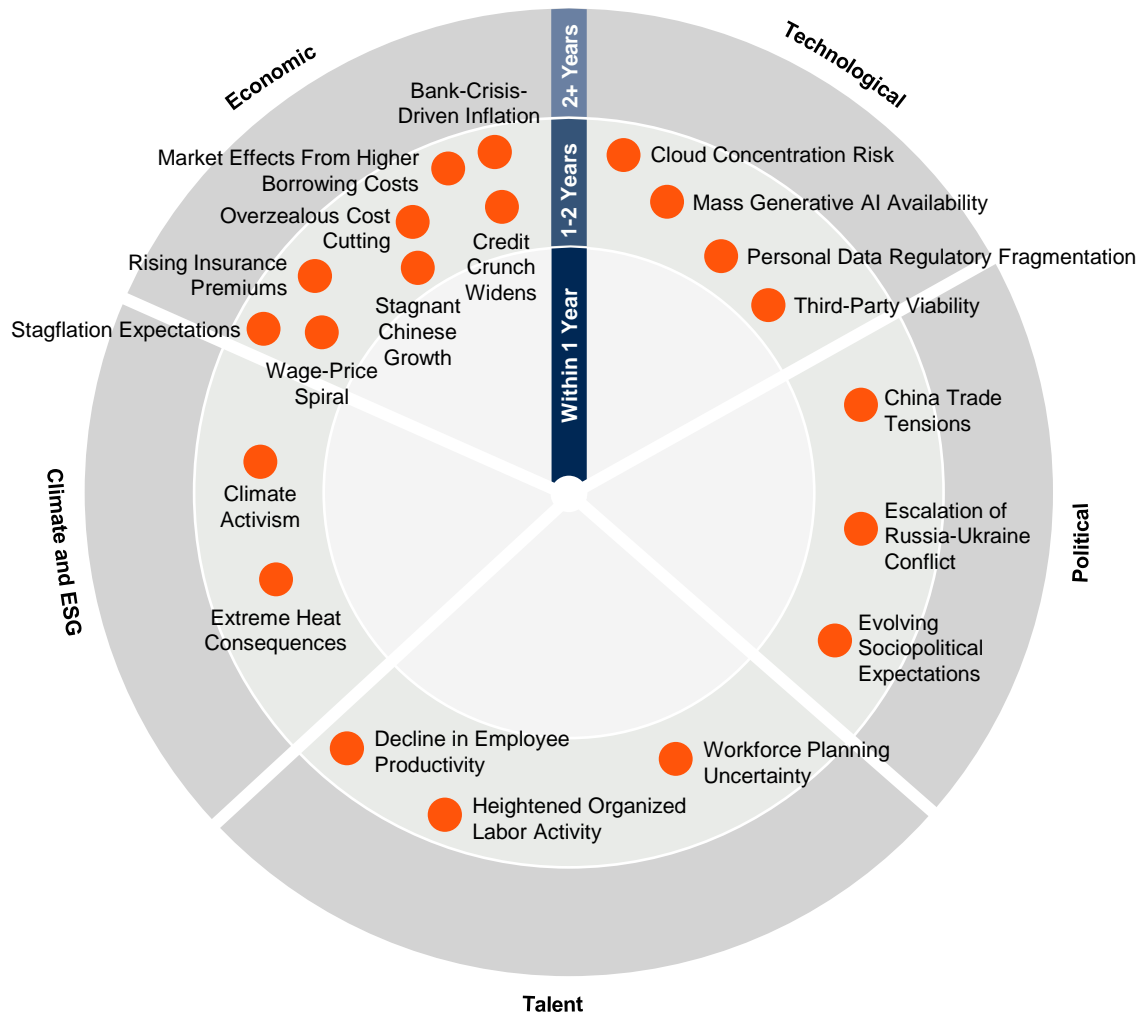
Source: Gartner

RESTRICTED DISTRIBUTION

What are the top corporate risks and senior leadership priorities?



2024 Emerging Risk Universe Map



n = 294
Source: 3Q23 Gartner Emerging Risks Survey

RESTRICTED DISTRIBUTION

Assessment Factors

Time Frame

● 2+ Years ● 1-2 Years ● Within 1 year

Impact

○ Low ○ Medium ○ High

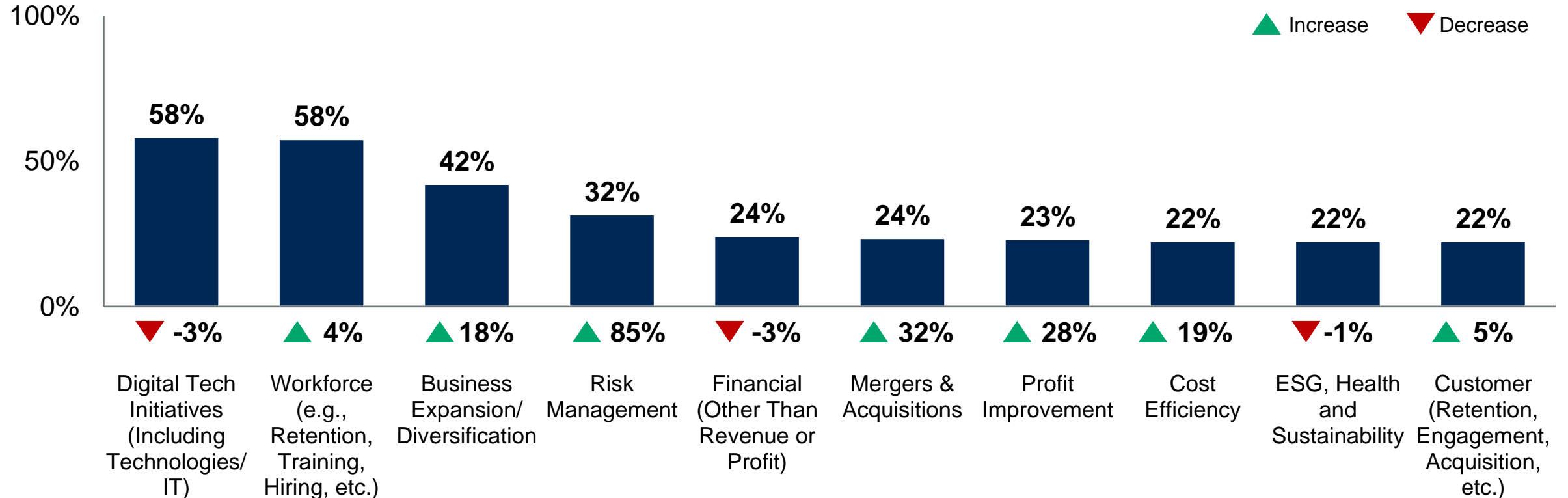
How to Read the Bullseye:

- The dot is in the sections to show the time frame.
- The dot is large to show high impact.

What Boards Are Prioritizing in 2024

Top 10 Strategic Business Priorities for 2024-2025 — YoY Percentage Change

Sum of Top 5, Coded Multiple Responses



n = 285 nonexecutive board of directors

Q06. Please tell us about your organization's top 5 strategic business priorities for the next two years (2024-2025).

Source: 2024 Gartner Board of Directors Survey on Driving Business Success in an Uncertain World

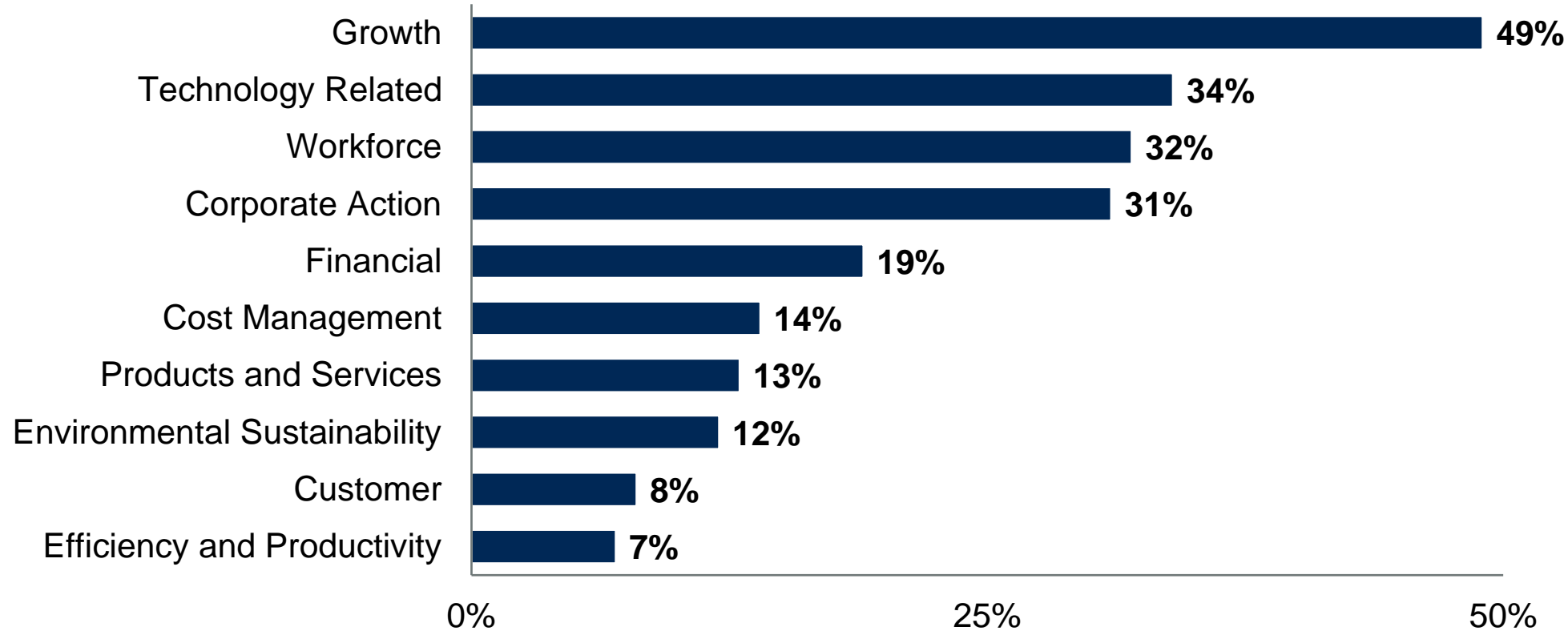
Note: Showing top 10 only

RESTRICTED DISTRIBUTION

What Are CEOs Prioritizing for 2024?

CEO Strategic Business Priorities for 2023 and 2024 — Top 10

Summary of Top 3 Mentions, Coded Responses



n = 422, all respondents

Q. To start, please tell us about your organization's top 5 strategic business priorities for the next two years (2023-2024).

Source: 2023 Gartner CEO and Senior Business Executive Survey

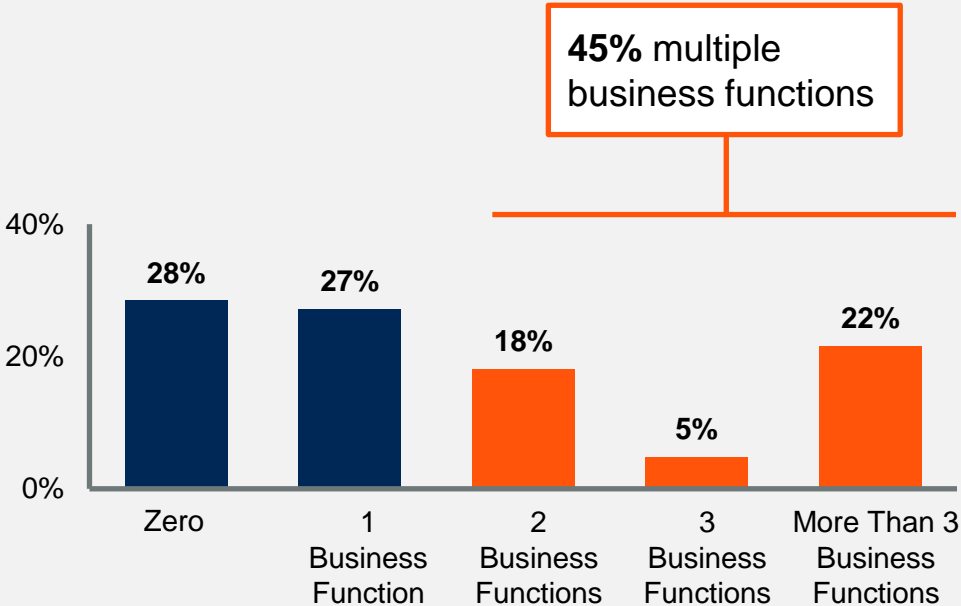
RESTRICTED DISTRIBUTION

What is the path forward for autonomous finance transformation?



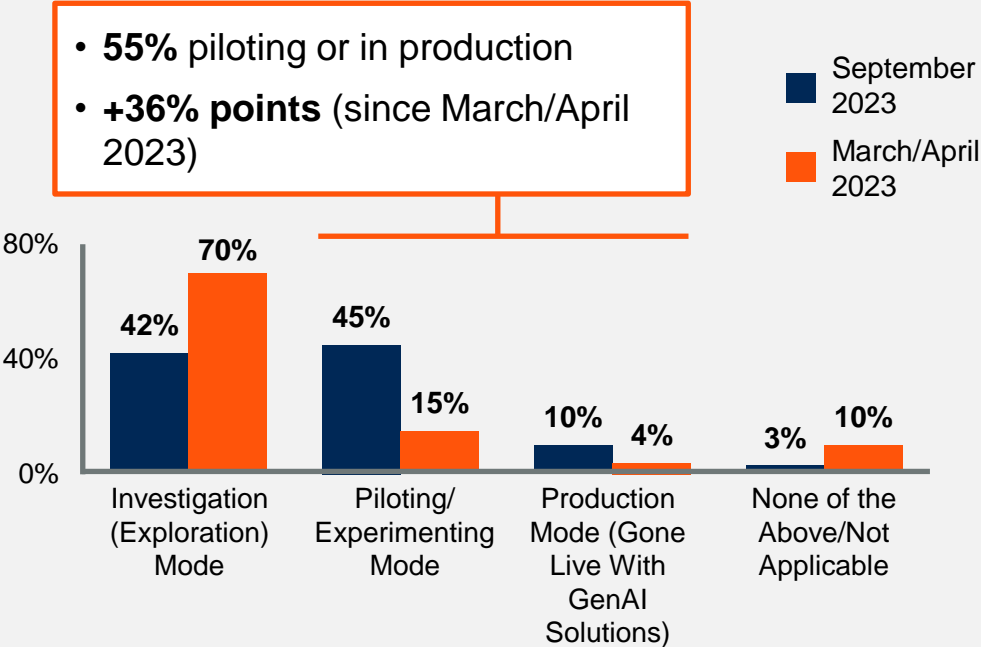
Current GenAI Enterprise Investments

GenAI Investments Scaling Across Multiple Business Functions



n = 1,419
 Source: [Generative AI Realities: Proactive Approaches for Quantifiable Business Results Webinar Poll](#) (September 2023)

Enterprise Investments for GenAI Initiatives



n = 1,419 (September); 2,544 (March and April)
 Source: [Generative AI Realities: Proactive Approaches for Quantifiable Business Results Webinar Poll](#) (September 2023); [Beyond the Hype: Enterprise Impact of ChatGPT and Generative AI Poll](#) (March and April 2023)

The Path Forward: Autonomous Finance

Autonomous Finance

An autonomous finance function isn't just automated, it's capable of delivering augmented real-time and predictive insights, effortless compliance and greater flexibility in financial strategy. However, it relies on self-learning software agents, and CFOs need a robust technology roadmap and a new mindset to effect this transformation.

Back-Office Use Case

- AI-enabled process mining algorithms capturing all variations and exceptions in P2P and O2C
- Virtual assistants processing transactions with machine customers and vendors

Middle-Office Use Case

- Blockchain enables an audit-ready continuous close
- Smart contracts enforce accounting controls and intercompany adjustments



Front-Office Use Case

- ML identifies new variables to improve cash and investment forecasts
- Decision intelligence powering financially savvy tactical and operational decisions

Office of the CFO Use Case

- DeFi enables innovative options for raising capital and insuring against financial risk
- Natural language processing (NLP) enables better understanding of retail investor sentiment

Source: Gartner

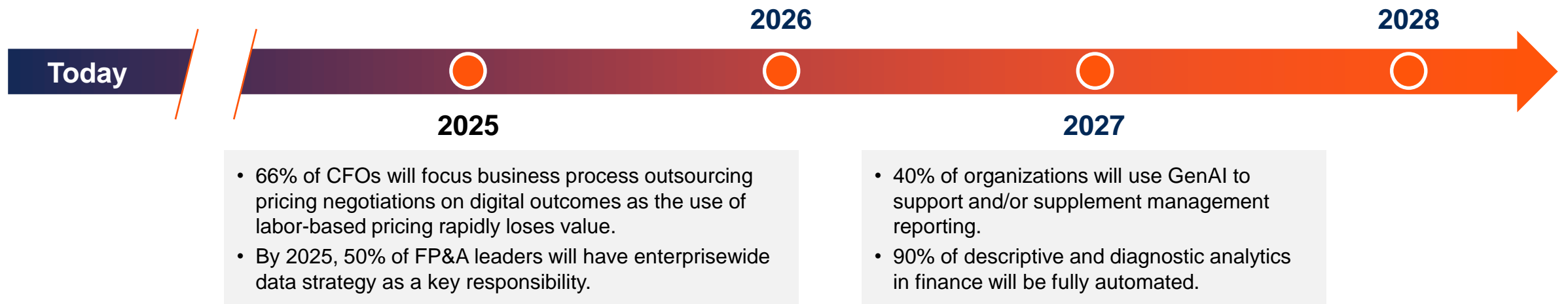
RESTRICTED DISTRIBUTION

Autonomous Finance Predictions

Strategic Planning Assumptions for Autonomous Finance

- 90% of finance functions will deploy at least one AI-enabled technology solution, but fewer than 10% will see headcount reductions as a result.
- 50% of all new employees hired by top-performing corporate finance functions will have backgrounds in fields other than finance or accounting.
- 30% of controllership organizations will feature hyperautomation use cases in their digital roadmap.

50% of organizations will have replaced time-consuming, bottom-up forecasting approaches with AI, resulting in autonomous operational, demand and other types of planning.

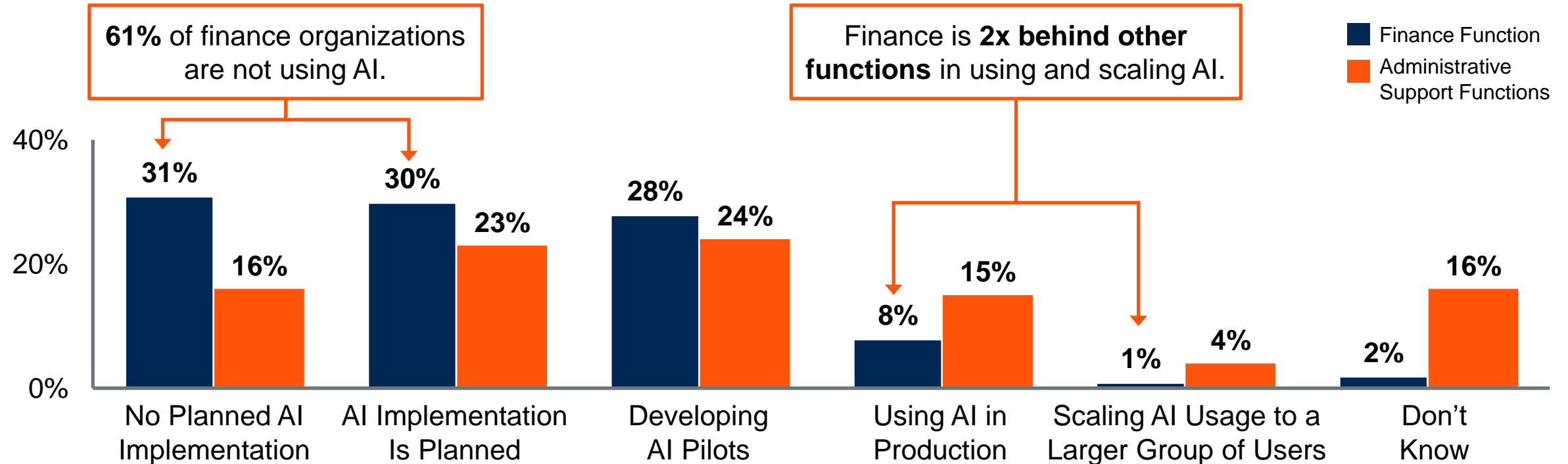


Source: Gartner Finance Predicts

RESTRICTED DISTRIBUTION

AI Adoption in Finance vs. Other Functions

Finance's Current Level of AI Use
Percentage of Respondents

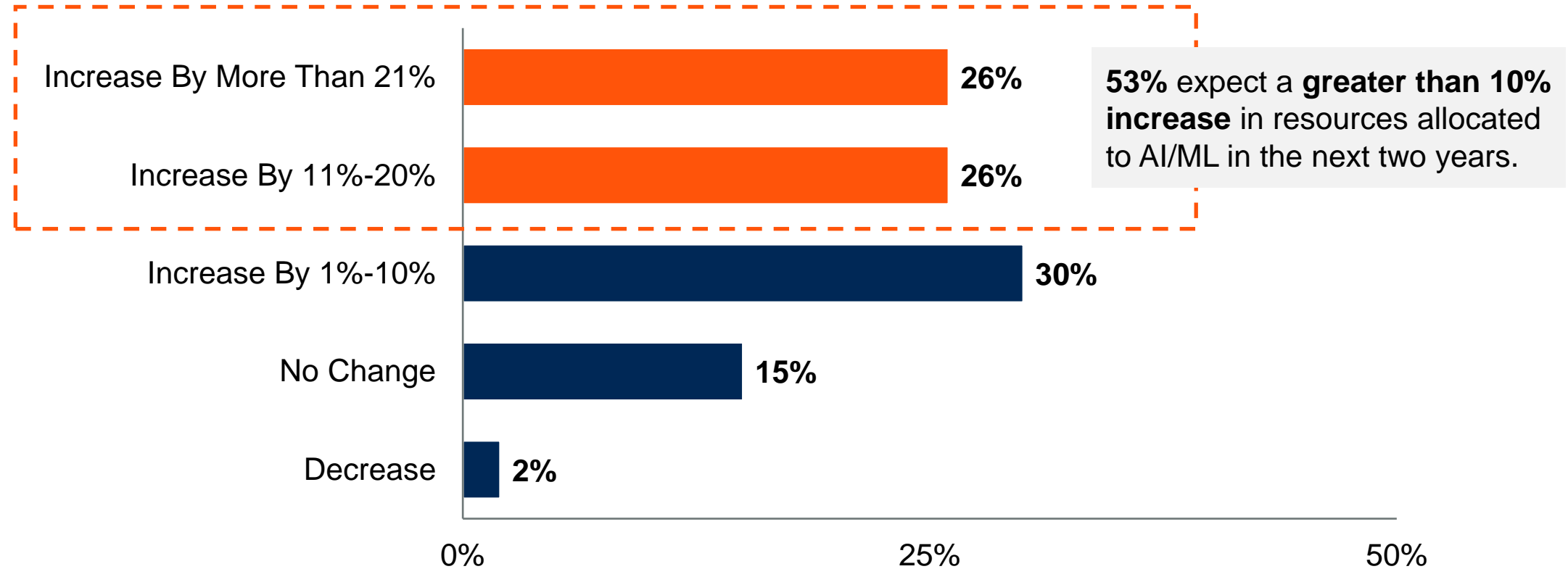


n = 130 for finance, n = 91 for administrative support functions
Q. In your finance function, which of the following best describes the current level of AI?
Source: 2023 Gartner AI in Finance Survey

RESTRICTED DISTRIBUTION

AI Investments Are Accelerating in the Near Term






Q: “Thinking about your finance function over the next two years, how much do you anticipate your cost/effort allocated to deploying AI/ML will change?”



n = 125 senior finance leaders
Source: 2023 Gartner AI in Finance Survey
Note: Top 2 response options total to 53% due to rounding.

RESTRICTED DISTRIBUTION

Top GenAI Use Cases CFOs Are Exploring

Use Case	Description
 Contract and Document Review	GenAI can scan contracts for errors and specific terms. Additional algorithms allow users to ask questions using natural language to get answers about terms and provisions. The same algorithms are used to summarize and categorize documents for sorting, review and retrieval.
 Financial and Management Reporting Draft Creation	GenAI can compose first drafts of management analysis and discussion talking points, as well as financial footnotes that finance teams evaluate and refine.
 Policy Interpretation	GenAI can review large collections of existing financial policies, like T&E policies, and provide initial recommendations for how those policies could be applied for finance teams to evaluate and refine.
 Coding Assistance	GenAI can translate code from older coding languages, like COBOL, into more modern programming languages, like SQL, KnowledgeSQL and Python.
 Forecast and Budget Variance Explanation	GenAI can provide explanations of forecast and budget variances for FP&A teams to use in business reviews, as well as further synthesize those trends and insights for executive and board consumption.

Source: Gartner

RESTRICTED DISTRIBUTION

**What are the recommended
FP&A actions to tackle the
top challenges of 2024?**

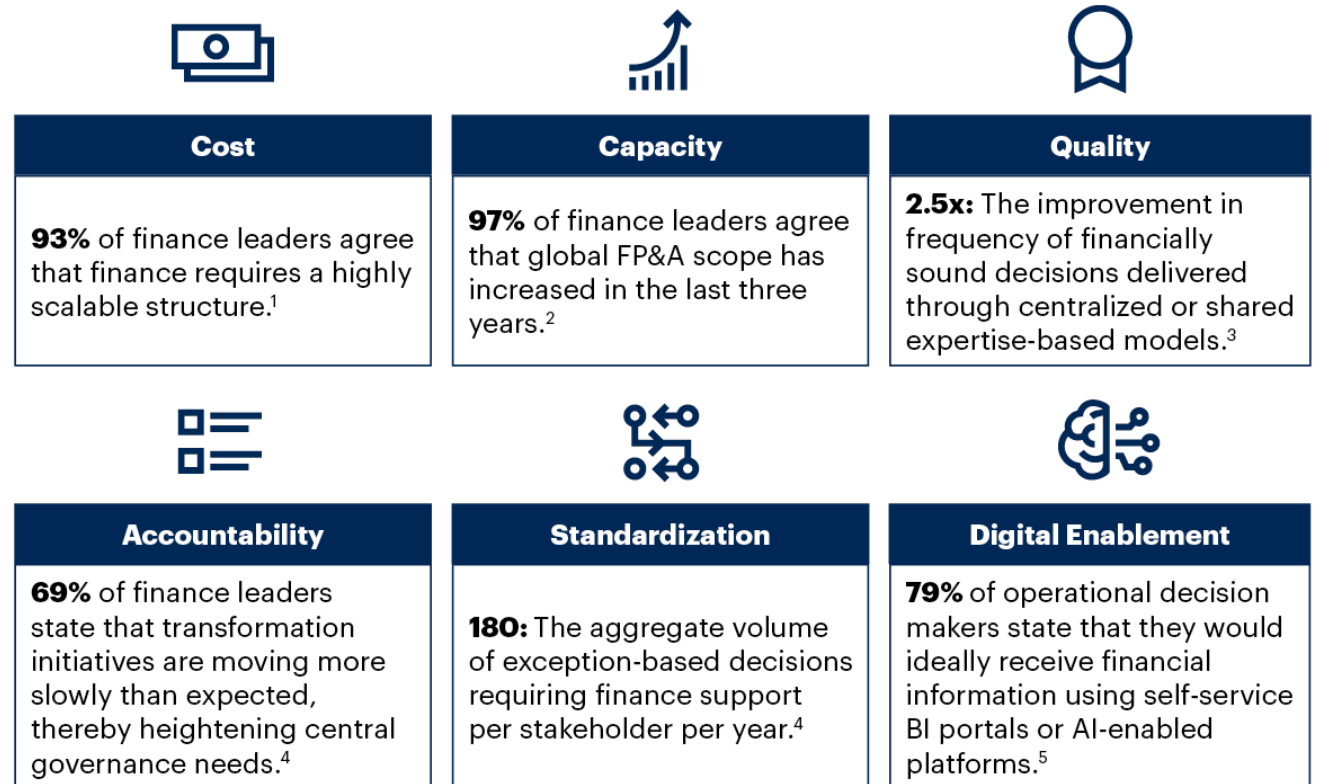


Action 1: Evolve FP&A's Scope and Organization Design to Maximize Business Impact

Gartner Recommendations:

1. Develop a compelling vision statement for FP&A that reflects alignment with business priorities, focuses on FP&A's comparative advantages and clarifies FP&A's role to the broader organization.
2. Build a strong business case for decision support centralization by highlighting six key benefits: cost, capacity, quality, accountability, standardization and digital enablement.
3. Determine which activities the organization should conduct in a COE using five criteria: frequency; relevance; reliance on specialized data, skill and domain expertise; reliance on multisource data and mature technology; and the audience's data literacy.

6 Benefits of Finance Decision Support Centralization



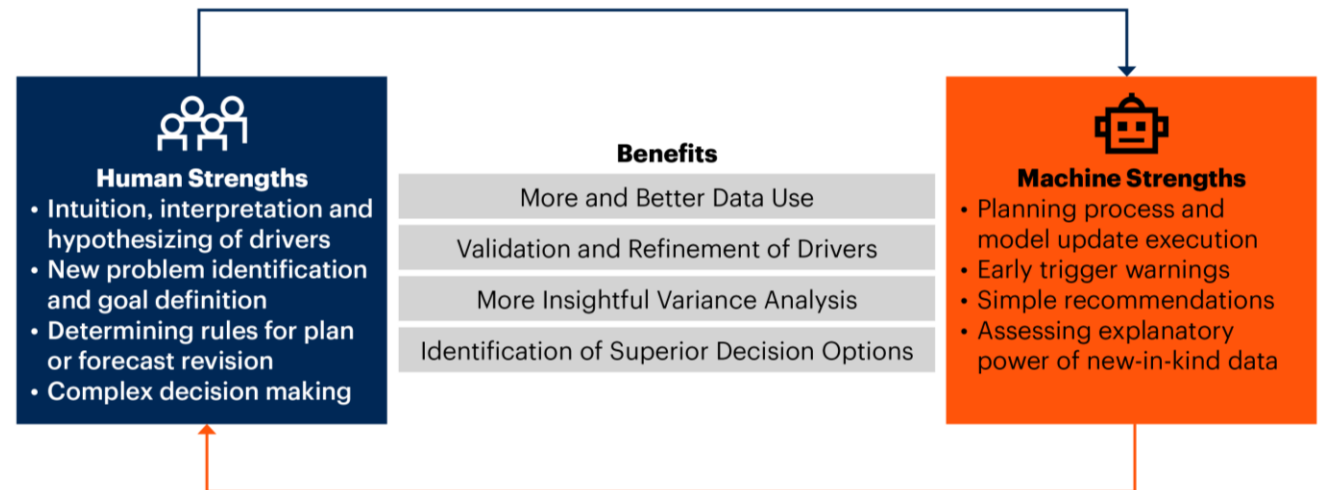
¹ 2020 Gartner Future of Finance Survey
² 2021 Gartner Finance CFO Research Circle Survey
³ 2018 Gartner Decision-Making Model
⁴ 2022 Gartner Finance Transformation Survey
⁵ 2019 Gartner Panel Survey of Decision Makers on Data Management Practices

Action 2: Transform Planning and Forecasting Capabilities Using AI and ML

Gartner Recommendations:

1. Drive planning agility by establishing a human-machine learning loop — collaborative and continuous learning between humans and AI about assumptions, performance drivers and new forms of data.
2. Begin ML deployment on hard-to-diagnose problems that harness the unique strengths of machines over humans to improve FP&A staff's appreciation of how machines complement human strengths.
3. Deploy targeted applications of GenAI capabilities for greatest success. Autogenerate commentary to explain forecasts, improve driver identification, document and simplify process explanations, creating synthetic data and summarize large volumes of content.

The Human-Machine Learning Loop in Financial Planning



Source: Gartner

RESTRICTED DISTRIBUTION

Action 3: Step-Change Finance Dashboarding and Storytelling

Gartner Recommendations:

1. Differentiate dashboard capabilities and use cases from management reporting given they fulfill different goals and serve different audiences.
2. Develop a driver map framework to map the information needs of decision makers to complex data and analytics environments.

3. Use graph analytics and decision intelligence capabilities to structure data relationships and design data story plotlines that make sense to finance's stakeholders.

Graph Theory and Decision Science to Combine Linear Stories With Nonlinear Platforms

Graph Analytics

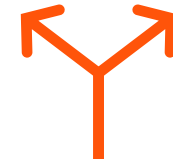
The study of relationships between **objects** using pairwise relationship (vertices and edges) ...



Graph reveals **context**.

Decision Intelligence

The multidisciplinary study of decision-making processes and **the application of techniques to improve decision-making quality** ...



Decision intelligence reveals **intuition**.

Source: Gartner

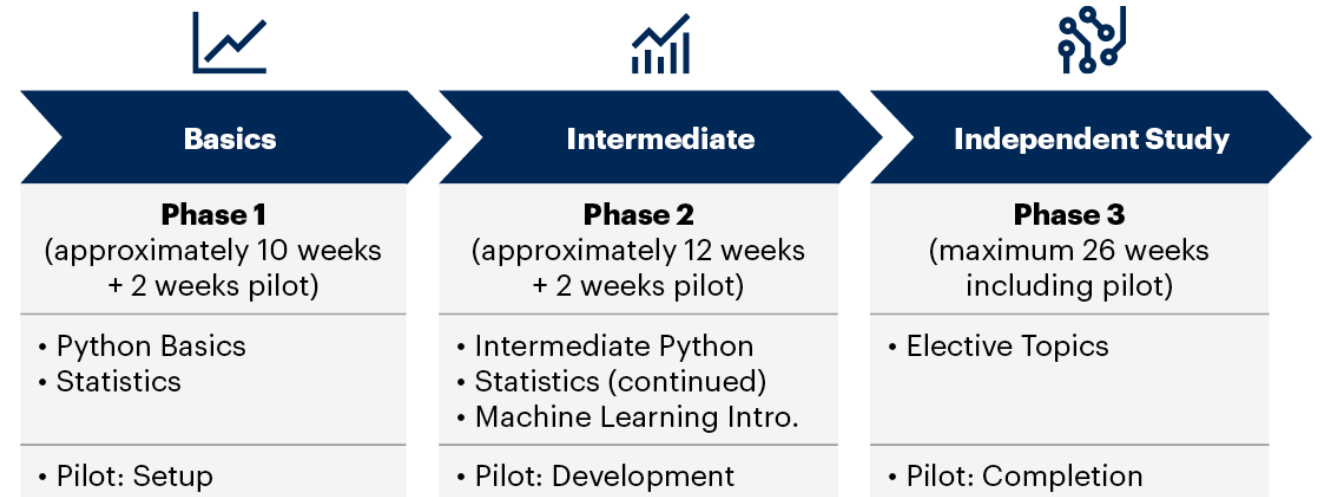
RESTRICTED DISTRIBUTION

Action 4: Attract and Develop Data Science Talent in FP&A

Gartner Recommendations:

1. Rebrand FP&A by improving the value proposition for data and analytics and data science professionals in finance.
2. Open FP&A recruitment pipelines (both internal and external) to nonfinance professionals with data, analytics or data science backgrounds and formalize related career paths and competency models.
3. **Develop a citizen data scientist skills program customized for finance to focus learning on finance-relevant items and accelerate the learning process.**

Phases of the Citizen Data Scientist Training Plan



Source: Gartner

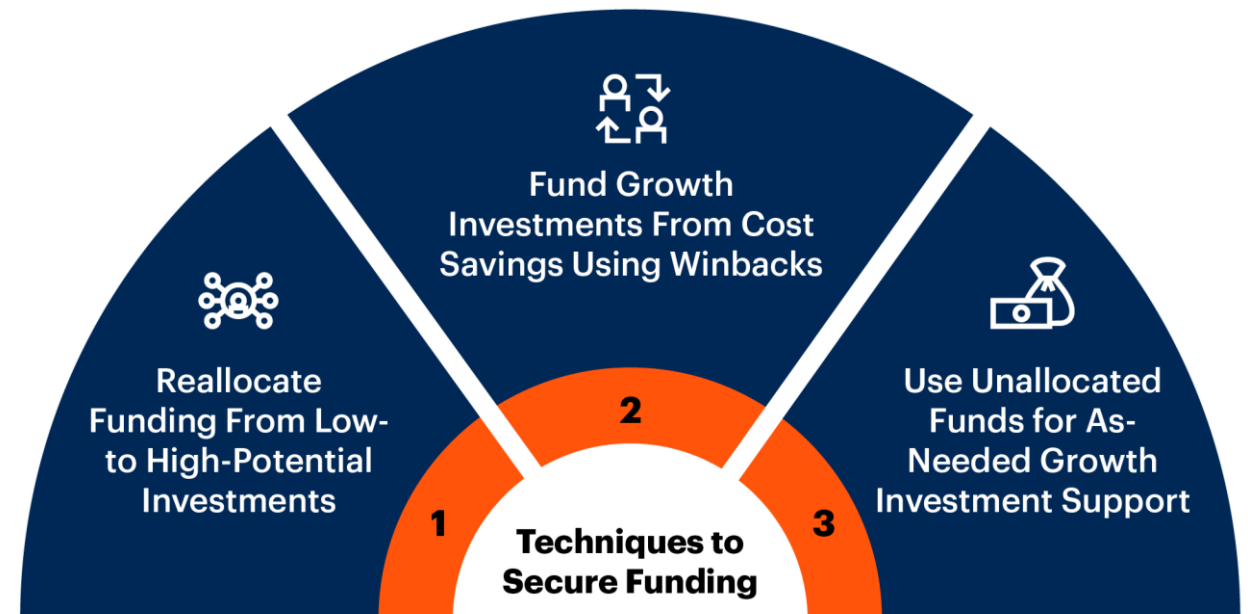
RESTRICTED DISTRIBUTION

Action 5: Manage Spend, Drive Productivity and Unlock Growth

Gartner Recommendations:

1. When reducing costs, isolate cost reductions to commoditizing costs (spending on capabilities any competitor can emulate) and protect differentiating costs (spending that creates competitive differentiation).
2. Use creative funding techniques, such as reallocating funding from low- to high-potential investments, establishing cost-savings win-back mechanism and harvesting unallocated funds for as-needed growth investment support that make the best use of limited resources.
3. Use block funding as a gradual allocation mechanism to build organizational comfort in funding innovative investments with less certain ROI.

Creative Ways to Secure Growth Investment Funding in a Cost-Constrained Environment



Source: Gartner

RESTRICTED DISTRIBUTION

Get Started With Resources for Gartner Clients

Priority 1 — Get Your Finance Transformation Back on Track

- 🔗 [Ignition Guide to Designing the FP&A Function](#)
- 🔗 [Quick Answer: What's the Business Case for Centralizing Finance's Decision Support?](#)
- 🔗 [Tool: Finance Advanced Analytics Center of Excellence Activity Migration Assessment](#)

Priority 2 — Rethink Finance Strategy, Capabilities and Roles

- 🔗 [Improve Budgeting and Forecasting Agility With AI/ML Using a Human-Machine Learning Loop](#)
- 🔗 [Quick Answer: How to Improve Financial Planning With Generative AI](#)
- 🔗 [Business Drivers Unlock the Power of AI Forecasting](#)

Priority 3 — Step-Change Finance Insights and Storytelling

- 🔗 [Why Dashboard Design Must Not Be Based on Management Reporting Principles](#)
- 🔗 [Driver Mapping: A Cornerstone of Finance Data and Analytics](#)
- 🔗 [Quick Answer: When to Use Graph Analytics in Finance](#)

Priority 4 — Drive Productivity and Unlock Profitable Growth

- 🔗 [Infographic: The Data Science Ecosystem in Finance](#)
- 🔗 [The AI Generation: How to Attract and Develop Data Science Talent for Finance's Autonomous Future](#)
- 🔗 [Tool: Finance Citizen Data Scientist Training Plan Template](#)

Priority 5 — Put Finance in “AI Mode”

- 🔗 [4 CFO Lessons From Recent Cost-Cutting Efforts](#)
- 🔗 [How FP&A Leaders Can Fund Innovation Like a Mature Innovator](#)
- 🔗 [How CFOs Can Avoid Starving Growth Investments During Cost-Cutting](#)

Get Advice

1. [Schedule an inquiry](#) with a Gartner expert.
2. Seek peer perspectives by [asking them a question directly](#).

For information, please contact your Gartner representative.

RESTRICTED DISTRIBUTION

21 © 2024 Gartner, Inc. and/or its affiliates. All rights reserved.

Gartner[®]

Gartner Finance Conference and Other Support

RESTRICTED DISTRIBUTION

22 © 2024 Gartner, Inc. and/or its affiliates. All rights reserved.

Gartner[®]

2024 CFO & Finance Executive Conferences

Autonomous Finance: Driving Transformation to Unlock Enterprise Value

Higher rates. Challenged growth. Scarce labor. Cost pressure. Security threats. And the scramble for AI use cases. The current conditions are driving an enterprise focus on productivity across all assets to unlock resources for investment and growth, putting finance in the spotlight again in 2024.

To help your organization navigate these challenges with confidence, your finance leadership team must rapidly evolve, transform and redefine their data, process, technologies, staff capabilities and organizational models.

CFO: Improve the ROI of Finance and Enterprise Transformation

The CFO role is expanding faster than ever and challenging leaders to shift their time, attention and focus to new threats and opportunities across the enterprise. In this track, CFOs will gain insight on best practices for driving growth while managing enterprise risks, productivity and digital transformation. Within the function, CFOs must also continue to drive transformation across their budgeting and planning, analytics, data, technology roadmaps, staff and org models. We will share the latest data, insights and best practices needed to lead these transformation efforts from a position of strength and confidence.

FP&A: Enhance Planning by Putting Finance in “AI-Mode”

The business needs faster, relevant and declarative data to navigate current risks and opportunities on the horizon. In this track, FP&A leaders will learn how to rapidly supplement and enhance their planning, analytics and data to support enterprise needs. This track will also have a heavy emphasis placed on the risks, opportunities and roadmaps needed to explore and pilot AI across FP&A to forever change the scope and impact of the function.

Controller: Faster. Leaner. And More Accurate.

Controllers are under pressure to drive a faster close, reduce errors and step-change the speed of key processes. All while dramatically retooling their teams and reducing the cost of the function amid a talent shortage. In this track, controllers will explore the future of the controllership function and learn how key technologies like robotic process automation (RPA), machine learning (ML) and AI can accelerate productivity improvements.

Finance Transformation: Investing Wisely to Deliver Results in a Resource-Constrained Environment

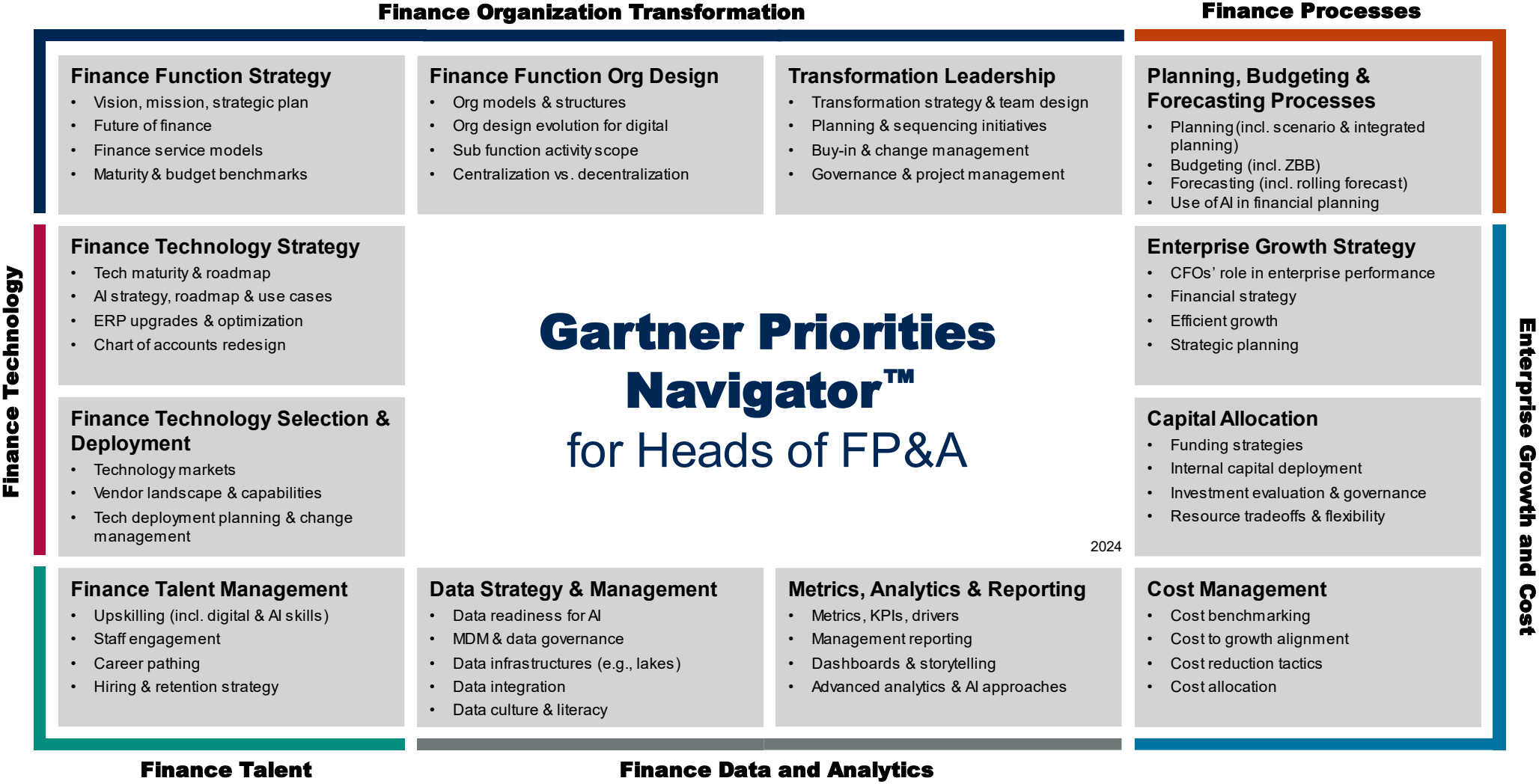
Gartner forecasts that only 30% of finance teams will successfully meet their transformation objectives by 2026. What can you as a leader do to change this outlook, control your success, and elevate your role? In this track, finance transformation leaders will gain key insights into transformation success factors, explore new operating models, discover emerging technology opportunities, build cohesive roadmaps for staff and technology, and confidently manage change.

- [Gartner CFO & Finance Executive Conference](#): 26 – 27 February 2024 | Sydney, Australia
- [Gartner CFO & Finance Executive Conference](#): 20 – 21 May 2024 | National Harbor, MD, U.S.
- [Gartner CFO & Finance Executive Conference](#): 11 – 12 September 2024 | London, U.K.

Source: Gartner

RESTRICTED DISTRIBUTION

Gartner Finance Support for FP&A Leaders




Source: Gartner

RESTRICTED DISTRIBUTION



Actionable, objective insight

Position your organization for success. Explore these additional complimentary resources and tools for finance leaders:

Client Story 

Accelerating Finance's Digital Transformation

Learn how a CFO leveraged Gartner support to accelerate transformation.


[Watch Now](#)

Research 

Machine Learning Models for Financial Planning

Learn how FP&A teams are successfully implementing machine learning.


[Download Now](#)

How We Help 

Gartner for Finance

Discover how we can help you achieve your mission-critical priorities.

[Learn More](#)

Webinar 

Join an Expert Deep Dive

Explore unique finance events hosted by our Gartner expert analysts.

[Watch Now](#)

Already a client?
Get access to even more resources in your client portal. [Log In](#)

Connect With Us

Get actionable, objective insight to deliver on your mission-critical priorities. Our expert guidance and tools enable faster, smarter decisions and stronger performance. Contact us to become a client:

U.S.: 1 855 811 7593

International: +44 (0) 3330 607 044

[Become a Client](#)

Learn more about Gartner for Finance Leaders

gartner.com/en/finance

Stay connected to the latest insights



RESTRICTED DISTRIBUTION

© 2024 Gartner, Inc. and/or its affiliates. All rights reserved. CM_GBS_2562032

Gartner[®]