

Stepping Into the Future of Controllership

Loreal Jiles
Grant Casner, CPA
Carole Jawhar, CPA

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The Association of
Accountants and
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Webinar Features and CPE Credit

Q&A

Asking Questions



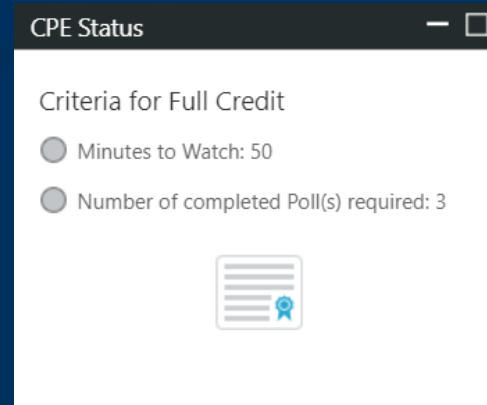
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Moderator

Steve Shannon

**Director of Partnership Marketing,
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Featured Presenters



Loreal Jiles
VP, Research and Thought
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IMA



Grant Casner, CPA
Advisory Partner
Deloitte & Touche LLP



Carole Jawhar, CPA
Advisory Managing Director
Deloitte & Touche LLP

Loreal Jiles's Biography

- Loreal Jiles is Vice President of Research and Thought Leadership for IMA. In this role, Loreal advances the management accounting profession through robust research initiatives that deliver actionable insights to accountants and financial professionals in business. She joined IMA as Director of Research, Digital Technology and Finance Transformation following nearly 15 years in the energy industry in roles spanning accounting, digital technology, transformation, financial reporting, change management, auditing, and planning & performance management, including leading a Robotic Process Automation (RPA) implementation in a finance organization.
- Loreal is a former IMA Global Board Director and has authored dozens of articles and research reports across global media outlets, including two Statements on Management Accounting titled “Transforming the Finance Function with RPA” and “An Agile Approach to Finance Transformation.” Loreal holds a B.S. in accounting from Southern University in Baton Rouge, La. and MBA from Tulane University.

Grant Casner's Biography

- Grant Casner has been with Deloitte for 20 years and provides comprehensive advisory services to finance leaders related to complex accounting and financial reporting challenges. These services include assisting companies with transaction-related accounting needs (e.g., IPO readiness, carve outs, purchase accounting, finance integration, etc.), implementing new or modified accounting standards, converting from one set of accepted accounting standards to another (e.g., US GAAP to IFRS) and addressing the operational/ transformational challenges that result from changes to accounting processes, technology platforms and internal/ external information needs.
- Grant primarily serves companies in the Technology, Fin-tech and Consumer-tech sectors and has extensive experience serving both SEC registrants (global and domestic) and non-public institutions. He understands the complex financial reporting, internal control and regulatory requirements that accompany the matters mentioned above.

Carole Jawhar's Biography

- Carole is a Senior Finance Executive and Business Leader in Deloitte Risk & Financial Advisory's Controllershship Services practice currently overseeing ERP implementation through business and finance reporting lens. She specializes in supporting CFOs and Controllers in solving problems related to capital markets transactions, complex technical accounting and finance operational issues as well as optimizing financial processes and data architecture.
- Carole has worked in Europe and in the Americas providing advice and assistance to Deloitte's largest, most complex multinational clients. She brings an entrepreneurial mindset, innovating solutions and tackles challenging issues with creativity.
- Carole holds various Deloitte Leadership roles : Lead business partner within the Telecom, Media and Technology industry, Oracle Controllershship Alliance leader, DEI leader.


Learning Objectives

1. Compare the average current state maturity of the controllership function to the future maturity that will likely be required.
2. Identify key enablers to meet current and future demand of the controllership function.
3. Identify maturity levels within your own controllership practice.


Agenda

1. Introduction
2. 'Stepping Into The Future Of
Controllershship' Global Survey
3. Maturity Of The Controllershship
Function
4. Panel and Q&A
5. Conclusion


Introduction



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Stepping into the future of controllership
From accounting to insight



It is time to start answering...

...am I ready to meet future demands?



...what is my function doing to prepare for this transformation journey?

...how can I identify my function's current state relative to expectations?



Poll Question 1:

Which best describes your organization's global operational footprint?

- a. Domestic only
- b. Multinational—up to 5 jurisdictions in footprint
- c. Global—more than 5 jurisdictions in footprint
- d. Other

Poll Question 1 Results: (Placeholder)

‘Stepping Into The Future Of Controllership’ Global Survey

'Stepping Into The Future Of Controllership' Global Survey

In fall of 2021, IMA® (Institute of Management Accountants) and Deloitte's Center for Controllership™ conducted a survey to collect data on the current maturity and future state required maturity of the Controllership Function.

Survey Demographics



**Over 1,200
Respondents**



Global Survey
(Canada, U.S, Asia Pacific, Europe,
India, Middle East, and North Africa)



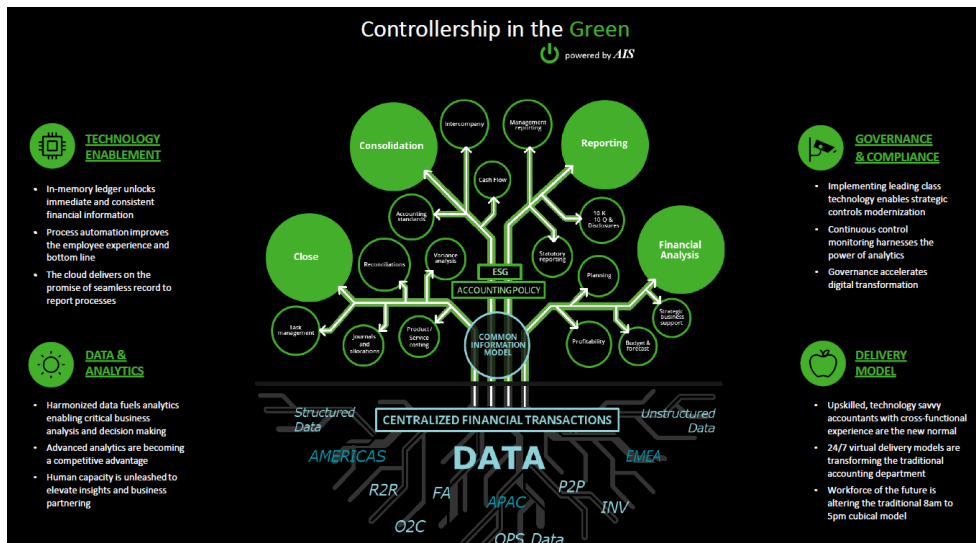
Varied Experience
70% of respondents had over 10 years
of experience



Cross-Industry
Consumer, Energy, Financial, GPS,
LSHC, TMT

Introduction to the Deloitte Controllership In The Green™ Framework

To determine respondents current and future maturity, the 'Stepping Into The Future Of Controllership' survey questions leveraged 'CIG', a dynamic framework used to assess controller's financial health, business growth, and sustainability.



Core domains are key activities that impact the Controllership function. These include:

- Financial Close
- Consolidation
- Reporting
- Financial Planning and Analysis (FP&A)

Key enablers are designed to effect change and add value. These include:

- Technology Enablement
- Data and Analytics
- Governance and Compliance
- Delivery Model

Controllingship in the Green

powered by *AI5*



TECHNOLOGY
ENABLEMENT



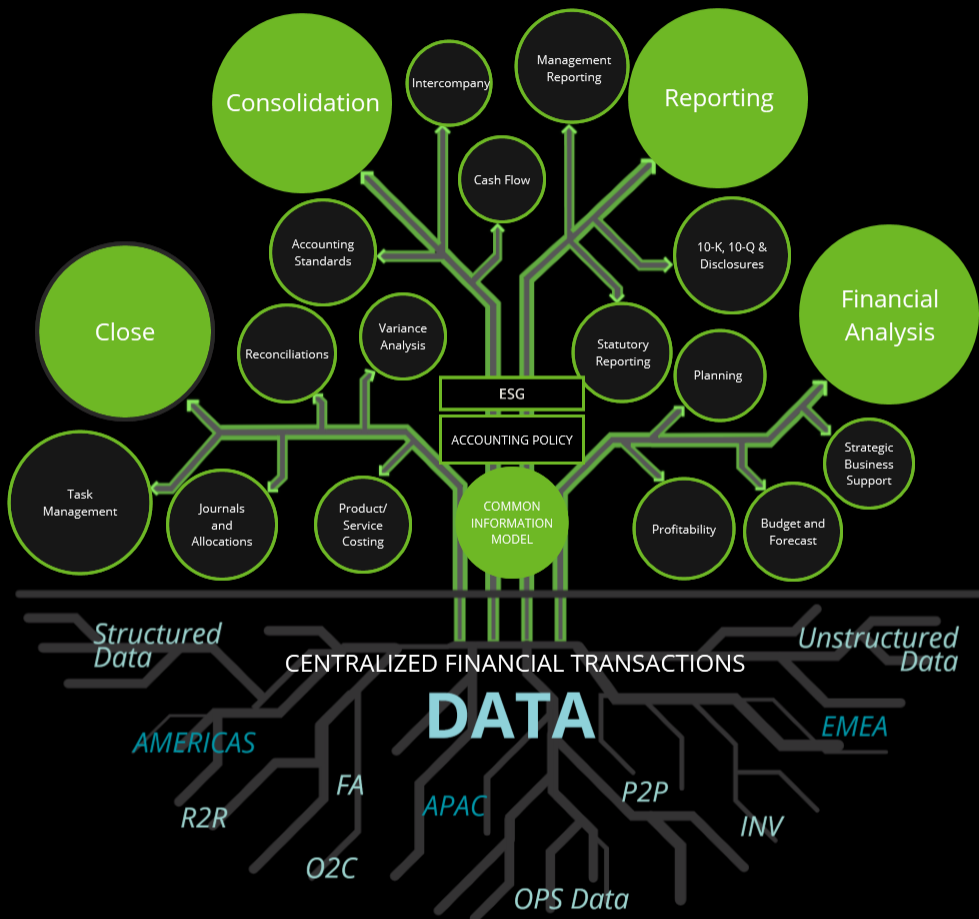
GOVERNANCE &
COMPLIANCE



DATA &
ANALYTICS



DELIVERY
MODEL



VERSION RELEASE NOTES

Poll Question 2:

Does your organization have a strategy in place to guide finance transformation (e.g., integrating finance function capabilities—from vision and strategy to organization and talent, and from business processes to supporting technology)?

- a. Yes – a clear strategy is in place and execution is complete
- b. Yes – a strategy is in place, but execution is not yet complete
- c. No – but we are working to develop a strategy
- d. No – and we do not have plans to develop a strategy
- e. Don't know/not applicable

Poll Question 2 Results: (Placeholder)

Maturity Of The Controllership Function

Where Are Controllers On Their Transformation Journey?

Survey responses showed most controllership functions have begun their transformation journey but require more work to meet demand of the role.

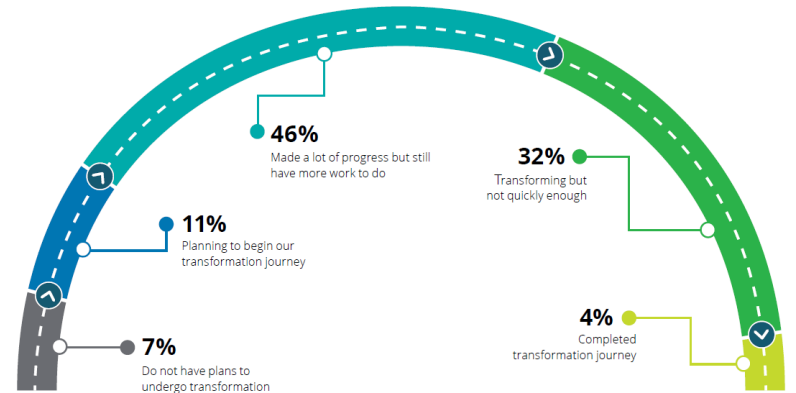
What are Controllers doing to meet current demand?

18% Have **not started** transformation journey

78% Have **started** transformation journey

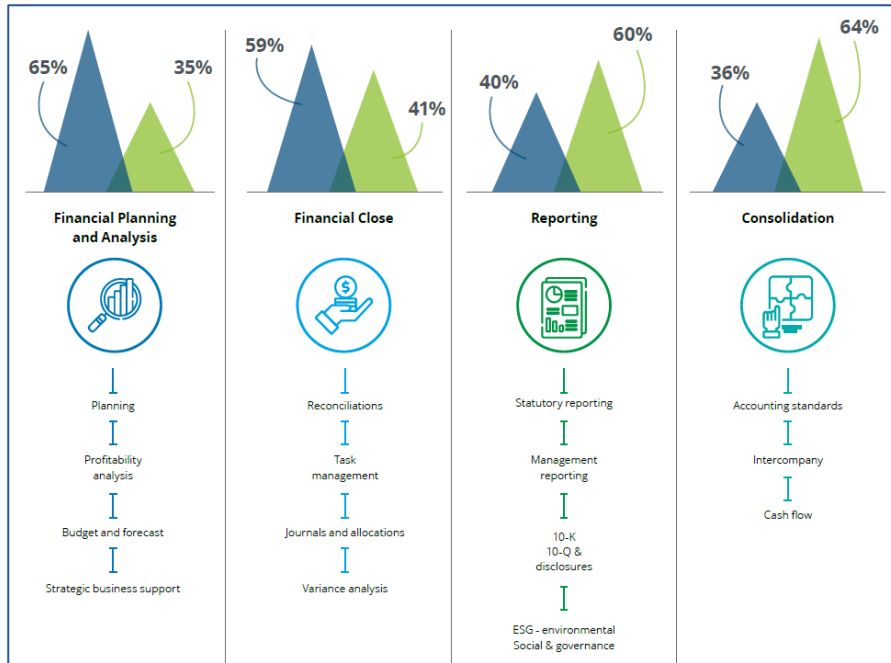
4% Have **completed** transformation journey

Survey Results: Controllership Transformation journey



Where does your controllership function fall?

Future State of Controllingship Defined | Core Domains



 Greatest Progress Needed

 Least Progress Needed

Respondents believe **Financial Planning & Analysis** and **Financial Close** have the greatest amount of progress needed to meet future demand

Activities requiring the greatest progress within the **Core Domains:**



FP&A: *Planning and Budgeting & Forecasting*



Fin Close: *Reconciliation and Variance Analysis*

Future State of Controllership Defined | Key Enablers

A gap analysis between current and future state perceived maturity for key enablers was performed to identify which enablers require the most progress in the next three to five years.

Data & Analytics require the most progress to meet expectations of controllers in the future

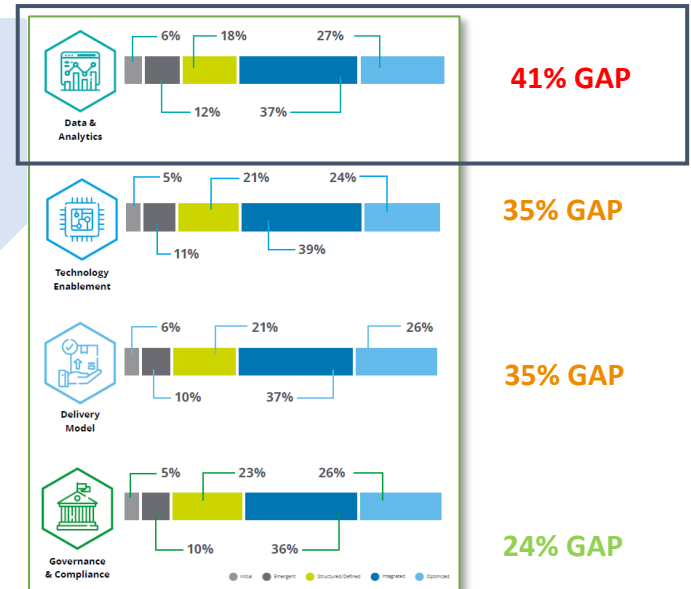


Only **21%** of respondents describes their controllership function's Data & Analytic maturity as Integrated or Optimized in the current state



62% of respondents believe controllers Data & Analytics will need to be Integrated or Optimized to meet demands of the function in three to five years

Maturity Required in 3-5 Years



Poll Question 3:

During the next 12 months, which finance transformation area will your organization prioritize for improvement?

- a. Financial close (e.g., reconciliations, task management, journals, allocations, variance analysis)
- b. Consolidation (e.g., accounting standards, intercompany, cash flow)
- c. Reporting (e.g., reporting, filings and disclosures, ESG)
- d. Financial Planning & Analysis (FP&A) (e.g., planning, profitability analysis, budget and forecast, strategic business support)
- e. Don't know/not applicable

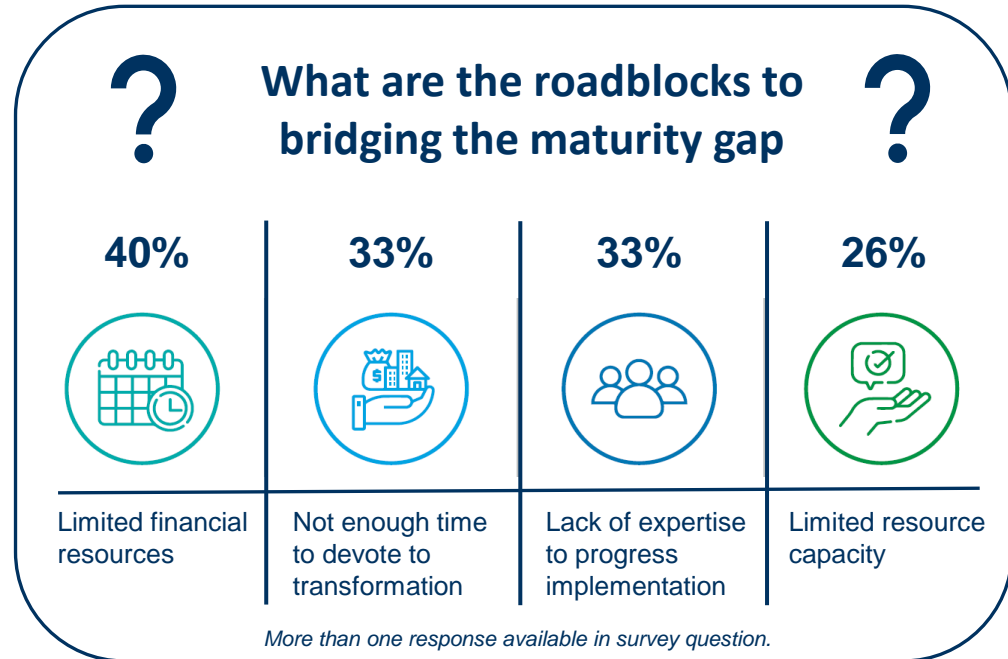
Poll Question 3 Results: (Placeholder)

Controllers Are Not Ready To Meet Expectations Of The Function

While controllers can identify which Core Domains and Key Enablers require prioritization to meet future demand, many still do not feel prepared for evolving expectations of the function.



Over **60%** of survey respondents claim they do not feel prepared to meet future demand



Poll Question 4:

Which FINANCIAL CLOSE improvement do you believe would benefit your organization's finance function the most in the next 12 months?

- a. Increasing compliance and reducing errors
- b. Accelerating timelines
- c. Increasing use of automation to reduce workloads
- d. Enhancing digital capabilities to support remote closes
- e. Don't know/not applicable

Poll Question 4 Results: (Placeholder)

Panel

Questions and Answers



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Thank You to Our Featured Presenters!



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 - On your screen
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