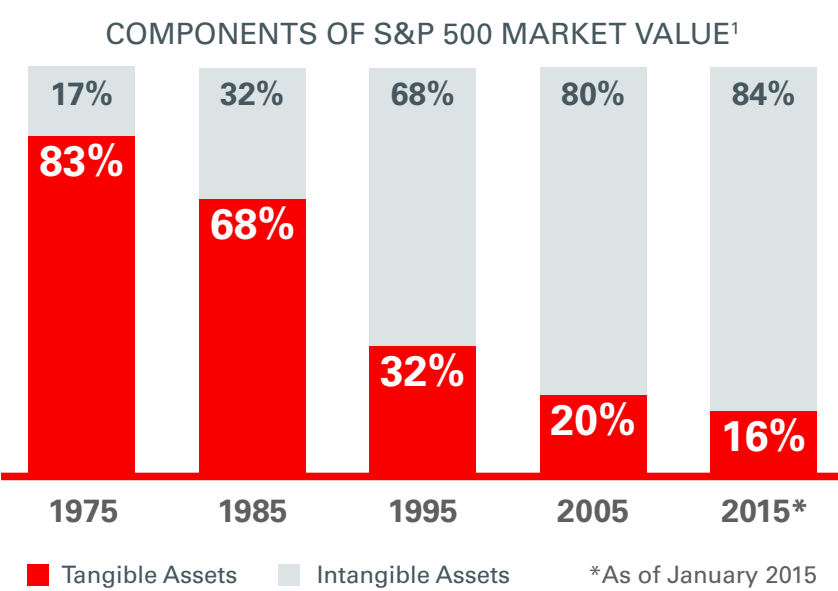


# How to Measure & Manage Value from Digitization?

Global research report from CIMA (Chartered Institute of Management Accountants) commissioned by Oracle investigates how 744 Finance Executives from across the globe evaluate the impact and role the CFO plays in creating value with digital technologies.

## IMPACT ON FINANCE

Market value has flipped from tangibles to intangibles



More companies than ever are creating high value with fewer fixed assets



McKinsey reports that these “asset-light, idea-intensive sectors” now generate 31 per cent of Western company profits, up from 17 per cent in 1999.<sup>2</sup>

As corporate structures and business models evolve, so too must the metrics finance uses to measure performance. Disrupt yourself or be disrupted...

## WHAT ARE THE NEW KPIs TO STAY AHEAD OF THE COMPETITION AND DRIVE VALUE?

### Top KPIs

- 67% Data Quality
- 66% Return on Invested Capital (ROIC)
- 65% Employee Productivity
- 65% Employee Engagement & Retention
- 60% Customer Experience & Satisfaction
- 57% Competitor Activity
- 55% Customer Pipeline and Retention
- 50% Talent Sourcing and Pipeline
- 49% Brand Awareness and Equity



### Top Value Drivers

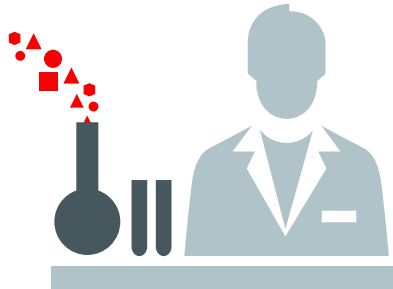
- 76% Customer Satisfaction
- 64% Quality of Business Process
- 63% Customer Relationship
- 61% Quality of People
- 58% Reputation of Brand

## HOW CAN FINANCE PLAY A LEADING ROLE IN ESTABLISHING THE NEW KPIs AND VALUE DRIVERS?



**Enhance the value of information**  
by ensuring its validity and filtering it for decision-makers to use.

**Work with data scientists**  
to explore data and develop new analytical insights.



**Partner closely with business managers**  
in collaborative conversations probe root causes; and identify potential leading performance indicators.

## FIND OUT MORE



Download the full research report “The Digital Finance Imperative: Measure What Matters Next”:

[oracle.com/goto/cima-research](http://oracle.com/goto/cima-research)

Join our communities



<sup>[1]</sup> Ocean Tomo, as cited in The Wall Street Journal, 2014.  
<sup>[2]</sup> McKinsey quoted on Ibid, pages 108 to 109.  
CIMA, 2015: The Digital Finance Imperative.