

Gen AI From Idea to **IMPACT**



CFO's Role in Gen AI Transformation

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The Hackett Group® overview

The Hackett Group® has empirically defined Digital World Class® providing the intellectual property and end-to-end transformation understanding needed to get you there

Hackett has empirically defined Digital World Class®

Business Value

- Effective decision support
- Better alignment to the needs of the business
- Higher quality & accuracy
- Operational Agility

Operational Excellence

- Lower total costs
- Faster cycle times
- Higher productivity
- Process automation



Hackett's intellectual property explains how to close the gaps

85%

Higher net margin

18%

Better EBITDA

53%

Total shareholder return



57,700 Performance metrics **26,600** Benchmarking studies **2,050** Best practices **550+** Process maps
330 Implementation and configuration guides **30+** Best practices scorecards

Agenda

1

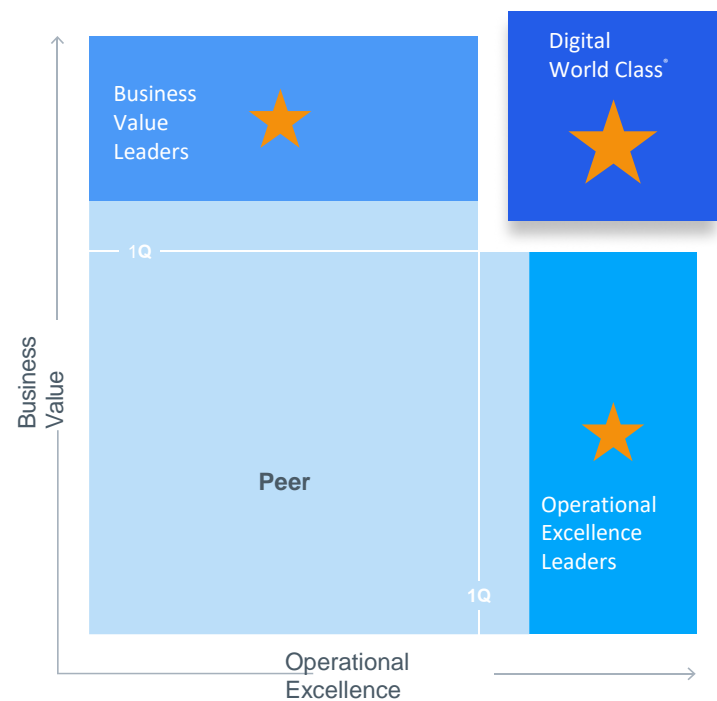
Characteristics of Digital World Class in 2024

2

Transformation and Innovation with GenAI

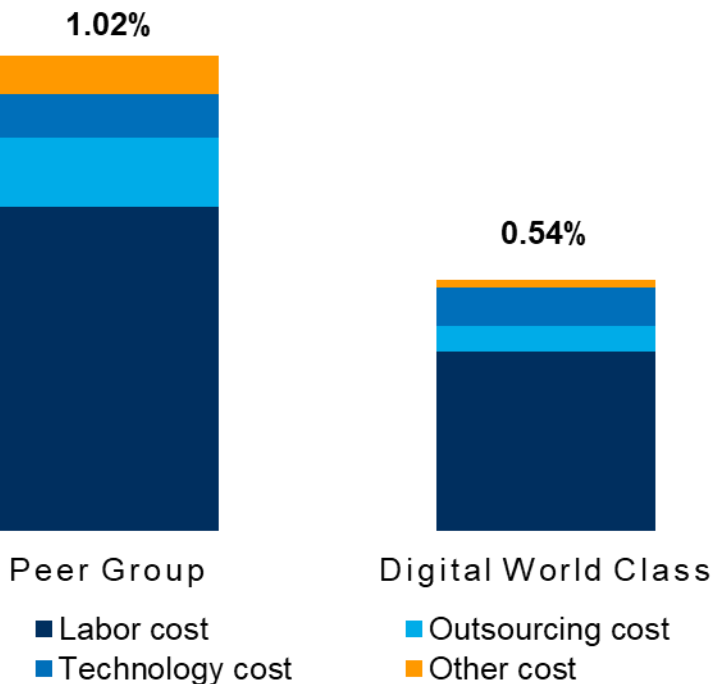
Major Forces Driving the Finance Agenda

The Hackett Group Value Grid™

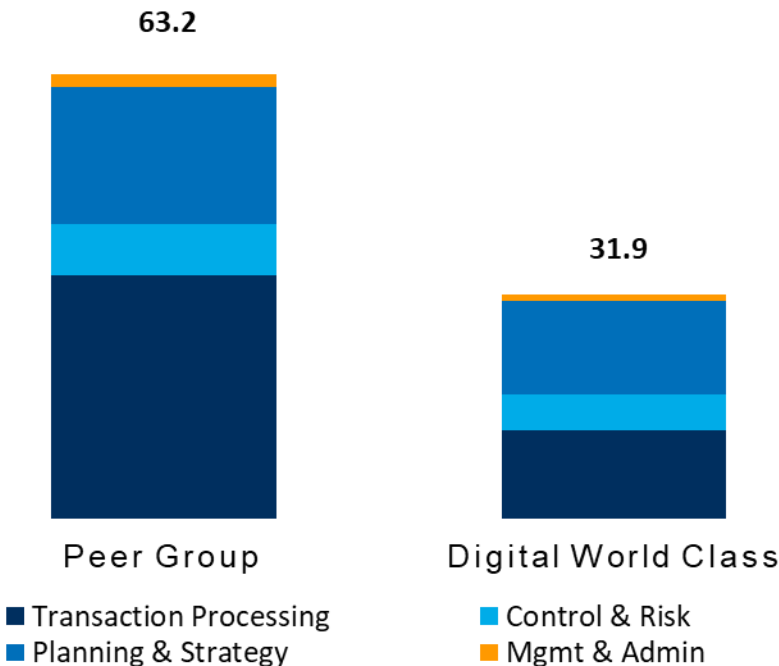


Business Value =
Effectiveness, Experience,
Digital Business Enablement
Operational Excellence =
Efficiency, Business Process
Automation

Finance Cost as a Percent of Revenue

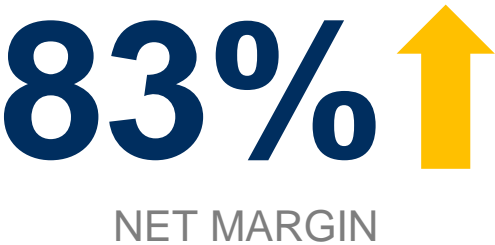


Finance FTEs per \$1B of Revenue



Digital World Class® yields enterprise financial performance advantages

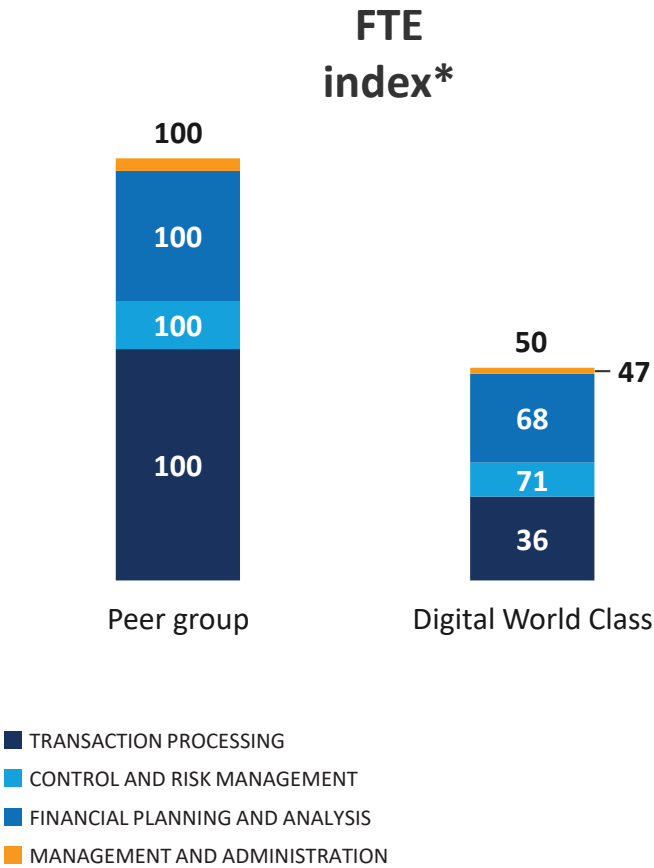
Organizations with at least one Digital World Class® business services function outperform industry peers.



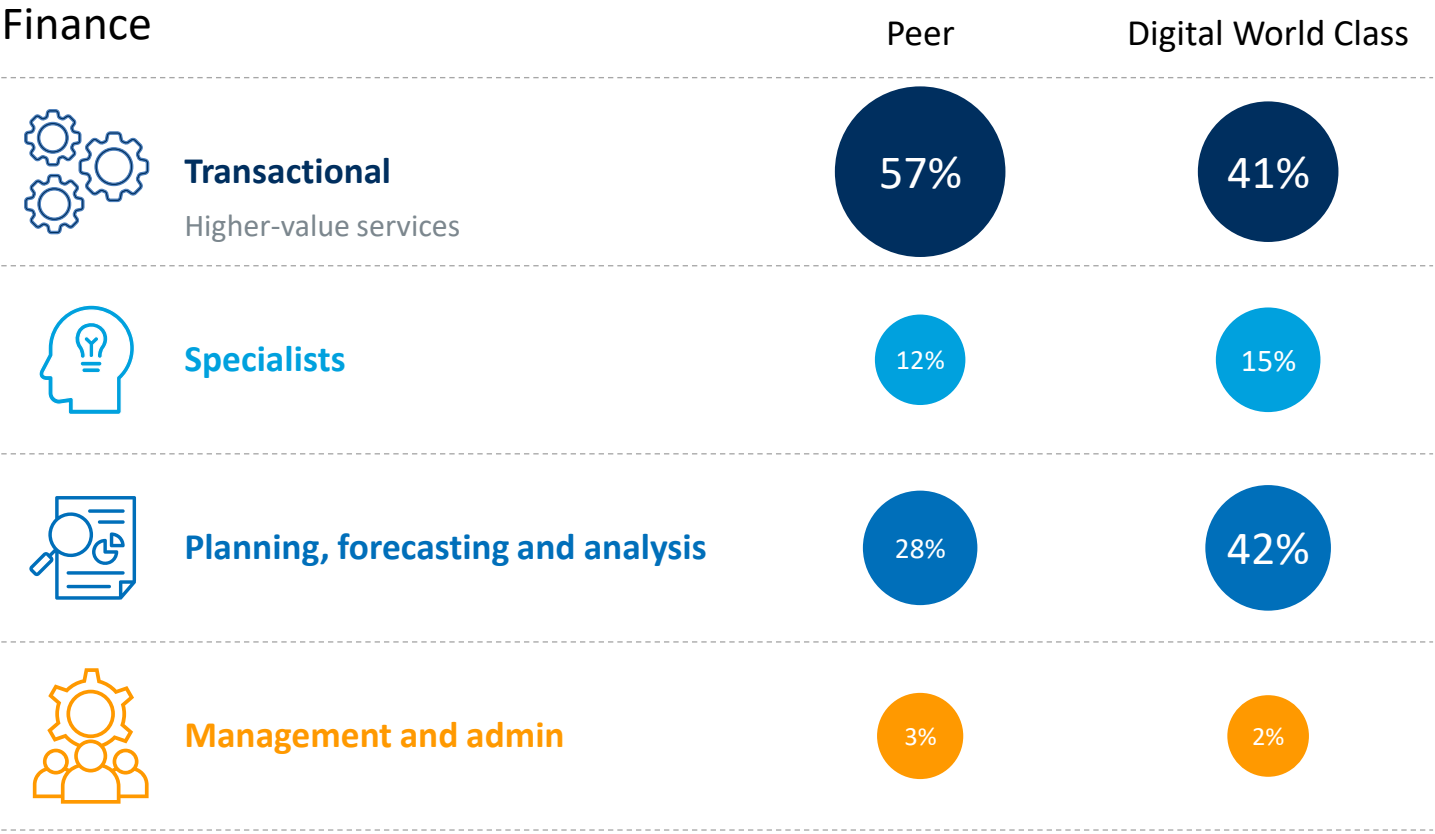
Source: Finance Benchmark Research Analysis, The Hackett Group

Digital World Class® organizations shift resource to value-enabling services

The Digital World Class labor advantage



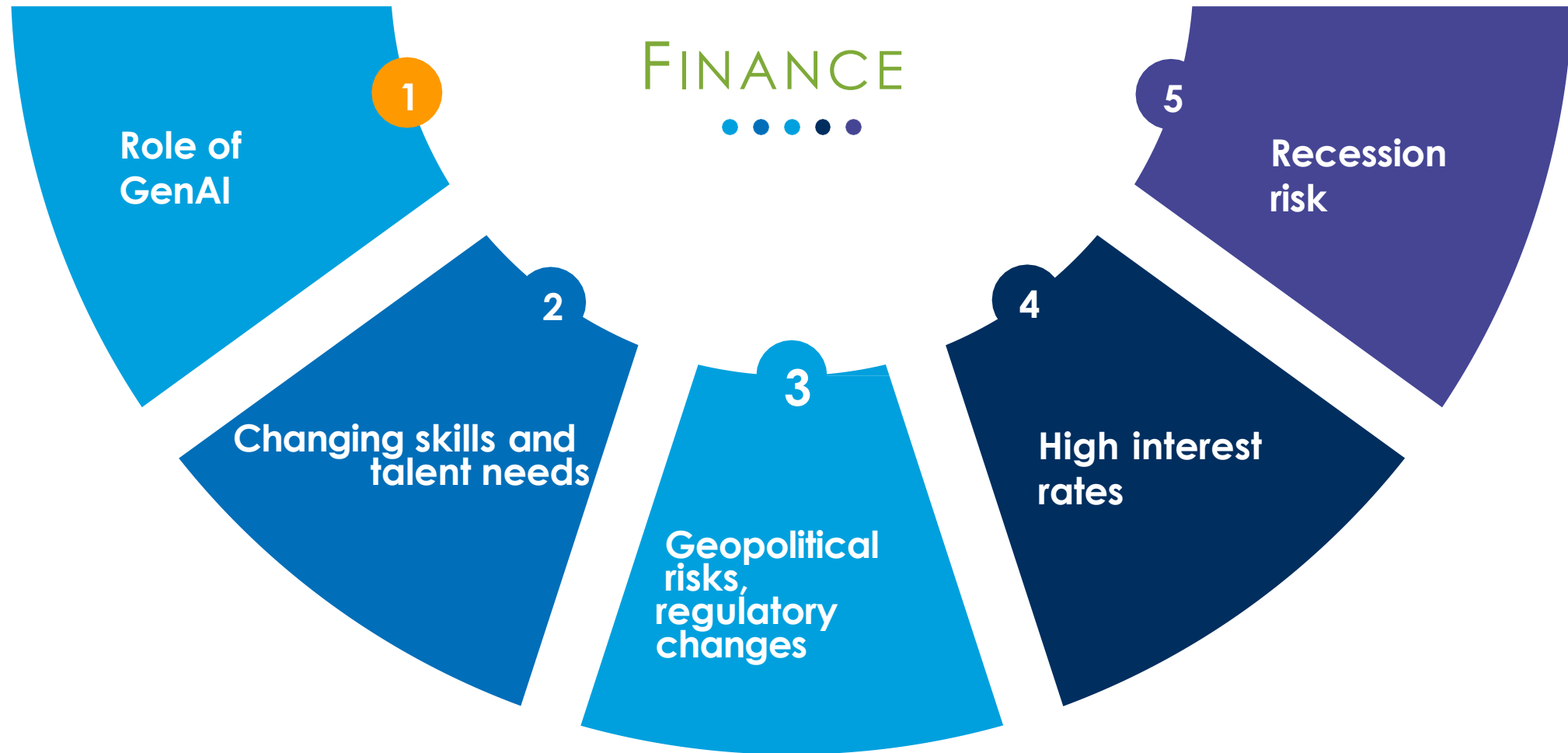
The Digital World Class allocation shift



Source: Finance Functional Benchmark, The Hackett Group, 2024

Transformation and Innovation with GenAI

Multiple forces are reshaping finance organizations.



Where are Global Enterprises in their AI journey?

Digital World Class® has mobilized Gen AI tools and ‘proof of concept’ implementations

LATE ADOPTERS(30%)

Description

Disinterested in being FIRST, waiting for the technology to mature.

Risk

Low

Benefit

Low

AI Attributes

☒

Curiosity for AI learning / peer experiences

☒

Accumulated use cases

☐

Experimented with AI tech/ productivity tools

☐

Appointed AI leader w/ champions (ideate)

☐

Selected ‘best return’ cases & build ‘the plan’

☐

Gen AI platform to enable the AI roadmap

☐

Execute POCs/ Value with benefit reporting

☐

Institutionalize AI & scale the value

Advisement

Imperative you at least have an AI plan.

EXPERIMENTERS(60%)

Description

Entrepreneurial ‘hot spots’ experiment with AI throughout the organization. .

Risk

High

Benefit

Moderate

AI Attributes

☒

Curiosity for AI learning / peer experiences

☒

Accumulated use cases

☒

Experimented with AI tech/ productivity tools

☒

Appointed AI leader w/ champions (ideate)

☐

Selected ‘best return’ cases & build ‘the plan’

☐

Gen AI platform to enable the AI roadmap

☐

Execute POCs/ Value with benefit reporting

☐

Institutionalize AI & scale the value

Advisement

Important to introduce Governance and an AI leader into your program.

DISCIPLINED LEADERS(10%)

Description

Disciplined approach with appointed leader that engages in disciplined AI process

Risk

Low

Benefit

High

AI Attributes

☒

Curiosity for AI learning / peer experiences

☒

Accumulated use cases

☒

Experimented with AI tech/ productivity tools

☒

Appointed AI leader w/ champions (ideate)

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Selected ‘best return’ cases & build ‘the plan’

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Gen AI platform to enable the AI roadmap

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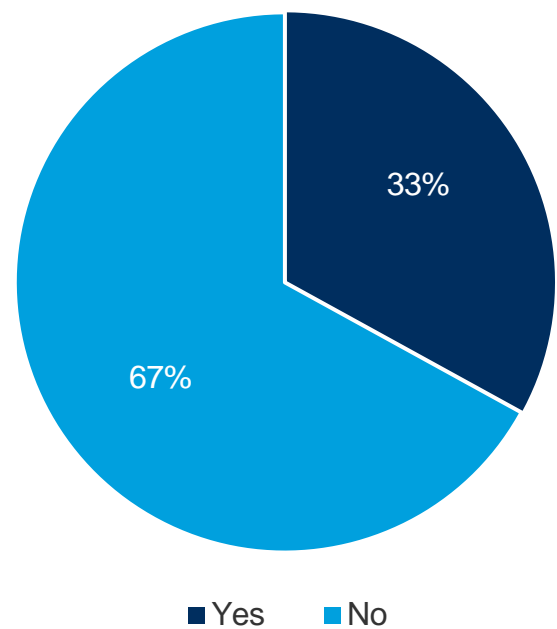
Institutionalize AI & scale the value

Advisement

Establish an evolving organization that iterates as AI technology evolves.

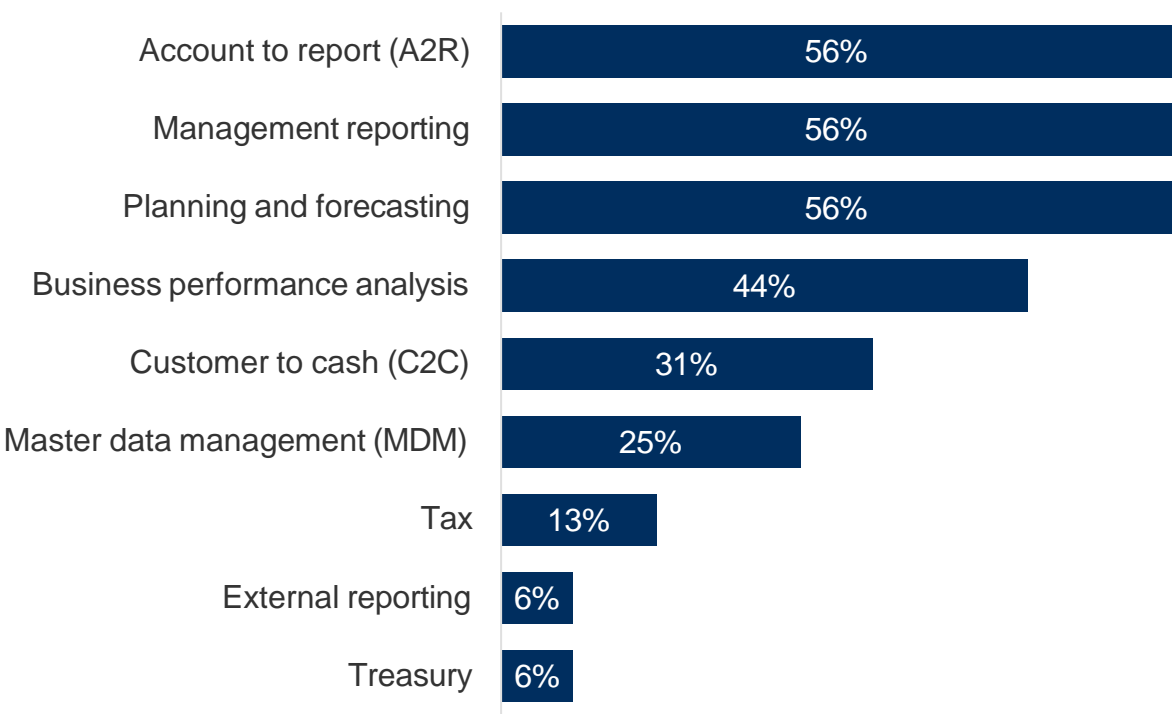
...with opportunities to transform and innovate finance capabilities with GenAI

EVALUATING GENERATIVE AI IN FINANCE



Q. Are you evaluating generative AI in finance?

EVALUATING GENERATIVE AI IN PARTS OF FINANCE

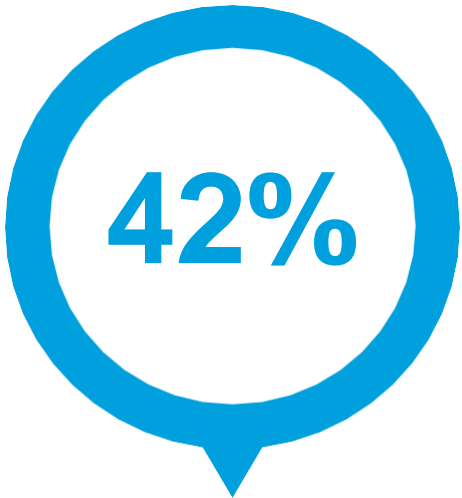


Finance use cases will aggregate to a substantial impact

Finance has full agenda of priorities and deliverables that Gen AI can begin to directly impact productivity for your organization. At this stage in the cycle, examples of how Finance teams are tactically utilizing Gen AI are illustrated below.

General staff productivity

- Office productivity:
 - Teams meeting notes and action items
 - Outlook email writing
 - Text summarization
- External research
- Content creation:
 - PowerPoint presentations
 - Excel analyses/formulas
- Data visualization
- Business partnering:
 - Rapid ad hoc analysis
 - Self-service/pre-educated counterparts
- *And more ...*



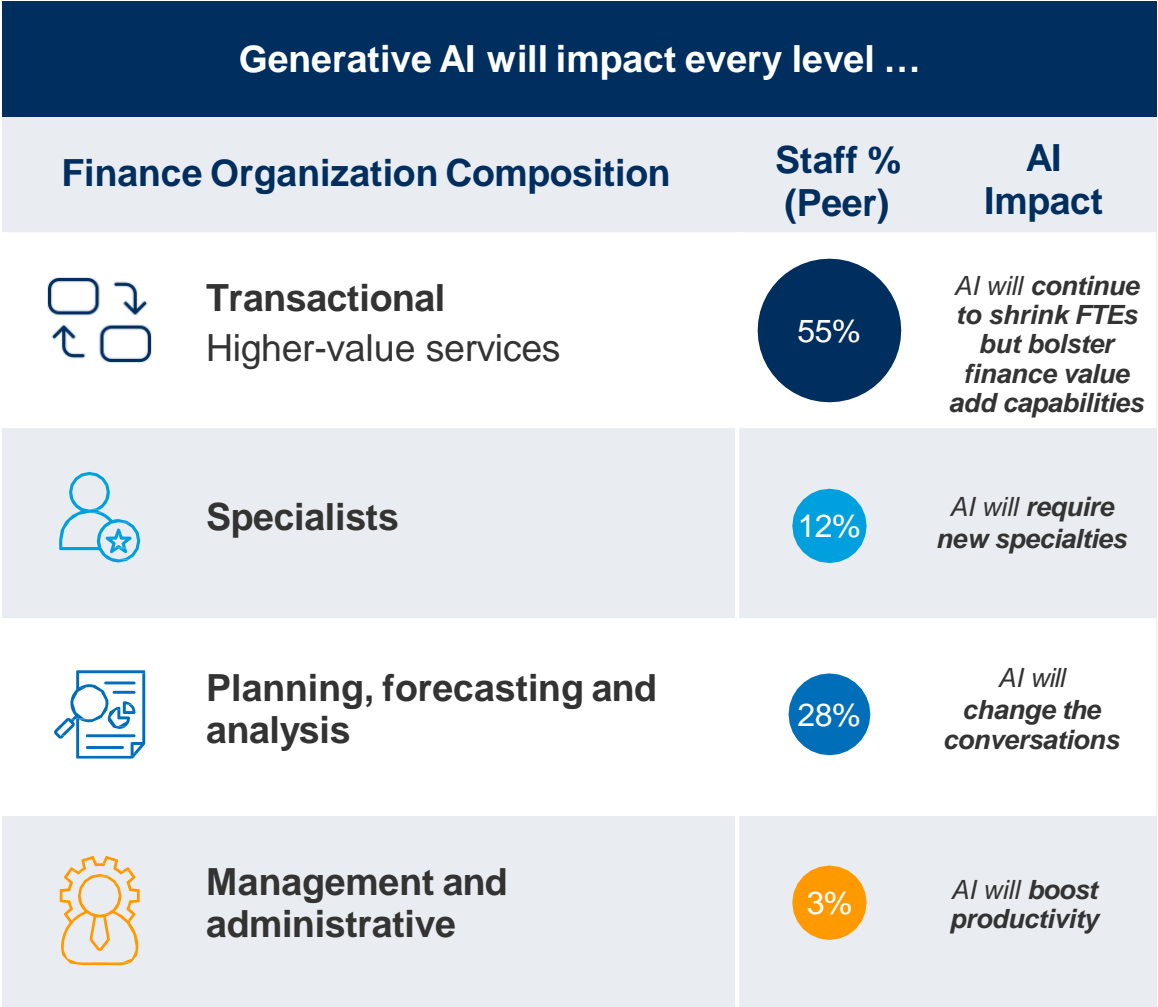
Forecasted reduction in
finance function's FTEs:
Over the next 7 years

Finance deliverables

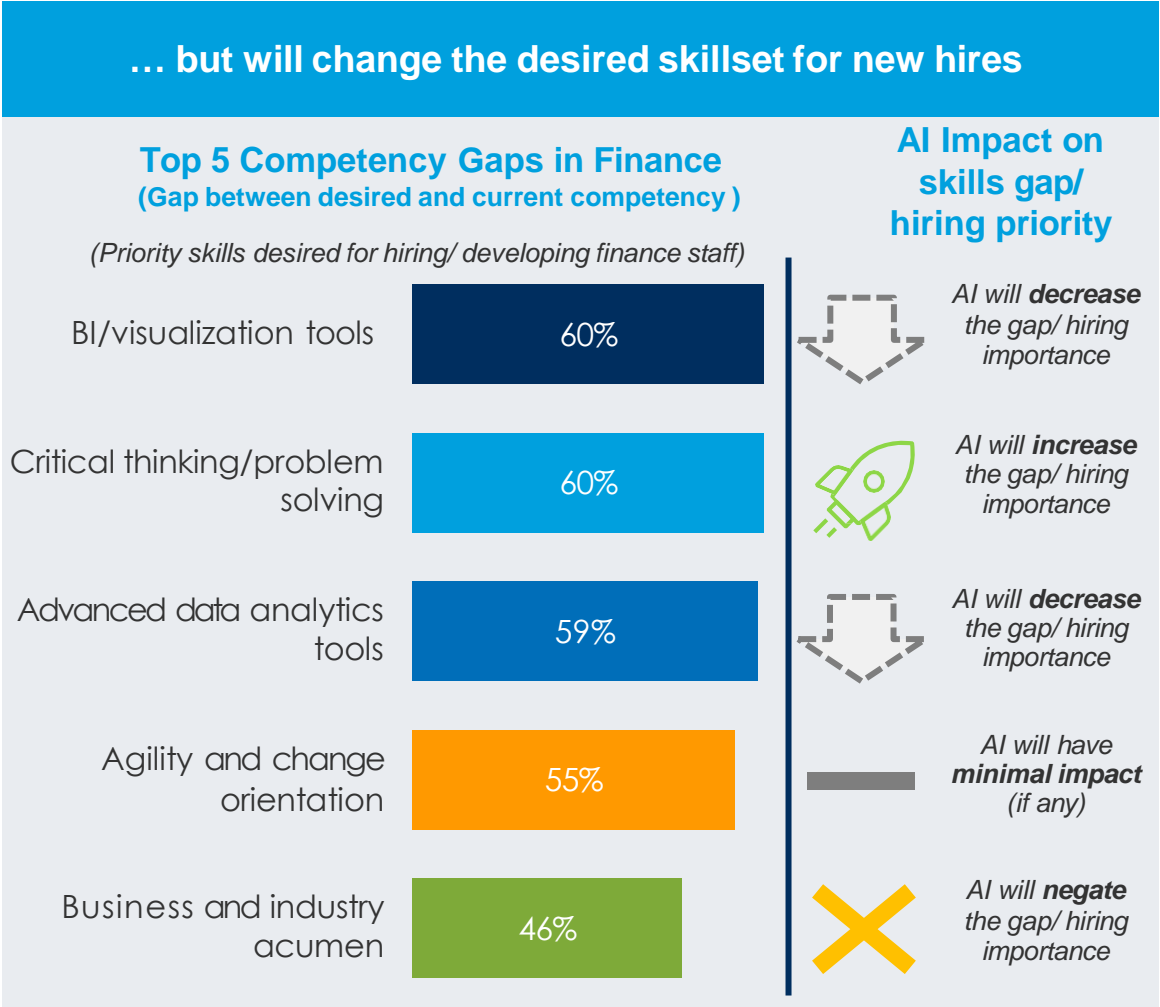
- Draft financial reports and summaries for internal and external reporting
- Prepare earnings call scripts, earnings releases and anticipate investor inquiries
- Assist in research for credit application reviewers
- Preparation of intelligent autoresponses
- Internal audit, compliance review and reporting
- Environmental, social and governance (ESG) reporting
- Alerts for new regulations with change summaries
- Draft responses to regulator queries
- Perform tax calculations
- *And more ...*

Generative AI will have the largest impact on staff

Due to the transformative power of Gen AI, staffing levels will be dramatically reduced while the types of skillsets and who organizations hire will pivot. Skill sets will be augmented and, in some instances, be replaced by Gen AI capabilities.



Source: The Hackett Group Benchmark Metrics



Source: Developing the Finance Skills of the Future

There are three types of Generative AI solutions to ‘move the needle’ – and Finance organizations are actively deploying and moving now to drive breakthrough change

Embedded Gen AI

Gen AI functionality embedded in third-party solutions



- Variance analysis and narrative commentary
- Code generation for bespoke/ad hoc needs (Excel® Macro, VB)
- Automation of manual journals
- Real-time end-to-end process models and related KPIs

Native Gen AI

Custom developed using enterprise solutions designed for specific use cases



- AP dispute automation
- Policy compliance – T&E, p-cards materiality thresholds
- FP&A real-time insights and digital advisor
- Real-time supplier risk monitoring

Domain Specialized Gen AI

Pre-trained applications specialized in a particular function or process domain

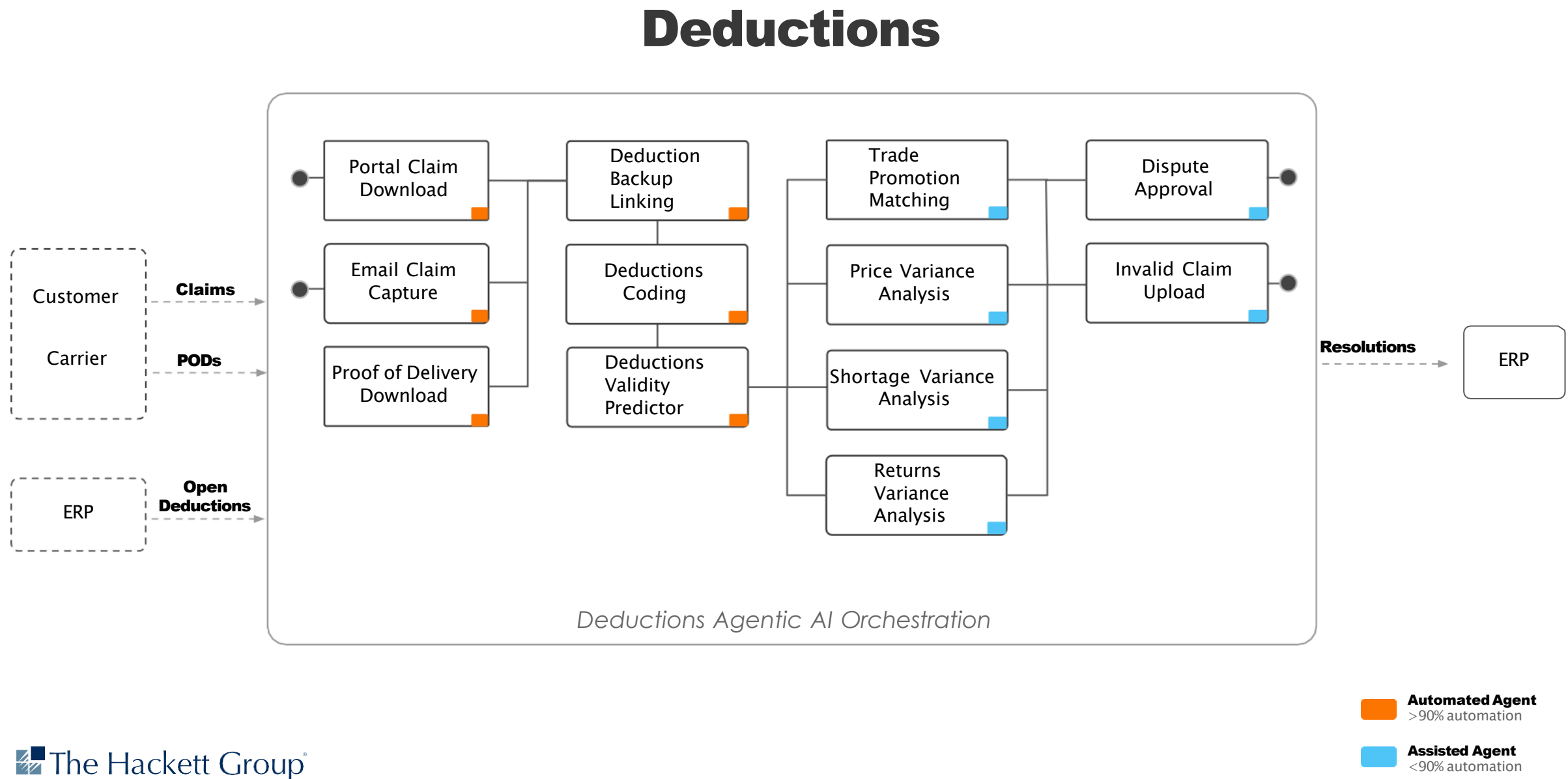


- Global tax specialized LLM
- Revenue recognition LLM
- Regulatory reporting LLM
- Internal audit specialized LLM
- Trade promotion spend LLM

Agentic AI Overview:

- “Agentic AI” refers to as “Autonomous Agents” and “Assisted Agents” which build on Gen AI
- Agentic AI refers to type of AI **system or micro application** that is defined to make decisions, work with limited direct human supervision and is able to achieve a desired goal across a multi-step process by using AI Agents.
- Agentic AI: can exhibit decision-making / reasoning, planning / orchestration, & adaptive execution
- Ideal Use Case Characteristics:
 1. Structured Work
 2. Requires fuzzy logic decision making by Human
- Key Benefits:
 1. Enhanced Autonomy
 2. Improved Problem Solving
 3. Adaptability
 4. Personalization
 5. Scalability

Example of a portfolio of Agentic AI for the Deductions Process



2024 Digital Awards: AI-driven benefits in action



Order-to-Cash

Email Complaint Automation (CIR Double Down)



Source-to-Purchase

Algorithm-based Compliance Passport across supplier network



Plan-to-Results

AI-Driven Insights on Enterprise Performance Management



Market-to-Opportunity

iBoost: Automated Booking Order confirmation and Draft Bill of Lading publication



GBS Service Desk

JAIDA – Convo AI & Gen AI



Talent Acquisition

Improving Talent Acquisition with Gen AI



Talent Management

TalentTurf™: Empowering Next-Gen Workforce with AI-Powered Performance Engagement



Purchase-to-Pay

Global Procurement AI Journey – Mia Front Door

Questions?





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Mr. Kumar has over 25 years of international experience in business transformation, global operations, and digital enablement having worked in Australia, Singapore, Japan, India, & US. Experienced in the design, building and digitally transforming global operations through digital enablement

Experienced in digital enablement of operations using intelligent automation and leading Hackett's research in Gen AI and building out Hackett's Gen AI solutions.

Prior experience includes being the COO focused on digitalization of operations and leader of Global Business Services Organization



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