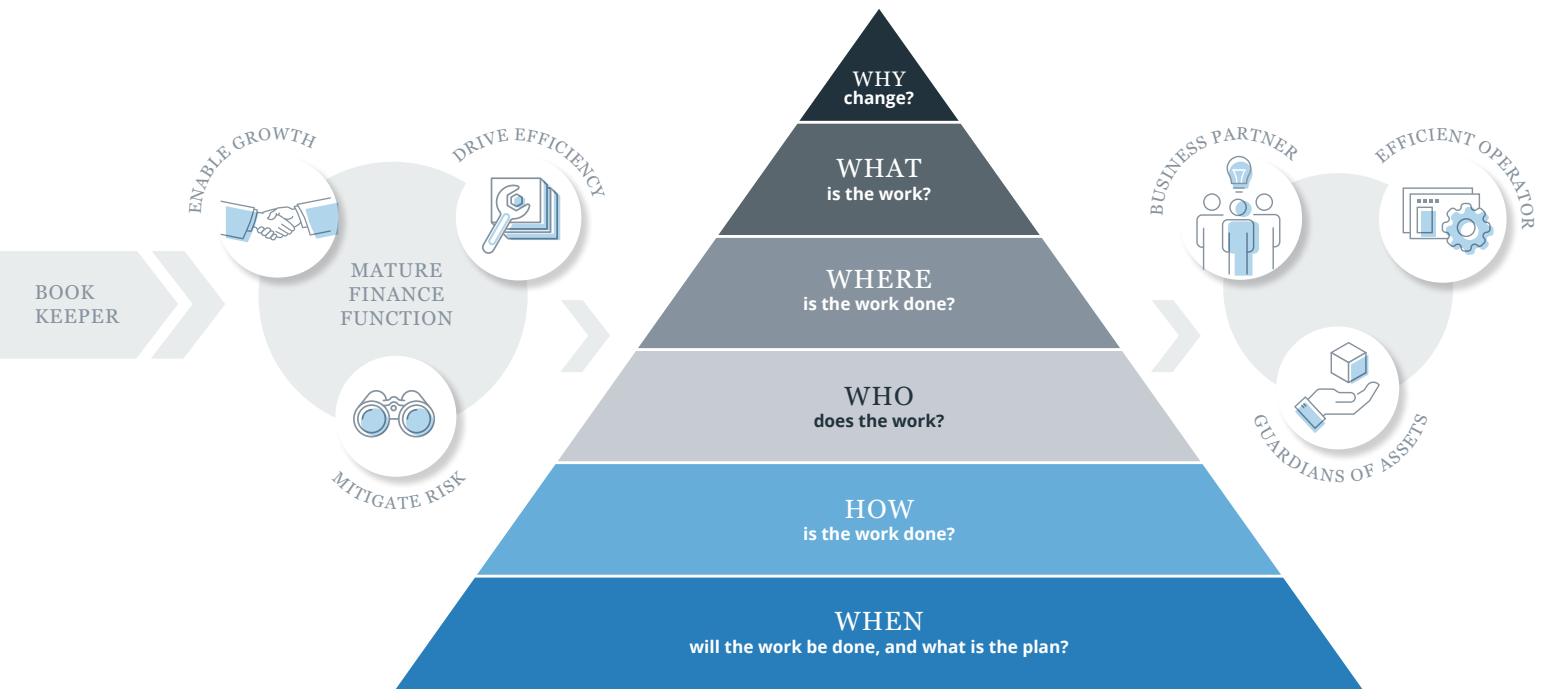


CFOs

How Much Untapped Value Are You Sitting On?





Are you scrambling to put out forest fires? Or are you actively planting seeds to be nurtured?

It's time to rethink how you cultivate untapped value in your ecosystem.

Your finance function is fertile soil. Taking tactical steps to think critically about your vision and nurturing the potential of your team holds the key to realizing the value of your investment.

From bookkeeper to business partner: Defining your vision

How do we access this untapped value?

By thinking thoughtfully about your vision and capabilities, as well as the people, processes, and technology that support them, CFGI connects vision to value.

Our process is transformative, not reductive. We recommend developing a proactive Vision to Value story to facilitate your transformation from transactional bookkeeper to:

- Strategic business partner.
- Efficient operator.
- Guardian of assets.



Where can you find untapped potential?

Pillar 1: Growth

To **enable growth**, we look at positive profit and loss (P&L) impact. We see opportunity in:

- Cutting spending in procurement and strategic sourcing.
- Improving working capital management in treasury.
- Driving revenue and visibility to the business through financial planning and analysis (FP&A).

Pillar 2: Risk

To **mitigate risk**, we look at preventing financial losses. In practical terms, this is accomplished through:

- Strong technical accounting to mitigate significant deficiencies and material weaknesses
- Proper controls to mitigate misreporting financial statements and build public trust
- Cybersecurity initiatives to protect against attacks that could result in significant losses

Pillar 3: Efficiency

To **drive efficiency**, we are looking at creating the capacity for a mature finance function.

Efficiency often evokes thoughts of adding automation to cut people. It becomes a simple cost-cutting exercise. However, when we talk about efficiency in transactional work, such as accounts payable (AP), accounts receivable (AR), payroll, and the financial close process, we're most interested in leveraging people, processes, and technology to do the work better, cheaper, and faster.

Focusing on **efficiency** also allows organizations to design and develop their workforce by moving the right people into dedicated roles where they can **enable growth, mitigate risk, and pursue fulfilling careers**.

In this way, efficiency both fuels and follows the other two domains. It's important to note that these are only a few sustainable practices to cultivate fertile soil. Each ecosystem is unique. We first seek understanding by getting a lay of the land. Then, we roll up our sleeves to dig in with you. Our partnership empowers you to nurture a forest that will thrive for the long term.

How do you cultivate your investment?

When we dig into the weeds, we bring a few tools with us. We thoughtfully consider six key questions in pairs to explore what's best for the ecosystem.

Build your Strategy: Why and What

With so many trees already on fire and many in imminent danger, it's easy to lose sight of the forest through the trees. We acknowledge the inherent conflict of navigating the challenges of operational immediacy with the expectation to think strategically about how to advance the organization.

This balancing act is challenging to navigate on your own. Stepping out of the day-to-day and focusing your time and energy on the long-term objectives and vision might even seem irresponsible.

But this tension exists for a reason - it's negligent to dismiss it without resolution.

We create the opportunity to reconcile your obligations, present critical decision points, and explore key questions around the "what" and "why" to start defining your vision and purpose so you can:

- Connect the commitment you make as a leader to the ambition of your finance function related to growth, efficiency, and risk
- Develop a sense of clarity and conviction in the leader you want to be as well as the capabilities to meet the future needs of your organization
- Create a common narrative that articulates how finance contributes to the pursuit of broader organizational goals and facilitates buy-in from your team



Define your Operating Model:

Where and Who

With an established understanding of your desired outcomes and capabilities for the future, we then move on to the "where" and "who," so that we can design an operating model that is tailored to your workforce.

We determine where the work should be done by considering the specific circumstances and needs of your organization. To address geographical, physical, and logistical components effectively, we ask questions such as: Where will we operate? Where is work performed? Where will we interact with the business?

These considerations help determine how the essential nutrients - including individual skills, technical expertise, and the flow of information - will be organized. We develop an operating model to visualize how this arrangement contributes to the resilience of the organizational ecosystem.

Chart your Path: How and When

When the whole forest is on fire, often the first reaction is to seek a one-size fits all solution. However, putting out the fires in your finance function necessitates a multifaceted approach that leverages tools that are tailored to each circumstance.

As we consider questions related to the “how” and “when,” we specifically look at the processes and technology that create the conditions to sustain future growth.

We recognize the imperative to operate with speed while balancing intentionality.

As we engage your team to co-create the future, we promote alignment, generate momentum, and empower ownership of the key priorities. In the short term, we execute an actionable roadmap that builds confidence among the team. In the long-term, we implement the vision and clear a path to sustainable growth and bottom line impact.

CFG I: Stewards of cultivating long-term value in your ecosystem

By addressing both your immediate and future needs, we offer an objective view of the forest AND the trees. We know it’s difficult to navigate the middle ground alone. But if you’re focused on one or the other, you stand to sacrifice the potential your team holds, which compromises future growth as well as stability in the current state.

In your Vision to Value story, we see ourselves as stewards. From articulating a vision to creating the necessary conditions for growth, we hold space for the gap between managing the function today and leading an organization nurtured for the future.

As the seasons and cycles of daily distractions come and go, you may find this gap to be more pronounced at times. If you find yourself ready to clear a path toward sustainable growth and long-term value, we are here to serve as your guide. Our tailored approach meets you where you are, offers support for tactical elements, and

provides intentional exercises to expand your capacity to cultivate long-term value in your ecosystem.

Informed by the lessons we have experienced ourselves and the Vision to Value stories we have helped clients navigate, we are ready to roll up our sleeves, dig in with you, and cultivate soil that enables your ambitions for the future. Whether you are currently putting out fires or ready to plant seeds, we scale our presence up or down to suit your needs.

Don’t let forest fires become the norm. It’s time to rethink how you cultivate the untapped value in your ecosystem. The seeds are ready to be nurtured.

If you have questions or would like to learn more, please reach out to Robert Winslow, Partner, Business Transformation (rwinslow@cfgi.com, 203-482-9764) or Ryan Sullivan, Market Offering Lead, Workforce of the Future (rsullivan@cfgi.com, 978-270-1302).

Acknowledgments

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Call or email us today to begin a dialogue. We will show you how a consulting relationship with CFGI can provide both immediate benefits and lasting effects.

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