CFGI

# The AI Revolution

A Point Of View on How Artificial Intelligence Is Reshaping The World Of Finance

The AI revolution is rewriting the rules of Finance at unprecedented speed. No longer confined to incremental efficiency gains, AI is fundamentally reshaping how CFOs and their teams operate - streamlining daily tasks, accelerating decision-making, and compressing months of work into minutes. Generative models are now producing board-ready insights on demand, machine learning is anticipating market shifts before they emerge, and automation is eliminating the lag between data and decisive action. The result is a Finance function that moves faster, sees further, and competes on entirely new terms. But this acceleration also introduces a new set of challenges: mounting regulatory scrutiny, complex ethical considerations, and rising expectations for transparency and governance. For Finance leaders, the stakes could not be higher. The imperative is clear - embrace the AI revolution as a catalyst for transformation, or risk being overtaken by those who turn disruption into lasting competitive advantage.

# From The Looking Glass

**Automation efforts in Finance started with bots and RPA doing structured work like invoice posting and reconciliations. Now generative AI is leading the way with capabilities like forecasting, contract review, and narrative generation. Here's a timeline of its evolution and a preview of the future it's shaping.**

## The AI Journeys So Far

### Foundations
**1940s - 1950s**

**1943:** First model of an artificial neuron published
**1950:** Early logic-based approaches and Turing Test
**1950:** Early game-playing programs and decision logic (chess, checkers)

### Symbolic AI, First Robotics
**1960s - 1970s**

**1966:** Simulation of human conversation through ELIZA
**1969:** Shakey the Robot, first mobile robot with vision and logic
**1970:** Foundations / experiments for expert systems and comp. vision

### Expert Systems Boom
**1980s**

**1985:** Commercial systems and configurations become widely adopted
**1986:** Neural networks re-invigorated via back propagation
**1989:** AI applied in logistics, scheduling, and operations research.

### Data Driven AI Rise
**1990s**

**1997:** Honda reveals robot, IBM's computer beats Russian Grand Master
**1998:** Shift from symbolic systems to statistical approaches
**1999:** Advances in pattern recognition and Optical Character Recognition

### Big Data, Early Applied AI
**2000s**

**2002:** Roomba brings consumer robotics to homes
**2006:** Google Translate, statistical machine translation
**2008:** Widespread adoption of biometric systems

### Deep Learning Revolution
**2010s**

**2012:** AlexNet uses deep learning to transform computer vision accuracy
**2015:** Autonomous vehicle breakthroughs, robotics advancements
**2017:** Powering models like BERT and GPT introduced

### Generative AI Era
**2020s**

**2022:** GPT progression, Stable Diffusion with text, images, audio, video
**2023:** AI copilots embedded in robots, drones, and industrial automation
**2025:** AI copilots for business and Finance embed reasoning in workflows

## AI As The Engine Of Future Advantage (AI Modes)

### 1 The Rise of Autonomous Agents

Software or robotic systems that can act independently. They perceive surroundings, make decisions, and take actions - often adapting as conditions change. Think report drafting, financial decision recommendations, drone-based package delivery, and agents that search for new drug compounds.

### 2 Generative AI Expansion

Broadens generative AI technologies from text generation to multimodal, enterprise-grade, and everyday applications to reshape industries and workflows. Think digital coworkers that handle workflows end to end, domain specific chatbots, embedded ERP functionality, and compliance guardrails that scale global frameworks.

### 3 Integration of AI into Robotics and IoT

Combines Artificial Intelligence (AI), Robotics, and the Internet of Things (IoT) - to create systems that can operate independently, intelligently, and at scale. Think smart factories that adjust to real time sensor feedback, warehouse robots moving goods autonomously, surgical robots for patient monitoring, and inspection drones.

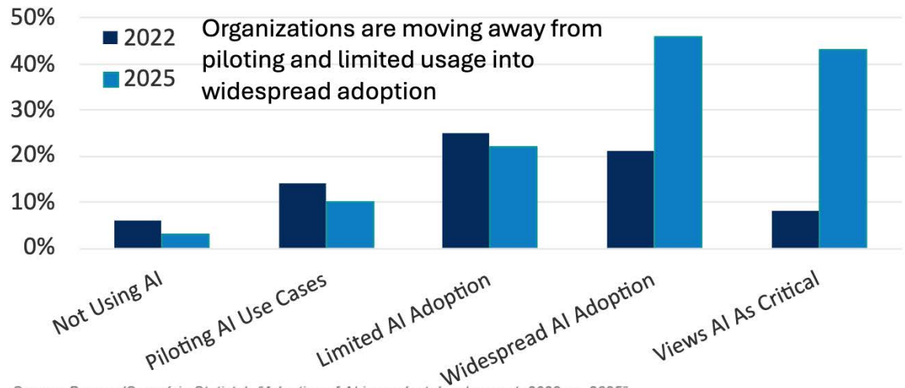
### 4 Convergence of AI with Quantum Computing

Merges the power of Artificial Intelligence (AI) with the emerging capabilities of quantum computers to push beyond the limits of classical computing therefore enabling the speedup for use cases such as optimization, simulation. Think combinatorial optimization for logistics, Finance, drug discovery, and planning.

# The State of Finance and AI

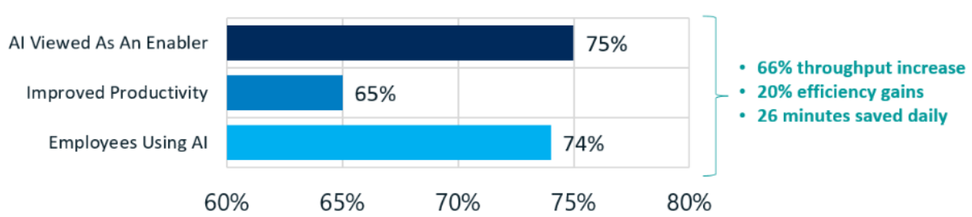
The future is already taking shape - AI adoption is accelerating rapidly across Finance organizations. Today, the primary focus is on enabling FP&A, Accounting, Close, Treasury, Tax, and Operations functions.

## 1 AI Adoption Is Increasing Exponentially Although The Pace of Adoption Varies By Industry




*Source: DemandSage (via Statista), "Adoption of AI in product development: 2022 vs. 2025".*

## 2 Workforce Empowerment And Productivity Are Large Contributors To Increased Adoption Rates[1]




*Source: Lifewire Survey, McKinsey State of AI, Workday Study*

## 3 Here Is A Look At Adoption And AI Focus Areas By Major Industry

| Industry Focus | Adoption Rates[1] | What Finance Is Adopting First[1] | Dominant AI Modes[1,2] |
|---|---|---|---|
| A Fintech | ✓ Leader | Continuous forecasting, anomaly detection, reconciliations, and operational controls | Autonomous Agents |
| B Software | ✓ Leader | Scenario modeling, plan / close acceleration, policy / contract summarization in controllership | Generative AI Expansion |
| C Banking | ✓ Leader | Credit / fraud analytics in treasury and risk; close / controls automation in controllership | Autonomous Agents Integration with Robotics/IoT |
| D Insurance | ✓ Fast Follower | Claims / GL automation, reserve / forecasting models; finance controls / COA validations | Generative AI Expansion Autonomous Agents |
| E Consumer | ✓ Fast Follower | Demand-linked FP&A, shrink/anomaly detection tied to GL controls, faster period-end | Integration with Robotics/IoT |
| F Industrial | ✓ Average | Standard-cost analytics, variance root-cause, intercompany and inventory reconciliations | Integration with Robotics/IoT |
| G Healthcare | ✓ Average | Service-line forecasting, denials/write-off analytics, revenue-cycle to GL controls | Generative AI Expansion |
| H Non Profit | ? Laggard | Procure-to-pay triage, grant tracking, basic forecasting; early pilots dominate | Autonomous Agents |

[1] Sources Include Multiple Studies Across Tech Monitor, World Economic Forum Reports, KPMG, BCG, McKinsey

[2] Convergence with Quantum Computing is absent from the table above as is not yet live in CFO functions; it is mostly still in research/prototype (Finance risk modeling, portfolio optimization). CFO-related adoption is negligible today but expected later this decade.

# An Ethical Pickle

The speed of AI adoption is outpacing safeguarding mechanisms leaving gaps in guidance and creating ethical consequences. A staggering 44% of AI users have violated company policy while 66% have used Generative AI without understanding company[1] policies and guidelines.

## 1 Most Challenges Stem From Lack of Understanding...

| Bias, Fairness, and Discrimination | Privacy and Data Protection | Accountability and Transparency | Regulatory and Governance Challenges |
|---|---|---|---|
| **AI can make unfair or discriminatory decisions if data or models are biased** | **AI often relies on personal or sensitive data** | **AI is often a "black box" and responsibility can be unclear** | **AI Regulations differ across countries, creating compliance risks** |
| • **Training Data Bias:** AI systems often inherit biases present in the data they are trained on, leading to discrimination in hiring, lending, healthcare, and law enforcement<br>• **Unintended Disparate Impact:** Even without explicit bias, outcomes can disproportionately disadvantage marginalized groups<br>• **Transparency of Bias:** Many organizations lack clear frameworks for testing, documenting, and mitigating bias | • **Mass Data Collection:** AI relies on vast datasets, raising concerns about consent, surveillance, and data ownership<br>• **Re-identification Risks:** In the case of sensitive data, even when it is anonymized, data can sometimes be reverse-engineered<br>• **Regulatory Overlap:** Existing frameworks (e.g., GDPR[1], CCPA2[2]) do not always cover AI-specific data uses such as synthetic data or facial recognition | • **Black-Box Models:** Complex AI models (like deep learning) often lack explainability, making it difficult to justify decisions to regulators, courts, or impacted individuals<br>• **Who is Liable?:** Questions remain about responsibility when AI makes harmful decisions -developer, deployer, or end-user<br>• **Auditability:** Many AI systems are not designed with traceability or audit trails in mind | • **Global Fragmentation:** The EU AI Act, U.S. Executive Orders, China's AI governance rules, etc., create a patchwork of regulations across the globe<br>• **Standards and Certification:** Lack of universal standards for AI safety, auditing, and compliance<br>• **Future Risks:** Unclear how regulations will handle advanced forms of AI (e.g., Artificial General Intelligence, AI-quantum convergence) |

## 2 ...Which Can Be Addressed Through Education and Preventative Measures

| | | | |
|---|---|---|---|
| • Use diverse and representative data<br>• Test models regularly for bias across groups<br>• Set fairness benchmarks and adjust regularly<br>• Provide review for decisions affecting people | • Collect only the data needed<br>• Anonymize or encrypt sensitive data<br>• Follow laws like GDPR[1] and CCPA[2]<br>• Audit data flows and third-party use of data | • Assign clear ownership for each AI system<br>• Keep documentation on data and model limits<br>• Provide clear explanations for functional users<br>• Maintain audit trails so decisions can be traced | • Track and adhere to applicable laws<br>• Build an internal AI governance framework<br>• Require vendors to meet compliance standards<br>• Keep a central registry of all AI systems in use<br>• Prepare for audits (testing/monitoring, approvals) |

**New research shows that AI models are trained to "guess" rather than say "I don't know." This creates risk of fabricated outputs. Designing systems that express uncertainty, and embedding human validation, is essential[4]**

[1] General Data Protection Regulation, the European Union's comprehensive data protection law, which came into effect on May 25, 2018. It is a legal framework that governs how organizations collect, process, store, and share personal data of individuals in the EU (and the broader European Economic Area). It applies extraterritorially: any organization anywhere in the world must comply if it handles EU residents' personal data.

[2] California Consumer Privacy Act. It's California's state-level privacy law that took effect on January 1, 2020, and is often described as the U.S.'s closest counterpart to the EU's GDPR. It is a forecasting Autonomous state law (not federal) that gives California residents rights over their personal information. It applies to for-profit businesses that meet certain thresholds, even if they're not physically based in California. It was expanded and strengthened by the California Privacy Rights Act (CPRA), which went into effect on January 1, 2023.

[4] Source: OpenAI Research, "Why Do Language Models Hallucinate?" (2024); GDPR (2018), CCPA (2020)

# What Happens to The Human

**Based on AIPRM, 30% of U.S. workers worry their jobs could be replaced by AI, and 71% are concerned about AI shaping personnel decisions - clear signs of anxiety about the future of work. In practice, AI is increasingly supporting repetitive, mechanical tasks - enabling humans to shift their focus toward higher-value activities such as judgment, design, decision-making, and stewardship.**

### What Will Happen To The Role Of The Human?

## 1. Augmentation With Digital Workforce

- AI extends human capability rather than replacing it e.g. an analyst using AI to process data faster, or a Finance leader using AI for scenario modeling
- Humans focus more on judgment, creativity, and decision-making, while AI handles volume, speed, and pattern recognition

## 2. Oversight and Guardrails

- AI can operate at scale, but humans remain the final judgment layer. Ethical choices, governance, and accountability stay with people, not machines
- Think of the human as the pilot-in-command, while AI is the autopilot: powerful, efficient, but still needing human direction

## 3. Role Redefinition

- Work roles shift - some tasks disappear (manual data entry, basic reconciliations), while new ones emerge (AI auditors, model ethicists, prompt engineers)
- The human evolves toward higher-value activities: strategy, innovation, and empathy-driven services

## 4. Human + AI Partnership

- Instead of “human vs. AI,” the future is human + AI
- We move from “doing the work ourselves” to orchestrating ecosystems where AI, people, and machines collaborate
- Building this partnership requires thoughtful upskilling: when to train the current team, when to rent external expertise, and when to buy new talent directly into the organization

### Events And Statistics That Point To Forthcoming Changes

## The Proof Is In The Pudding

**A**

### Job Shifts and Displacement of Jobs in Certain Areas

A Stanford study reveals that since widespread generative AI adoption (post-2022), employment for early-career workers (ages 22–25) in highly AI-exposed roles declined by approximately 13% - while older workers saw stable or rising employment Another source (Wired) reports up to 16% decline in employment among younger workers in these roles.

**B**

### Job Losses vs. Opportunities

The World Economic Forum projects that AI and automation will displace 85 million jobs by 2025, while simultaneously creating 97 million new roles designed to harness the complementary strengths of humans and machines. At the same time, research shows that wages are growing twice as fast in industries most exposed to AI - indicating that AI can amplify human value, particularly in collaborative roles. The 2025 Future of Jobs Report further highlights that 40% of employers anticipate workforce reductions in areas where AI can automate tasks, yet they also expect a net increase in job creation overall.

**C**

### The Chief Artificial Intelligence Officer (CAIO)

A 2025 Forbes-aligned report notes that the total number of CAIOs globally exceeded 1,000, up from around 250 in 2022, marking a significant rise in adoption. The rise of Chief AI Officers signals a new phase in the evolution of human roles: just as workers shift from doers to designers and stewards, organizations are embedding stewardship at the highest level. CAIOs institutionalize human oversight of AI, ensuring that as machines take on repetitive work, people remain the ultimate decision-makers and guardians of responsible intelligence.

# Questions you Should be Asking

These questions give Finance Leadership a lens across strategy, technology, people, and governance to determine if they are AI-ready - and if not, where to start.

## 1

### Finance Outcomes
What are the top three Finance outcomes we expect AI to enable (faster close, predictive forecasting, cost reduction, compliance)?

### Business Strategy
How do our AI goals tie directly to the broader business strategy and shareholder priorities?

### Business Case And ROI
Do we have a clear business case for AI investments, and how will we measure ROI? Are we willing to commit even if the ROI is low / minimal?

### What Are Peers Doing?
Which competitors or industry peers are already leveraging AI - and what's at risk if we don't act?

## 2

### Data Reliability
Is our Finance data structured, standardized, and governed well enough to train and fuel AI solutions?

### System Infrastructure
Do we have the right data infrastructure (cloud, ERP, reporting tools) to support AI integration?

### Integration
How will AI connect into our existing Finance systems (ERP, consolidation, treasury, planning, compliance)?

### Security and Controls
What controls are in place to ensure security, privacy, and regulatory compliance for sensitive Finance data?

## 3

### Process Candidates
Which Finance processes are most ready for AI (e.g., reconciliations, forecasting, reporting, fraud detection)?

### Talent Mix
Do we have the right talent mix - Finance experts who understand AI, and data/AI experts who understand Finance?

### Evolution of Roles
How will roles evolve - from "doers" to "designers, decision-makers, and stewards" - and are we reskilling accordingly?

### Culture and Appetite
Is our culture ready to trust AI-driven insights, while still applying human judgment?

## 4

### Governance Model
Do we have governance in place (e.g., a Responsible AI policy or review board) to oversee AI in Finance?

### Model Evolution
How will we monitor AI models for bias, accuracy, and drift over time?

### Regulatory Scrutiny
Are we prepared for auditability and regulatory scrutiny (e.g., explaining AI-driven decisions to auditors or regulators)?

### Leadership
Who in the leadership team is accountable for AI success and ensuring it is deployed responsibly?

1 Strategic Alignment Focus

2 Data and Techology Focus

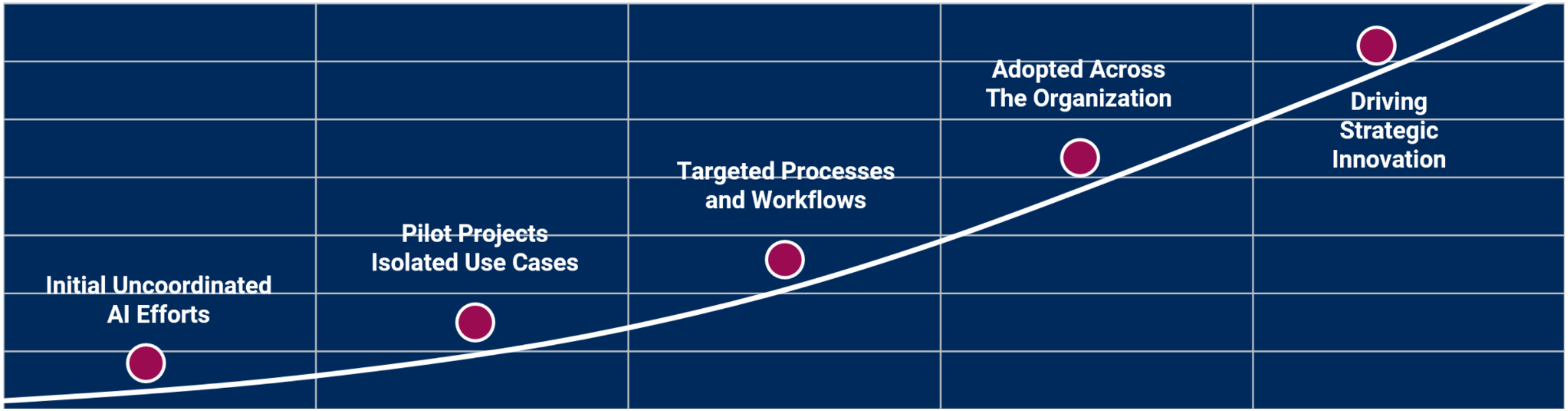
3 People, Process, and Operating Model

4 Governance, Risk, and Responsible AI

# Where to Next?

The AI journey is not a single leap but a maturity curve - each stage builds the foundation for scalable, responsible adoption. Where you sit on the AI maturity curve today will determine your competitive edge tomorrow.

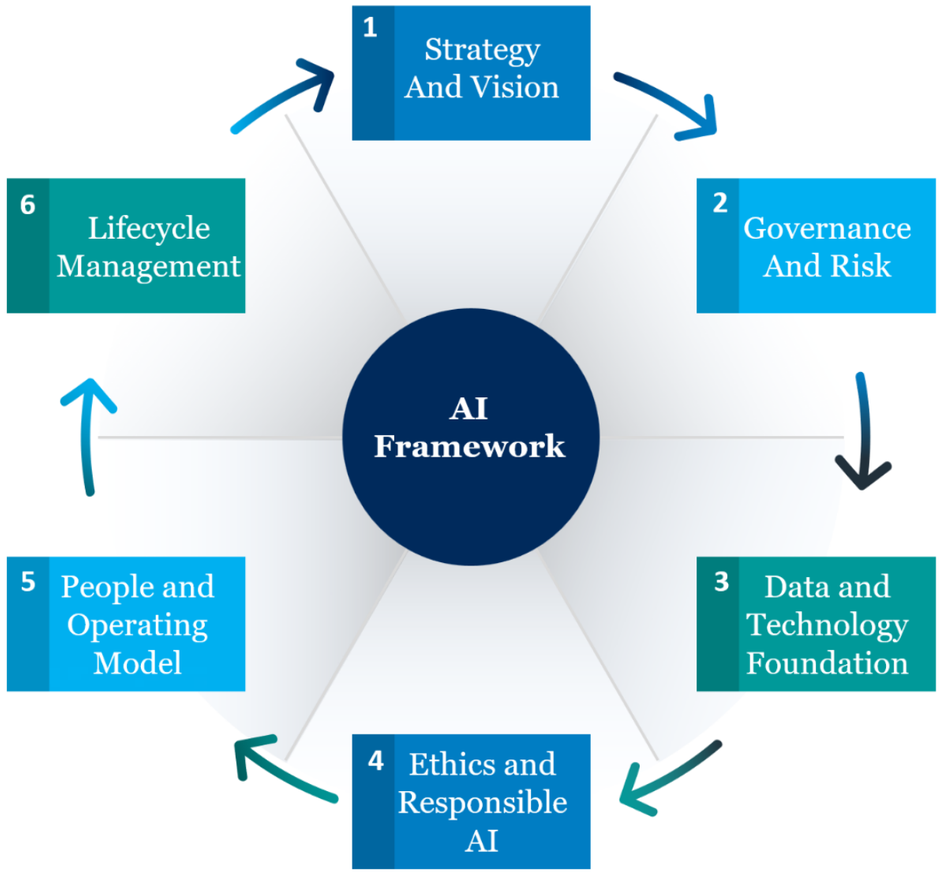
Where does your organization sit on the maturity curve today? And where do you aspire to be?




| Awareness | Experimentation | Operational | Integrated | Transformational |
|---|---|---|---|---|
| • AI is discussed, but there is no strategy<br>• Experiments are fragmented and uncoordinated<br>• Finance example - A few analysts use ChatGPT or Excel plug-ins but leadership hasn't endorsed AI formally | • Teams run pilots to test value<br>• Focus is on low-risk, small-scale use cases<br>• Define success criteria (e.g., 80% accuracy)<br>• Finance example: Trying AI for invoice classification, reconciliations, or forecasting pilots in one business unit | • AI is embedded into selected workflows<br>• Some processes are automated and governance begins to form<br>• Finance example: AI used consistently in close management, expense reporting, or fraud detection. A Responsible AI policy is drafted | • AI is integrated across business functions with clear ownership, policies, and measurement of outcomes<br>• Finance example: AI embedded in ERP, treasury, forecasting, and compliance systems; monitored for accuracy and bias; ROI is tracked | • AI is part of the company's DNA - driving strategic decisions, competitive advantage, and new business models<br>• Finance example: CFO uses AI-driven scenario modeling for M&A, predictive cash management, and real-time risk analytics. AI governance is mature, and CAIO/CFO co-lead AI strategy |

# A Framework to Consider

**A robust framework - comprising strategy, governance, data, ethics, people, and lifecycle management - is critical to creating AI value while remaining safe, fair, and accountable. Without this structure, even the most advanced AI risks becoming ineffective or untrusted.**




## 1. Strategy And Vision

- Aligns AI initiatives with enterprise strategy (growth, efficiency, customer experience, risk)
- Classifies AI use cases by value and risk (Quick Wins, Transformational Bets, Long-Term Research)
- Establishes an evaluation framework to measure ROI (efficiency gains, revenue uplift), adoption, and risk reduction

## 2. Governance And Risk

- Ensures cross-functional oversight (business, IT, risk, legal, compliance)
- Establishes policies for data, model approval, monitoring, and incident response
- Vets vendors while ensuring transparency, auditability, and contractual safeguards

## 3. Data And Technology Foundation

- Ensures data is accurate, representative, and bias-mitigated (bad data = bad outputs)
- Embeds encryption, anonymization, federated learning, and differential privacy[1] where relevant
- Determines build vs. buy infrastructure to enable scalable cloud operations; embeds AI into business workflows

## 4. Ethics and Responsible AI

- Evaluates outputs across demographics and remediates gaps
- Maintains model cards, documentation, and explainability tools
- Retains humans in the loop for high-stakes decisions (hiring, lending, healthcare)

## 5. People and Operating Model

- Moves workforce from Doers --> Designers --> Decision-Makers --> Stewards; enable new roles e.g., CAIO, AI Risk Officer
- Enables AI literacy for all e.g. deep skilling for data scientists, AI ethicists, and auditors
- Builds trust and adoption through communication, transparency, and employee engagement

## 6. Lifecycle Management

- Assess use cases, designs with fairness and track drift / bias / performance enabling rollbacks or kill switches where needed
- Regularly reviews models, documents changes, and aligns with regulation
- Responsibly retires obsolete AI system
- Enables orchestration across multiple AI, automation, and data platforms to ensure solutions operate seamlessly at scale - requiring coordination across IT, Finance, and business functions

[1] Instead of exposing raw data (like names, ages, or transactions), differential privacy adds carefully calibrated "noise" (randomness) to the data or the query results. This makes it mathematically difficult to identify any single individual in the dataset, even if someone tries to reverse-engineer the data.

# How CFGI Can Help

**Our clients are at different stages of the AI maturity curve. Our team can support you with work efforts at all of these levels; reach out to us if you'd like to have a conversation or dig deeper.**

## 1 Strategy and Readiness Workshop(s)

**Align culture, appetite, and priorities to identify the best opportunities for impact**

Most organizations know they need to invest in AI but are not always sure where to start or how to think about it. CFGI's AI Strategy and Readiness Workshops are designed to ignite the path forward by helping leadership align on culture, readiness, appetite, and organizational needs. Through structured sessions, we identify the most impactful areas for AI application, assess current capabilities, and map practical next steps. The outcome is a clear, prioritized roadmap that balances ambition with pragmatism - ensuring AI adoption efforts are actionable, sustainable, and aligned with enterprise objectives.

## 2 "Pilot in a Box"

**Build momentum by cutting through uncertainty on where to start / what to target**

One of the biggest challenges for organizations embarking on AI is knowing where to start - what process to target and how to define ROI. CFGI's "Pilot in a Box" helps answer these questions by guiding pilot selection, execution, and measurement. We establish clear success criteria (targeting >80% accuracy) and ensure teams are prepared to validate AI outputs with a human-in-the-loop review. The result: momentum through quick wins, proof demonstrated through measurable value, and securing the sponsorship needed to scale.

## 3 Governance and Controls

**Design governance, risk, and controls to balance innovation with compliance and scale**

We help organizations establish the guardrails needed to adopt AI responsibly and at scale. We design governance frameworks, decision rights, and risk management approaches that ensure AI solutions are ethical, transparent, and compliant with evolving regulations, with humans retaining final accountability. Our approach emphasizes human oversight and accountability, embedding people as the final judgment layer in AI-assisted processes. With policies, controls, and monitoring in place, leadership can confidently scale AI while protecting the enterprise.

## 4 Operating Model and Scale

**Align strategy and talent moving from pilots to impact**

We partner with CFOs and business leaders to define how AI reshapes roles, decision rights, and end-to-end processes. Our approach integrates strategy with execution - designing future-state operating models, aligning talent and governance, embedding AI-driven controls, and enabling scalable platforms that grow with the business. A critical enabler is orchestration: deploying AI, automation, and data technologies together, coordinated across Finance, IT, and operations. By combining deep Finance expertise with pragmatic AI roadmaps, we help clients automate today while building resilient, adaptive operating models for tomorrow.

## 5 Tools, Vendors, and Partnerships

**Evaluate tools, structure vendor selections, and shape partnerships to ensure investments deliver measurable value and align with enterprise priorities**

CFGI helps clients navigate the fast-evolving AI ecosystem by evaluating tools, vendors, and alliances through a CFO-lens. We bring structure to vendor selection, partnership strategies, and integration roadmaps - ensuring that investments align with business priorities, deliver measurable value, and fit within the broader operating model. We guide clients through critical build vs. buy decisions, balancing the flexibility of custom development with the speed, cost efficiency, and reliability of off-the-shelf solutions. By leveraging our market insights and independence, we help organizations cut through vendor noise, negotiate effectively, and build partnerships that accelerate AI adoption and scale.

**NOTE:** Many organizations treat Pilots, Governance, and Operating Models as one-time efforts, but they can be sustained as ongoing managed services. With the right people in place to operate as well as set up, these frameworks deliver continuous value, compliance, and scalability.

# AI Technologies and Tools in Finance

There are a vast range of tools and platforms available for AI usage; some examples are listed below.

| Tool / Technology | |
|---|---|
| **Tableau**  | **Description:** Predictive AI embedded in Tableau dashboards that explains drivers, forecasts outcomes, and recommends actions<br>**Example Use Case:** Automates variance analysis by pinpointing key drivers of budget vs. actual differences in real time |
| **CoPilot** | **Description:** AI assistant embedded in Microsoft 365 that automates routine Finance tasks, generates insights, and accelerates analysis directly in Excel, Outlook, and Teams<br>**Example Use Case:** Creates variance commentary drafts in Excel by analyzing transactions against budget and highlighting key drivers |
| **Workday Adaptive**[1] workday. Adaptive Planning | **Description:** Cloud-based FP&A platform with embedded AI that streamlines budgeting, forecasting, and scenario planning<br>**Example Use Case:** Uses predictive models to forecast revenue and expenses, enabling Finance teams to run agile "what-if" scenarios in real time |
| **SAS** sas | **Description:** Advanced analytics and AI platform used to manage, model, and visualize complex financial data at scale<br>**Example Use Case:** Detects anomalies in large transaction datasets to strengthen fraud detection and compliance monitoring |
| **Oracle EPM**[1] ORACLE EPM Cloud | **Description:** Enterprise performance management platform with embedded AI to enhance planning, consolidation, and reporting<br>**Example Use Case:** Leverages predictive analytics to improve forecast accuracy and accelerate financial close cycles |
| **Anaplan**[1] Anaplan | **Description:** Connected planning platform with AI capabilities that link financial, operational, and strategic plans in real time<br>**Example Use Case:** Runs driver-based forecasting models across Finance and operations to quickly assess the impact of changing business assumptions |
| **IBM Watson** IBM Watson | **Description:** AI and machine learning platform that enables natural language processing, predictive modeling, and automation for Finance data<br>**Example Use Case:** Analyzes unstructured financial documents (e.g., contracts, invoices) to extract key terms and automate compliance checks |
| **FloQast** FloQast | **Description:** Close management platform with embedded AI that automates reconciliations, streamlines workflows, and identifies risks during the financial close<br>**Example Use Case:** Automates transaction matching, flags discrepancies, and provides real-time close status dashboards. |

| Tool / Technology | |
|---|---|
| **UiPath AI Center** UiPath AI Center | **Description:** Automation platform that integrates AI models into robotic process automation (RPA) workflows to eliminate manual Finance tasks<br>**Example Use Case:** Reads and classifies vendor invoices with AI, then routes them through automated approval and posting in ERP systems |
| **Data Robot** DataRobot | **Description:** Enterprise AI platform that builds and deploys machine learning models to uncover financial patterns and improve decision-making<br>**Example Use Case:** Predicts cash flow fluctuations by analyzing historical payment behaviors, enabling proactive treasury management |
| **FICO Analytics** FICO | **Description:** AI-powered analytics platform widely used for credit risk, fraud detection, and financial decision optimization<br>**Example Use Case:** Scores vendor and customer credit risk in real time to inform approvals, mitigate exposure, and improve collections |
| **Palantir Learning** Palantir Learning | **Description:** Data integration and AI platform that unifies financial, operational, and external data to train and deploy machine learning models<br>**Example Use Case:** Consolidates disparate financial datasets to forecast profitability under multiple market scenarios and guide strategic decisions |
| **Coupa**[1] coupa | **Description:** AI-driven spend management platform that optimizes procurement, expenses, and supplier decisions<br>**Example Use Case:** Uses AI to analyze purchasing patterns, flag non-compliant spend, and recommend cost-saving vendor alternatives |
| **Workiva** Workiva | **Description:** Cloud reporting and compliance platform that applies AI to streamline financial reporting, audit, and regulatory workflows<br>**Example Use Case:** Automates the aggregation and validation of financial data across systems to accelerate SEC and management reporting |
| **SAP Joule**[1] Hi, I'm Joule! | **Description:** Embedded generative AI in SAP that delivers contextual insights, answers queries, and automates Finance workflows directly within the system<br>**Example Use Case:** Surfaces real-time SAP financial data (e.g., cost center spend) through natural language queries, eliminating manual report pulls |
| **ChatGPT** ChatGPT | **Description:** Conversational AI that generates text, summarizes data, and automates knowledge work across Finance use cases<br>**Example Use Case:** Drafts variance analysis commentary or management reporting narratives based on financial data, accelerating month-end close |

# AI Use Cases in Finance

These use-cases are meant to depict how AI-powered efforts are transforming the Finance Function.

## Fast-Growing SaaS Portfolio

1 2

AI-Powered Forecasting and Customer Health

### Challenge

A SaaS portfolio company faced fragmented CRM and billing systems across acquisitions, creating data silos. Inconsistent data definitions limited comparability across portfolios, while manual FP&A reporting slowed CFO and PE sponsor visibility into customer health and portfolio performance.

### Solution

Conducted a full current-state assessment and deployed AI-powered forecasting across consolidated customer datasets. Implemented a unified CRM and billing model in a standardized ARR cube (Snowflake/ Databricks). Deployed machine learning models to detect at-risk customers using billing, support, and usage data. Embedded AI forecasts into predictive dashboards within Power BI Copilot, and established a continuous learning loop to retrain models with each acquisition's customer data.

### Outcomes

Improved forecast accuracy by 30 - 40%, boosting investor and Board confidence. Reduced customer churn by 15% through early risk detection and intervention. Delivered real-time portfolio insights that enabled proactive CFO and PE sponsor decision-making, while repositioning Finance as a strategic partner with predictive, value-add reporting.

## Global Financial Services Firm

1 2

AI-Powered Close Acceleration

### Challenge

Finance faced persistent delays in performance visibility due to fragmented spreadsheets, late manual adjustments, and recurring data errors. Limited infor-mation visibility combined with and reliance on manual journal entries created high overtime demands, rework, and reduced bandwidth for insight-driven analysis.

### Solution

Redesigned accounting and reconciliation processes to eliminate upstream inefficiencies. Implemented BlackLine's AI-powered close automation, including:

- AI AutoMatch: 90-95% automated reconciliations across bank, subledger, and GL.
- Anomaly Detection: Real-time flagging of duplicate, missing, or late entries.
- AI-Assisted JE Prep: Drafting journal entries and routing for approval.
- Auto-Narratives: Generating flux commentary and packaging audit evidence.

### Outcomes

Reduced close cycle time from 10 to 3 days, with 60% fewer manual entries and 75% faster reconciliations. Created capacity within the Finance team enabling it to focus on insights over entries, driving more timely reporting, reducing risk, and improving CFO decision-making.

## Publicly Traded Private Equity Firm

1

General Ledger Reconciliation Automation

### Challenge

A private equity firm managing $135 billion in assets under management faced significant inefficiencies in its financial reporting processes post-IPO. The Finance team was spending over 170 hours per month on manual general ledger true-ups and asset reconciliations, creating bottlenecks, errors, and delays in financial reporting. Manual processes limited scalability and prevented timely analysis and decision-making.

### Solution

Designed and implemented automated reconciliation solutions leveraging Python and Microsoft Power Auto-mate. Custom scripts were built to query GL accounts, validate balances in real time, and generate audit-ready reports. Automated reconciliation models streamlining bank statement and clearing account processes, also enabled a scalable settlement model paired with Power BI dashboards improved visibility into key reconcilia-tion and AR metrics.

### Outcomes

The automated reconciliation process eliminated more than 300 hours of manual effort per month and redu-ced reliance on external contractors. Finance gained daily, real-time visibility into GL discrepancies, with an auditable trail of all journal activity to strengthen controls and investor reporting. The result was a more efficient, accurate, and scalable close process.

## Healthcare Insurance Provider

2

Predictive Analytics Powered by NLP

### Challenge

A healthcare insurance provider needed to improve client engagement by analyzing customer calls for insights into satisfaction and behavior. The client had over 100,000 call recordings, creating a massive volu-me of unstructured audio data that made it difficult to extract meaningful insights. They required a scalable solution to identify customer sentiment, predict churn, and inform sales and service strategies.

### Solution

Developed a machine learning solution that transformed raw call transcripts into structured, interpretable data. The solution used advanced Python libraries to extract, categorize, and analyze call transcripts. Sentiment ana-lysis identified customer emotions across a spectrum from highly negative to highly positive, while actionable insights summarized drivers of satisfaction, confusion, and product feedback.

### Outcomes

Delivered real-time visibility into customer sentiment across thousands of calls, enabling leadership to iden-tify sales opportunities and service risks. Increased customer lifetime value by 13% through targeted sales pitches and tailored engagement strategies. Establis-hed a scalable, repeatable solution with an ongoing feedback loop, enabling continuous refinement of customer engagement strategy as well as independent analysis of future call data.

1 Strategic Alignment Focus

2 Data and Techology Focus

3 People, Process, and Operating Model

4 Governance, Risk, and Responsible AI

NOTE: AI Integration with Robotics and IoT (#3) and AI Convergence with Quantum Computing (#4) are not reflected in the current set of Finance use cases, as these areas remain in early stages of maturity. While promising, they are still evolving in practical enterprise applications, and adoption within Finance has yet to reach meaningful scale.

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