

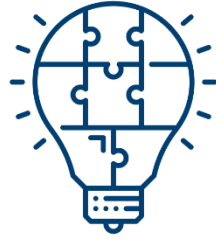


Helping Organizations Worldwide Work  
Smarter, Faster, and With Greater Confidence

# 2023 FINANCIAL MANAGEMENT PRIORITIES

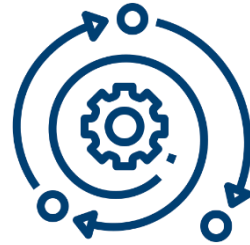
Survey Report

# ABOUT THIS REPORT



APQC conducted its annual survey of finance professionals to explore the focus areas, initiatives, and challenges APQC members and customers are addressing in 2023. Topics included in the survey were:

- / cash flow management,
- / finance risk management,
- / finance function process improvement, and
- / finance data management.



The survey responses represent finance function professionals from across all industries and geographies.



APQC leverages this information to report back to members and customers as part of its mission, but also feed into an agile research agenda for its finance function research.



**330**

Valid Participants

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Cash Flow Management

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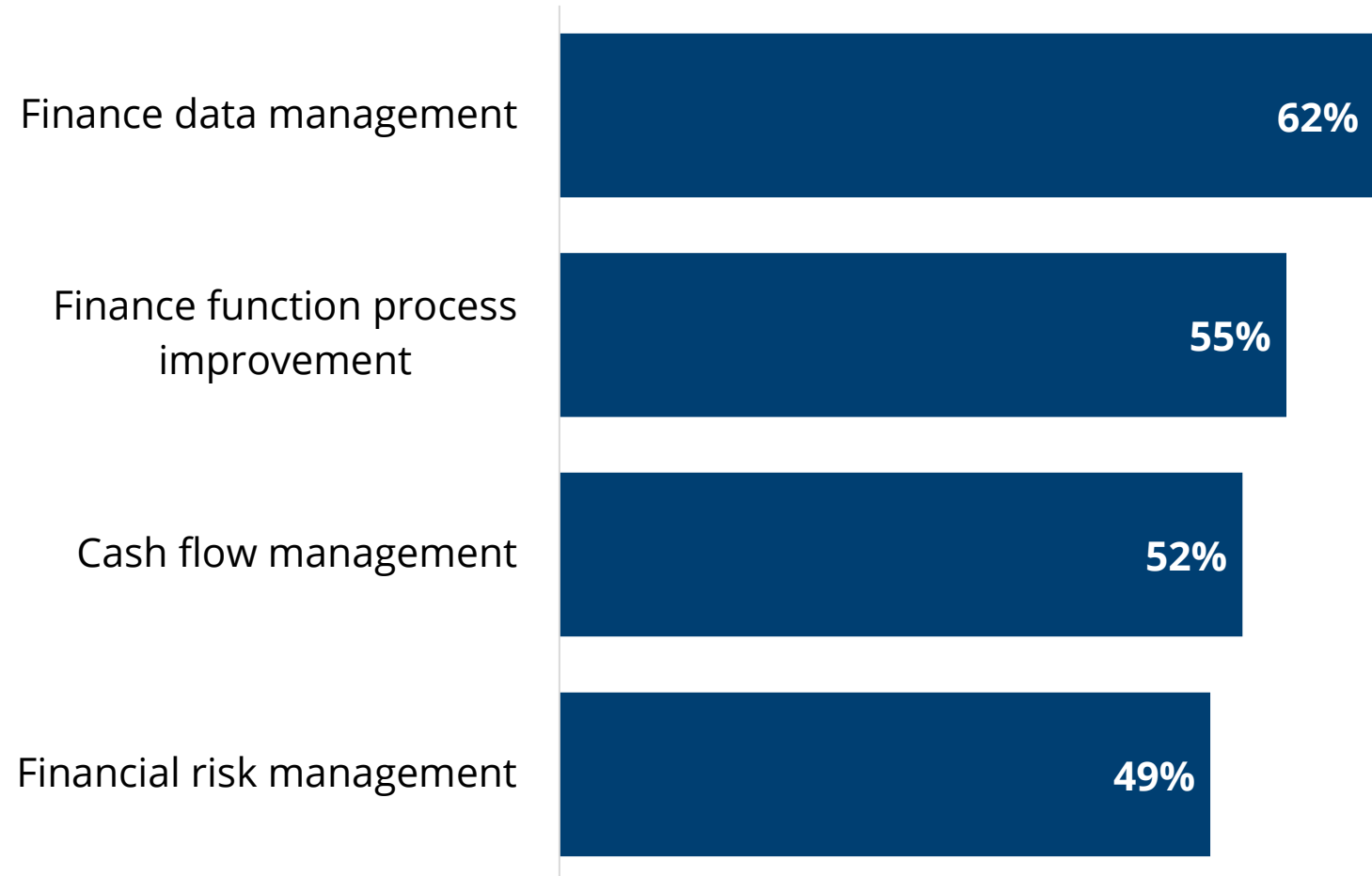
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Finance Data Management

# 2023 FOCUS AREAS FOR FINANCE

**Which of the following areas is your organization's finance function focusing on in 2023?**

*Select all that apply.*



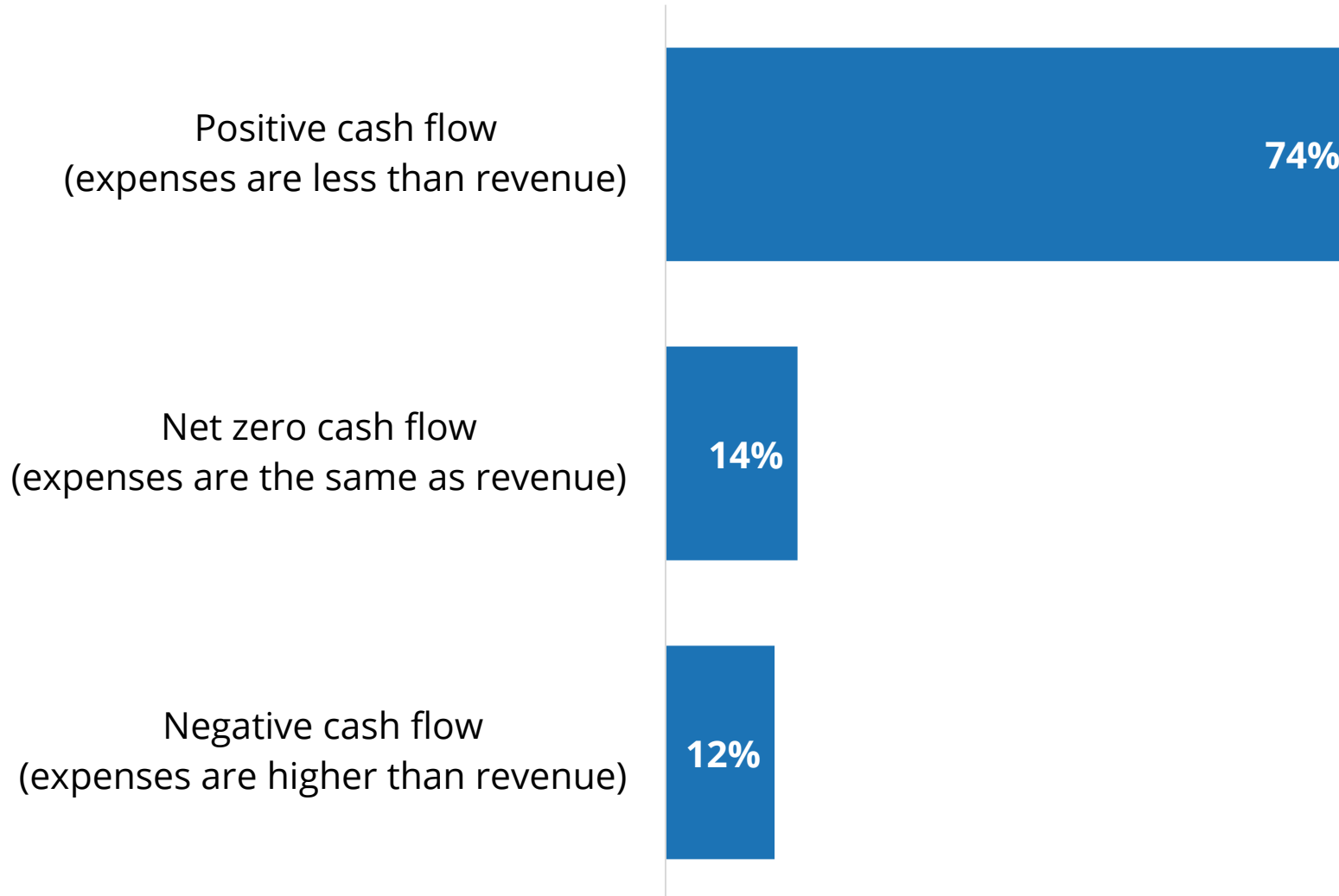
Two-thirds of respondents report their organization is focusing on finance data management in 2023.

Additionally, just over half of respondents report process improvement and cash flow management are an area of focus for their organization in 2023.

**1**

# **CASH FLOW MANAGEMENT**

# CASH FLOW EXPERIENCED



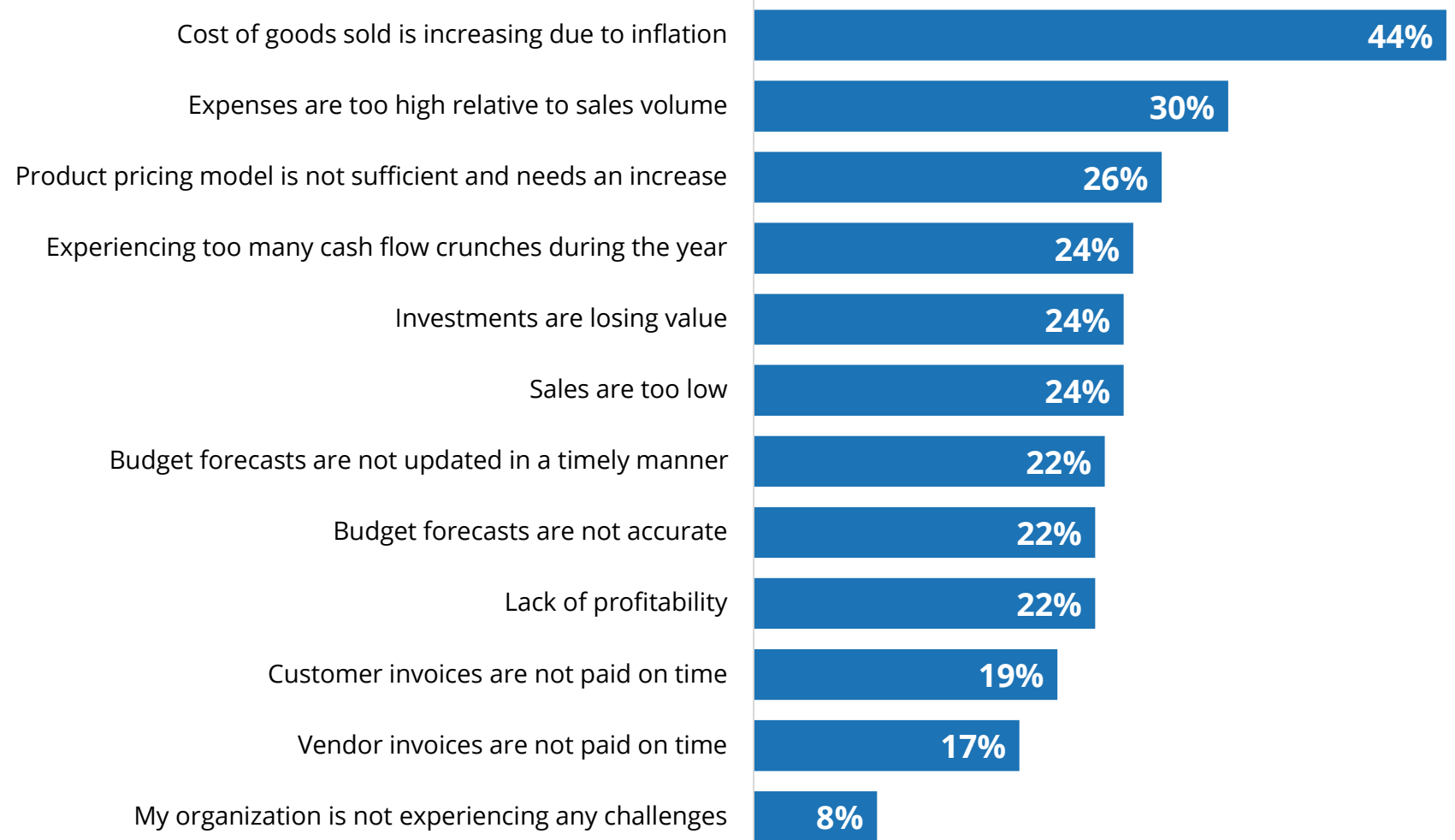
Three-fourths of Respondents who are focusing on cash flow management in 2023 report having a positive cash flow in their organization's recent financial reports.

N=162

# CASH FLOW CHALLENGES

Which of the following challenges is your organization currently experiencing with cash flow management?

Select all that apply.



Forty-four percent of respondents who are focusing on cash flow management in 2023 report that cost of goods sold increasing is a challenge their organization is currently experiencing.

Too high expenses relative to sales volume and needing an increase in product pricing are also challenges reported.

# MANAGING AND INCREASING CASH FLOW

Investing in technology to speed up the budgeting/forecasting process and for better financial data management and visualization are the most common ways respondents report their organization is doing to manage and increase its cash flow.





**2**

# **FINANCE RISK MANAGEMENT**

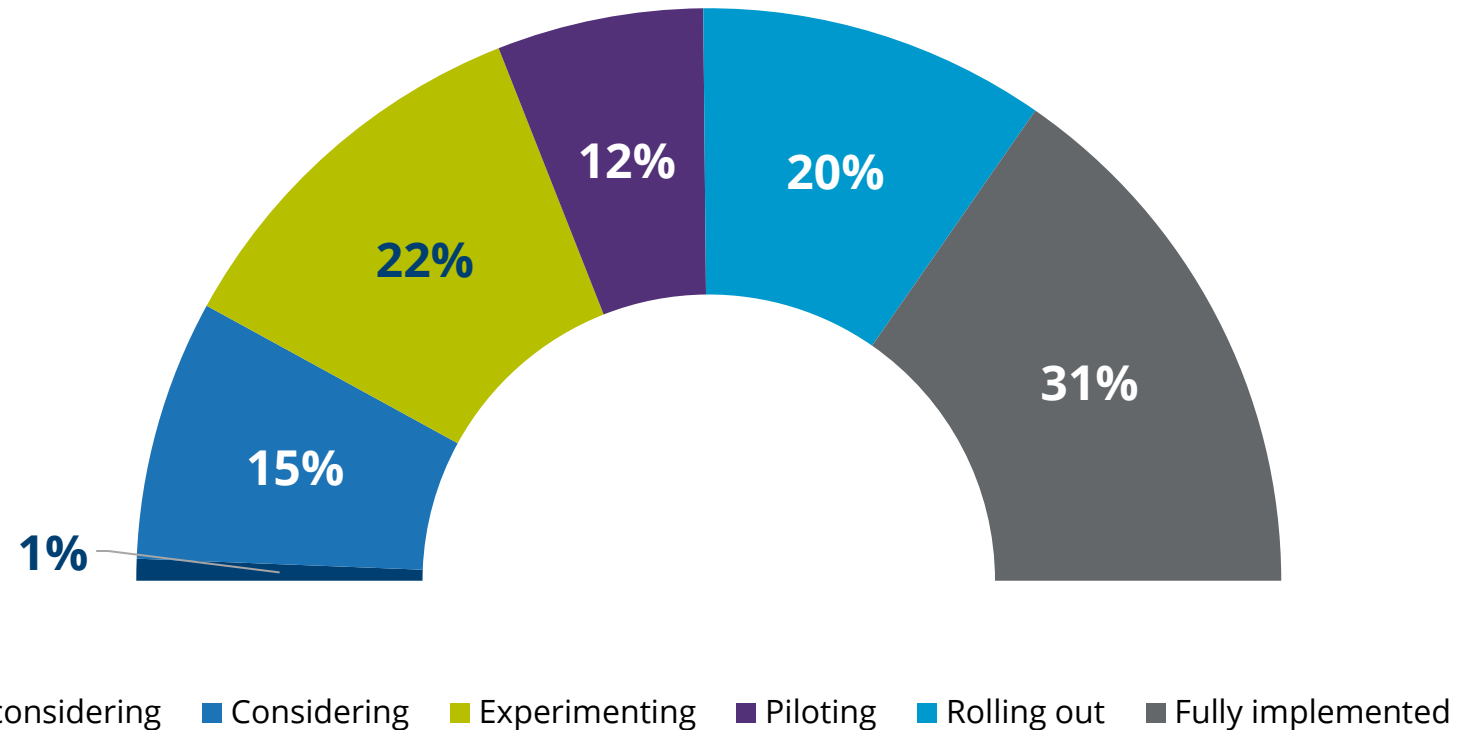
# IMPLEMENTING RISK MANAGEMENT PROGRAM

Two-thirds of survey respondents reported they are piloting, rolling out, or have fully implemented a risk management program in their organization. The top three financial risks in their risk management program are cyber risk, market risk, and operational risk.

## Finance risks included in the current risk management program

- 77%** Cyber Risk
- 76%** Market Risk
- 73%** Operational Risk
- 68%** Liquidity Risk
- 59%** Credit Risk

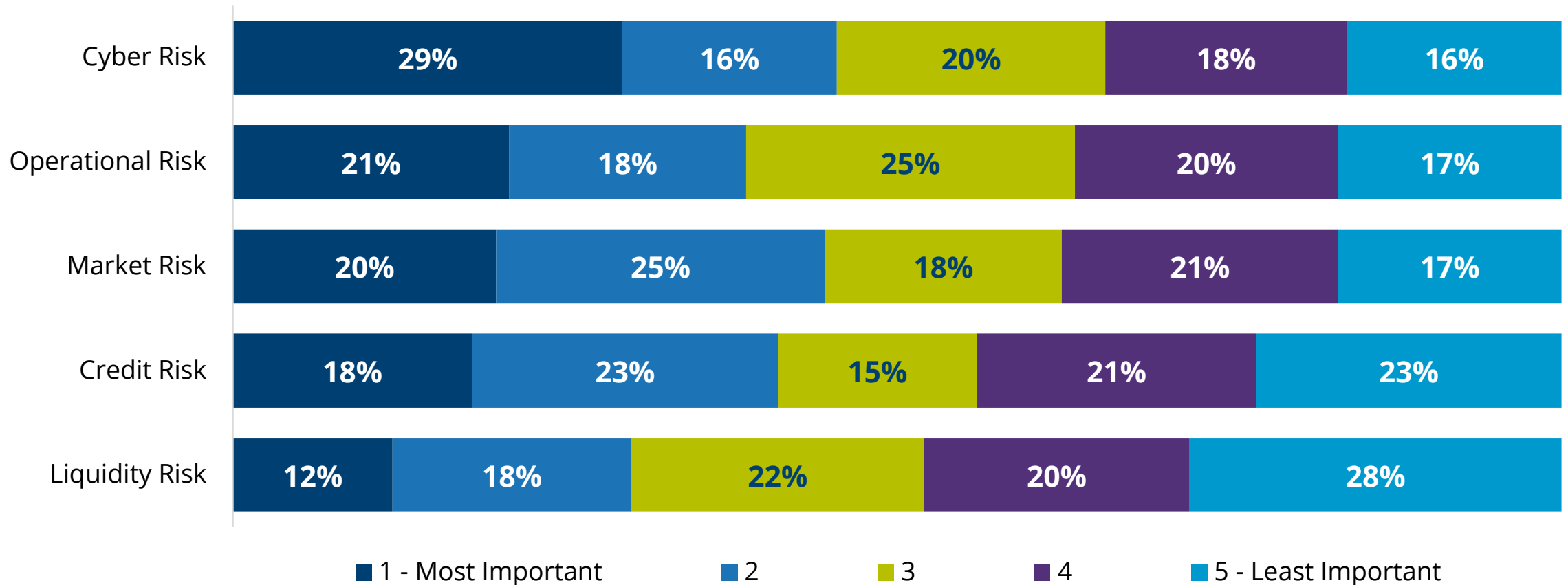
N=100



# AREAS OF RISK MOST IMPORTANT FOR 2023

Cyber, operational, and market risks are rated as most important for 2023, while credit and liquidity risk are less important according to survey respondents.

Please rank the following risk areas in order of importance to your organization's risk management efforts in 2023.

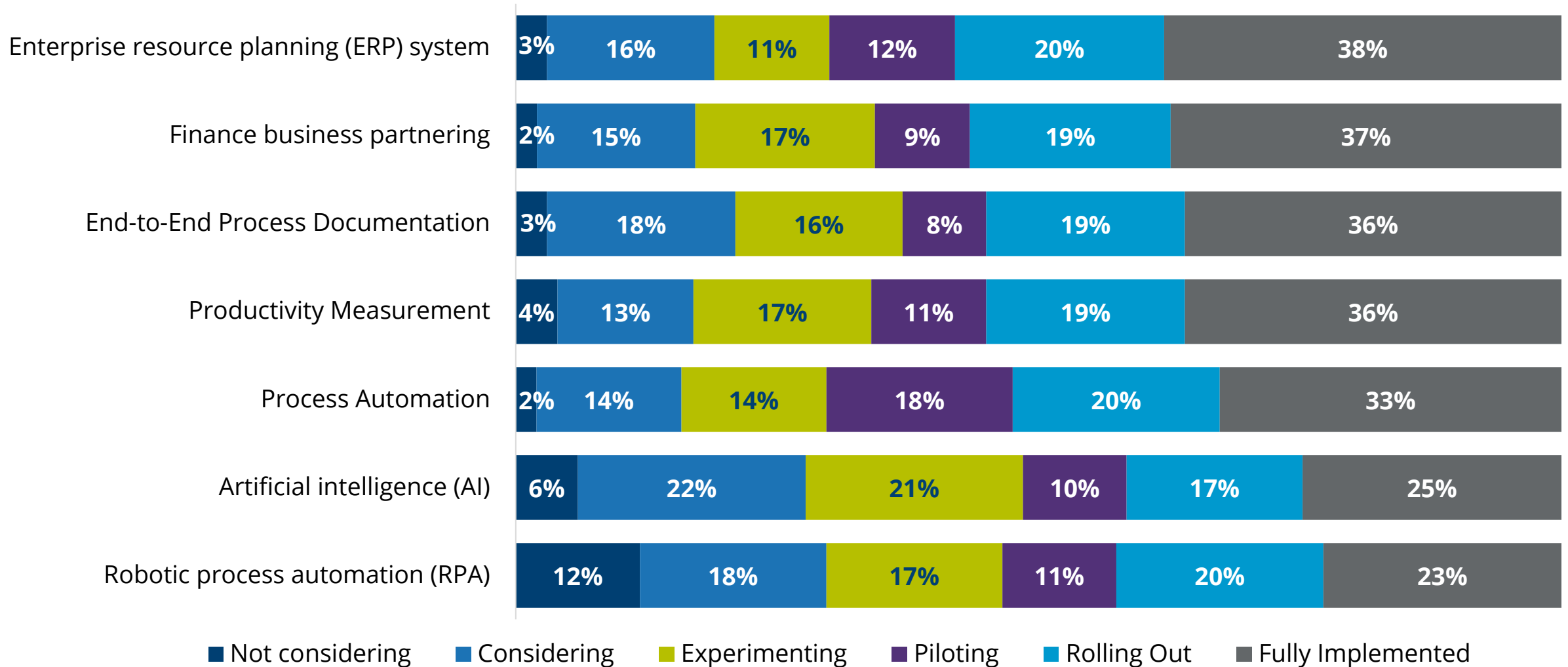


**3**

# **FINANCE FUNCTION PROCESS IMPROVEMENT**

# IMPLEMENTING PROCESS IMPROVEMENT IN 2023

About 97 percent of respondents are at least considering an ERP system, finance business partnering, and end-to-end process documentation improvements in 2023, and at least 63 percent of those respondents are piloting, rolling out, or will fully implement these improvements.



**4**

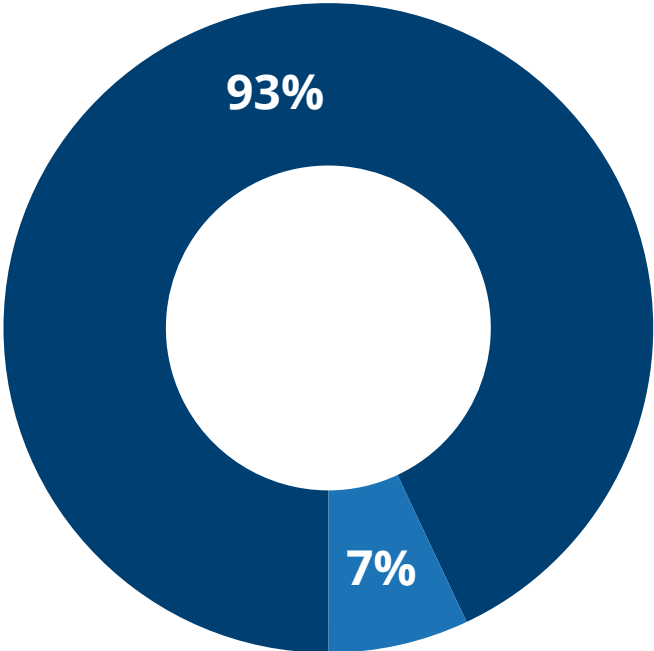
# **FINANCE DATA MANAGEMENT**

# LEVERAGING FINANCE ANALYTICS

Nearly all respondents report currently leverage finance data analytics, and three-fourths of those respondents are using finance data analytics to provide an accurate view of key performance indicators.

## Does your organization currently leverage finance data analytics?

Finance analytics is the process of searching for and gathering meaningful insights from financial data, often in combination with other business data, to inform decision making.



■ Yes ■ No

N=203

## If yes, how does your organization utilize finance data analytics?

*(Select all that apply.)*

Provide accurate view of key performance indicators (KPIs)



Create accurate financial forecasts



Detect possible fraud



N=189

# USING FINANCE DATA VISUALIZATION

Thirty percent of organizations surveyed are still using Excel to create charts and graphs that must be manually updated, while only 15 percent of organizations are using advanced finance data visualization tools to add aesthetics and explore relationships between data.

Uses advanced finance data visualization tools that allow interaction with the visualizations but adds an aesthetic dimension from a graphic artist (combined with the software/tool capability) to the visualization.

15%

Uses advanced finance data visualization tools that allow interaction with the visualizations to explore relationships between the data.

23%

Uses advanced finance data visualization tools and/or dashboards to visualize 2 or more variables to reveal correlations and must be updated manually or is updated on an ad hoc basis.

23%

Mostly uses Excel to create charts and graphs with one-dimensional variations and must be manually updated.

30%

Does not currently use data visualization.

9%



# RESPONDENT DEMOGRAPHICS

Region	
United States and Canada	59%
Central and South America	3%
Europe	14%
Africa and Middle East	2%
Asia/Pacific	22%

Job Level	
Head of Business (Chairman, C-Suite, President)	18%
VP/Senior Executive	10%
Director/Senior Manager	25%
Manager/Process Owner	46%

Organization Industry	
Financial Services/Banking	29%
Software	13%
Services	10%
Retail and Wholesale	8%
Healthcare	7%
Consumer Products/Packaged Goods	5%
Industrial Products	4%
Electronics	3%
Automotive	3%
Media and Entertainment	3%
Rental	2%
Distribution/Transportation	2%
Utility	2%
Government/Military	2%

*Other industries include: Aerospace, Agriculture, Non-Profit, Petroleum/Chemical, Pharmaceutical, Research, Telecommunications.*

# RESPONDENT DEMOGRAPHICS

Annual Revenue	
\$20 billion or greater	11%
Between \$10 billion and \$20 billion	12%
Between \$5 billion and \$10 billion	14%
Between \$1 billion and \$5 billion	17%
Between \$500 million and \$1 billion	22%
Less than \$500 million	24%

Number of Employees	
Fewer than 100	10%
100-999	11%
1,000-9,999	37%
10,000-49,999	19%
50,000-99,999	11%
100,000 or more	12%

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