

# Innovation in the Finance Function

Global Survey 2018

INNOVATION

Just 28% of organizations apply a balanced approach to innovation say CFOs

**11%  
EXPERIMENTAL**

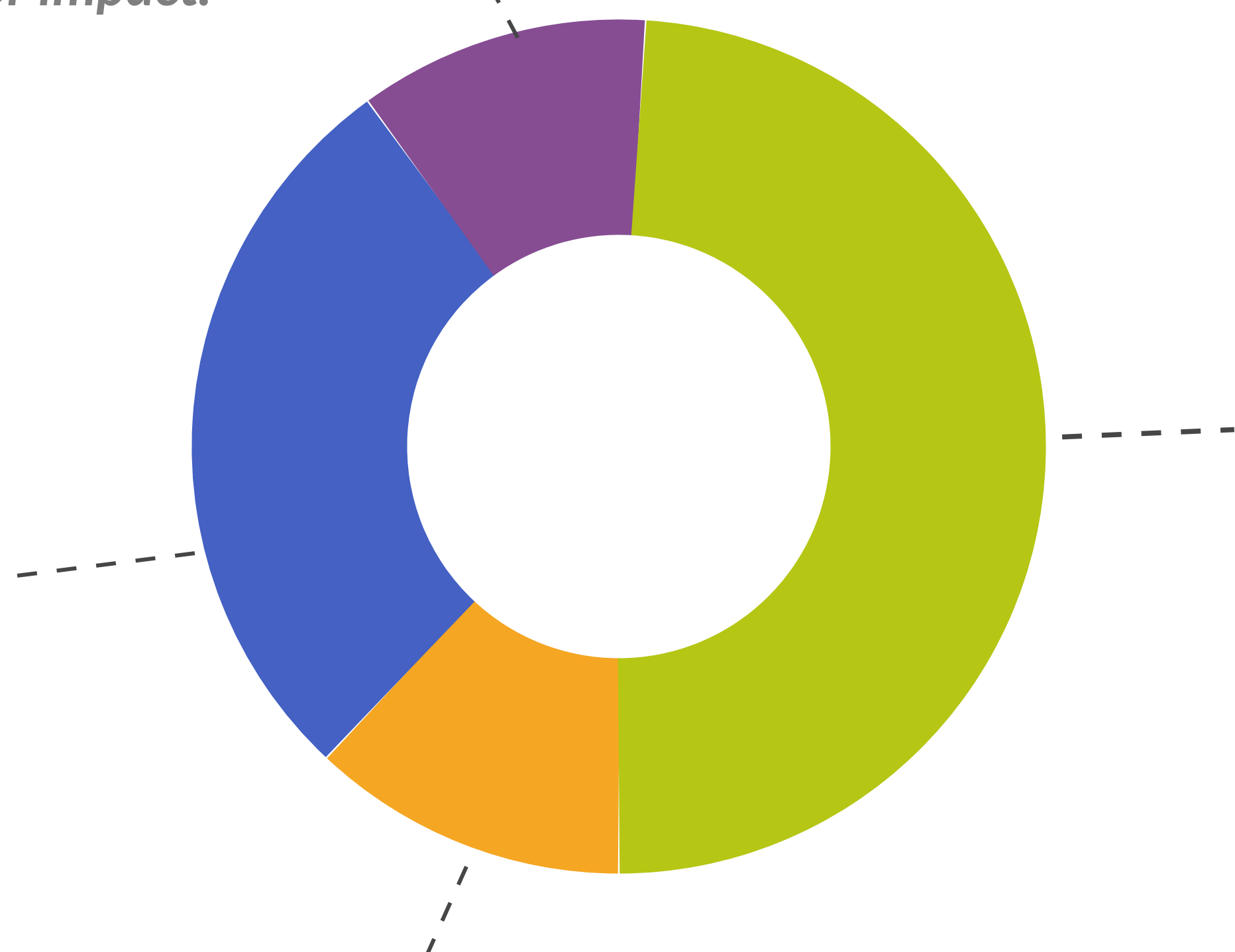
*“Investment in technology-driven innovation has been in isolated initiatives with no clear strategic direction or impact.”*

**49%  
CUSTOMER FACING**

*“most of the innovation has been in customer-facing processes first (for example, CRM, Web analytics, Digital marketing, Social capability, chat) with back-office finance systems trailing behind.”*

**28%  
BALANCED**

*“our organization has invested equally in innovation in customer-facing and back-office finance processes (ERP, Budgeting, Planning, Forecasting, Reporting, analytical and decision-making platforms).”*



**12%  
FINANCE FOCUSED**

*“innovation has been in back-office finance processes first with customer-facing processes trailing behind.”*