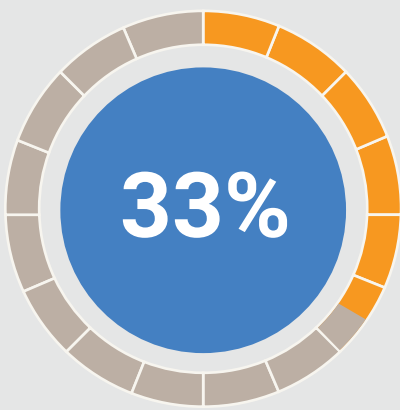


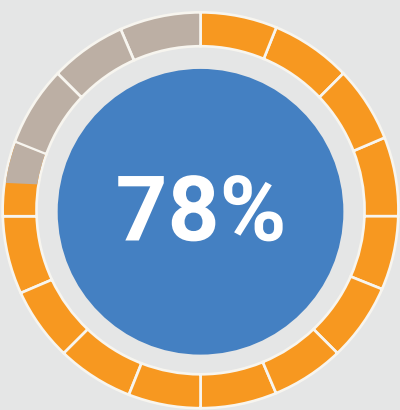
The Finance Function in the New Services Economy



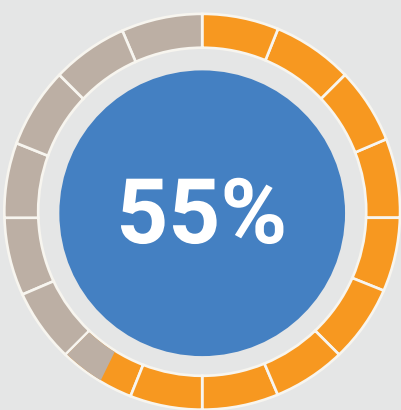
CFOs see services as the future of business growth



Subscription-based services have become significantly more important for their companies over the past five years.



Their companies derive half or more of their revenues from services, either directly or linked to product sales.



Services generate a higher percentage of revenues today than they did five years ago.

Are CFOs reaching beyond their core capabilities?

In order to generate more revenue from services, they'll need to make substantial changes in:



Strategic Planning



Staffing



Operations

A more customer-centric mindset is emerging in the finance function



Two-thirds of CFOs agree that their finance team need to be more customer-centric and focused on renewal revenue streams.



Our business is built on customer relationships and being able to service and delight those clients over many, many years. For Finance, we must be able to then measure the tenure of those relationships, and ensure that we focus on customer lifetime value.

Tim Brown, CFO, Motus

Largest pain points from adopting a services business model



40%
Staffing and Skill Sets



33%
Renewals and Revenue Forecasting



36%
Planning, Budgeting and Forecasting



38%
Billing, Invoicing and Accounts Receivable

Investing in the right tools to access and aggregate data will be essential



Only **17%** of CFOs believe they have the proper operational and technological infrastructure.

Findings are based on a recent online survey of 163 U.S. and U.K. senior finance executives, conducted by CFO Research in collaboration with FinancialForce. 65% of survey respondents have titles of director of finance and above, with a plurality of all respondents serving as CFOs.

CFO