

Become a digital CFO

Traditional CFOs focused primarily on the past. A new breed of CFOs — digital CFOs — are emerging as strategic, forward-leaning advisors to the organization. Here's how the role is changing.

ASSESS

Traditional CFO

- ✗ **Backward-looking.** Looks at the past to form assumptions about the future.
- ✗ **Estimates.** Estimates the effect of changed assumptions.

Digital CFO

- ✓ **Forward-looking.** Looks to the future and leans forward.
- ✓ **Knows.** Knows the exact impact of changed assumptions, so there are no surprises.

PLAN

- ✗ **Sticks to a plan.** Creates a solid plan and sticks to it.
- ✗ **Approves.** Approves spend from other departments and makes sure everything is accounted for in the budget.

- ✓ **Adjusts in real time.** Creates plans, but reassesses and iterates in real time. Ready to tackle any challenge.
- ✓ **Plans.** Acts as the strategic advisor to the business. Plans business spend rather than simply tracking it.

MEASURE

- ✗ **Limited access to tools.** Approves everybody else's tools and software, but doesn't have great tools themselves.
- ✗ **Relies on systems of record.** Works within siloed systems of record to measure the business.

- ✓ **Access to tools.** Well-tooled and ready for any scenario. Uses technology to guide decisions and have full visibility into their financials.
- ✓ **Relies on systems of insight.** Integrates signals across the business to anticipate where it's going. Identifies opportunities and concerns in advance.

3 key ways digital CFOs can be strategic partners

1 Know the numbers

Be prepared and be accurate. That also means having the right tools to make accurate and up-to-date assessments.

2 Be agile

Yesterday's decisions might not be today's. Plan in real time, rather than setting a plan and sticking to it.

3 Create iterative budgets

Budgets need to be iterated much more quickly. Accommodate these requests and adapt the budget quickly.