

# How to Make Modern Accounting a Reality with Sustainable Change

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The Association of  
Accountants and  
Financial Professionals  
in Business



# Featured Presenters



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# Agenda

- The Office of the CFO Balancing Act
- Fireside Chat: Enabling Sustainable Change
  - Building an Impactful Business Case
  - Automating Manual Processes
  - Leveraging Existing Technology
- Q&A



# The oCFO Balancing Act

Why transformation hasn't delivered expected outcomes

# The office of the CFO is facing many paradoxes

**Fueling Growth**

**Delivering Insights**

**Retaining Talent**

**Stronger Partnership**

**Unifying Data**



**Managing Costs**

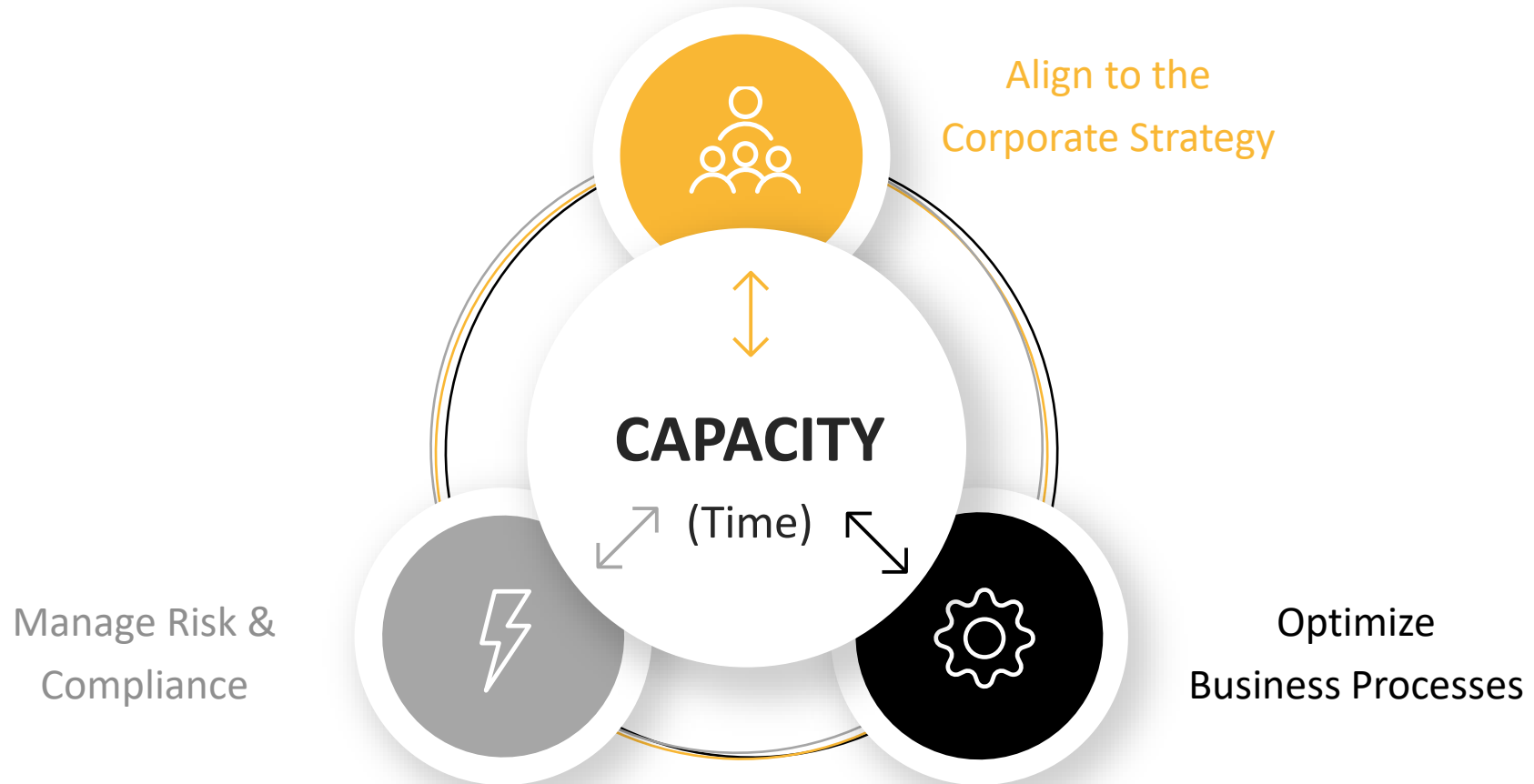
**Maintaining Compliance**

**Doing More with Less**

**Increasing Demands**

**Growing System Complexity**

# F&A Leaders Must Deliver on Three Critical Areas



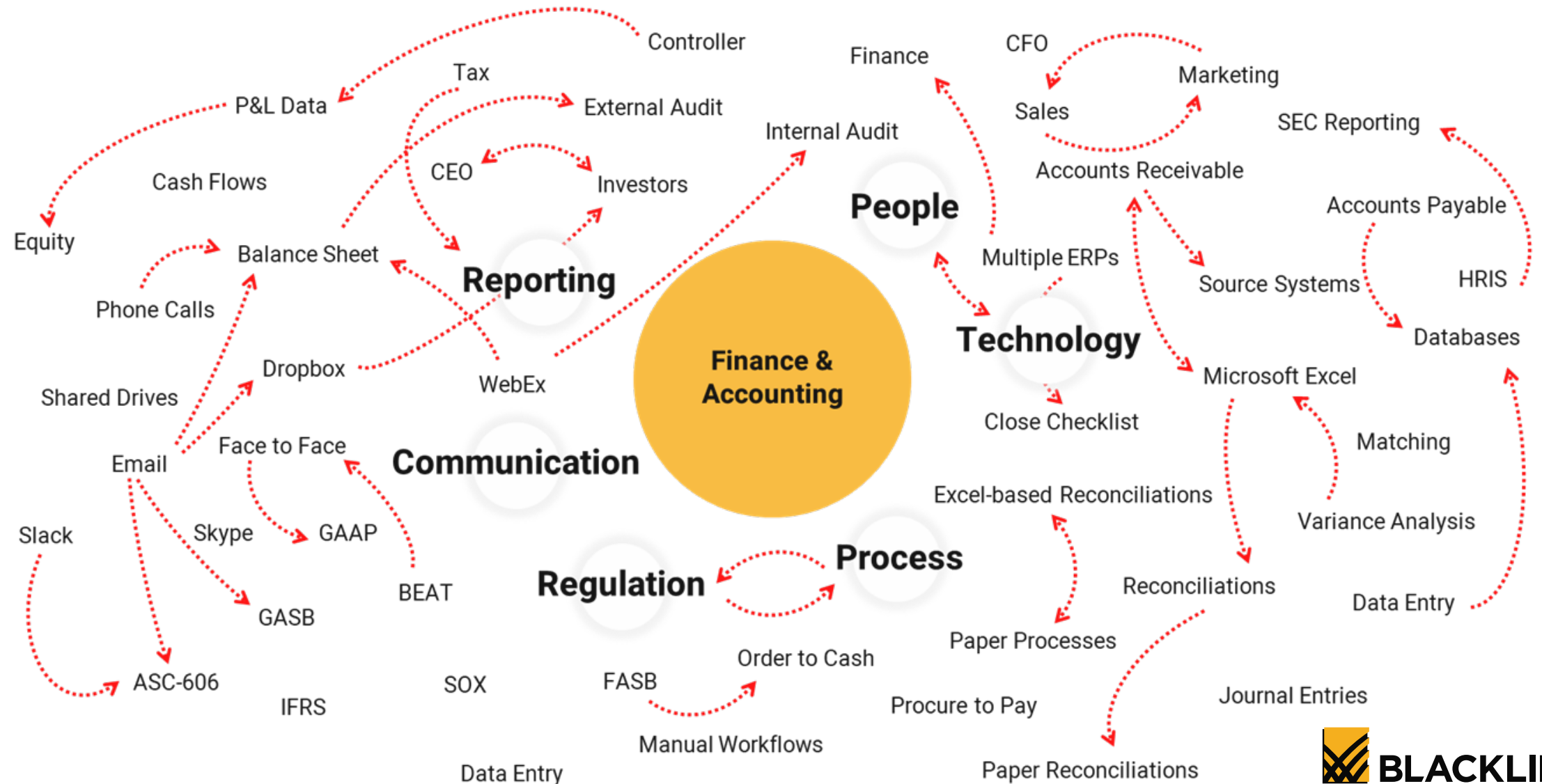
# Polling Question

Question: Have the needs of your role evolved to include more responsibilities or shifting priorities?

- Yes
- No
- Not Sure

# It's becoming an unmanageable balancing act

Disconnected accounting processes and systems cannot support increasing responsibility



# 70%

of finance executives have made significant business decisions based on **inaccurate financial data.**

Source: Censuswide Research

# 85%

of F&A professionals who plan to invest in automation say they are doing so to **increase efficiency or productivity of employees.**

Source: RSM

# 70%

of transformation efforts **fail**.

Source: [McKinsey](#)

# Question

What's your view on Finance and Accounting challenges related to:

- Talent Shortages
- Increasing Priorities
- Doing More with Less

# Question

How should teams approach evolving demands, including:

- Sustainability Reporting
- Growing Regulatory Compliance
- Digital Transformation

# Question

How can teams transition in an era of rapid technology advancement, including:

- General Artificial Intelligence
- Machine Learning

# Polling Question

Question: What is the largest challenge you face in your role?

- Disruptive technologies (e.g., new systems, generative AI)
- Expanded roles (e.g., added responsibility)
- Increasing regulatory requirements (e.g., ASC 842, 606, etc.)
- Business uncertainty challenges (i.e. inflation, supply chain)



# Enabling Sustainable Change

It's time to change the way you think about change

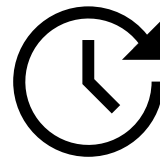
# The Importance of Building a Business Case

Building a strong business case is critical for securing support and resources for transformation



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**Evaluate current business processes  
and challenges to create clear  
objectives**



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**Design the future-state operating  
model and corresponding  
requirements**



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**Create an implementation  
roadmap and metrics for success**

# Making the case for change

## Framework that Asks Three Questions

1. Why do we need to change?
2. Are you confident you can change?
3. Why a particular solution?

# Polling Question

Question: Where are you in your transformation journey?

- Learning for now
- Getting started
- Optimized and satisfied
- Expanding and craving more

# A Model for Sustainable Transformation

Strategic approaches for navigating evolving digital innovation

## Enhance

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Leverage emerging technologies to enhance existing systems and processes.

## Adopt

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Proactively integrate cutting-edge technologies to stay ahead of industry trends.

## Improve

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Refine processes and systems for heightened efficiency and effectiveness.

## Govern

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Establish robust frameworks to align technological evolution with organizational goals.

# Core Tenets of Sustainable Change

Successfully implementing improvement is more than addressing immediate challenges



## High Aspirations

Set fact-based, high aspirations

*“What are the achievable and stretch targets?”*



## Fulfilling Purpose

Attach the compelling ‘why’ reason

*“Why should we do things differently?”*



## Effective Execution

Make prompt and actionable decisions

*“How can we ensure decisions are made promptly?”*



## Long-Term Incentives

Foster long-term discipline and sustainability

*“How do we make improvement part of the culture?”*

# Polling Question

Question: What do you consider the most important tenet of sustainable transformation?

- High Aspirations
- Fulfilling Purpose
- Effective Execution
- Long-term Incentives



# Wrap Up

# The Platform for Modern Finance & Accounting

Inspiring, powering, and guiding impactful change.

## BlackLine Accounting Studio

Invoice-to-Cash

Financial Close

Intercompany

Consolidation &  
Financial Analytics

Record-to-Report

Data

| Automation

| Workflow

| Reporting

| User Experience

Visit [blackline.com](https://blackline.com) for more information



# Key Takeaways

1

**It's time to think differently about change** to create sustainable process improvement

2

**Develop a sustainable model** for long lasting change

*Build a Business Case | Automate Manual Processes | Leverage Technology*

3

**BlackLine is the only unified platform** that enables end-to-end change across your financial close

# Questions and Answers



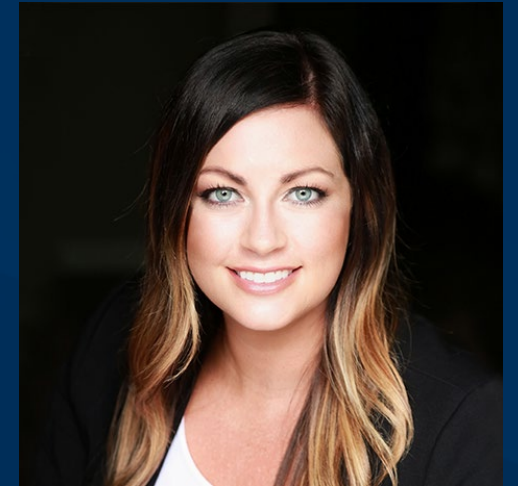
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# Thank you!

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