Reimagining the Finance Function for the Future Enterprise

Infosys®
Navigate your next

Foreword

Prasanth Nair
Vice President – Strategic Business Practice Head,
Infosys BPM

The finance function spent two decades optimizing for cost and control. That was the right answer for its time. It is no longer the answer for ours.
CFOs are being asked to be architects of enterprise performance, not custodians of historic numbers — to translate volatility into foresight, govern AI as they deploy it, and do so while business, regulation, and technology are being rewritten in real time.

The reality on the ground is harder than the mandate suggests. Regulators are intensifying scrutiny faster than control frameworks can be redesigned. Business models are turning into ecosystems, finance talent is structurally short across North America and Europe, and AI has moved from the side into the workflow, the close, and the forecast. Most finance organizations are still carrying debts like fragmented processes, legacy ERPs, narrow digital skills, and siloed data, that make it hard to respond at the speed the business now expects.

"AI-first" is not a destination; it is a continuously moving frontier. Agentic execution is moving from demo to deployment, and the finance stack itself is evolving from systems of record into Systems of Execution — platforms that increasingly act, with finance in the loop rather than the other way around.
Cost-per-transaction, cycle time, and error rates will become hygiene; the differentiating measures will be forecast accuracy uplift from AI, stakeholder trust, and the speed at which regulatory or commercial change can be translated into action.

We want finance to be the enterprise's performance architect, not its back office. We want CFOs to govern AI with the same rigor they govern capital. We want human and digital teams managed as a single workforce, the close to compress, controls to run continuously, and board conversations to move from "what happened" to "what should we do next."
That is what we mean by change champions for the office of the CFO, a role earned through depth in F&A, governed AI in production, and accountability for outcomes rather than activity.

The enterprises that move now will compound their advantage. Those that wait will find the market has already moved on. Either way, the finance function of 2030 is being designed in the choices CFOs make this year and next.

The pages that follow present the Everest Group research with welcome rigor — the debts most finance organizations still carry, the staged path from foundations through embedded intelligence to autonomous orchestration, and four enterprise archetypes that each demand a distinct route to the same horizon. We hope they sharpen yours.

Everest Group®

June 2026

Reimagining the Finance Function for the Future Enterprise

Contents

Introduction

The finance function is at an inflection point. External forces ranging from regulatory shifts and technology disruptions to geopolitical volatility and talent scarcity are reshaping enterprise expectations. CFOs are being asked to deliver more than cost control and compliance; they must embed finance as a driver of growth, resilience, and stakeholder trust. Boards are demanding sharper visibility into performance and risk, investors are rewarding enterprises that can translate digital investments into operating leverage and valuation upside, and regulators are intensifying scrutiny on controls, transparency, and accountability.

Hence, finance can no longer operate as a backward-looking cost center. It must evolve to embed itself as a performance architect that enables strategic value, agility, and confidence across the enterprise.

Yet the journey is not uniform. Enterprises are weighed down by debts across processes, technologies, skills, and data that constrain agility and prevent finance from becoming the performance architect that enterprises need. Overcoming these debts requires a staged journey: first, building strong foundations, then embedding intelligence, and ultimately orchestrating autonomous finance that actively shapes business outcomes. Against this backdrop, AI has shifted from an emerging enabler to a non-optional capability. It is no longer a side bet or an innovation agenda item; it is increasingly becoming central to how finance accelerates decision velocity, strengthens control, and scales insights without a proportional increase in cost.

Simultaneously, the services ecosystem around finance is being redefined. Traditional outsourcing models anchored in labor arbitrage and SLAs are giving way to partnerships built on contextual expertise, digital enablement, and shared accountability for enterprise outcomes. Providers are no longer just processors of transactions but co-creators of business value.

This Viewpoint explores how enterprises can navigate this transition and what it means for provider engagement. Specifically, we cover:

- Forces reshaping finance and why AI acts as a powerful amplifier across them
- Future state of finance across four components – scope, technology stack, delivery and governance, and performance management
- The staged journey enterprises must undertake to reduce their process, technology, skill, and data debts and move toward future-ready finance
- Archetype-specific pathways that highlight how finance transformation differs for enterprises based on traits, priorities, and challenges
- The evolution of provider engagement for the finance function

Key forces impacting the current state of the finance function

In a macroeconomic environment increasingly characterized by complexity and uncertainty, CFOs are being compelled to revisit and recalibrate their finance functions to actively respond to the external forces shaping businesses. Exhibit 1 highlights the five key forces and the underlying shifts they represent, which together are reshaping the landscape in which finance operates.

Exhibit 1: Key forces impacting the finance function

Source: Everest Group (2026)

Technology advances

Breakthroughs in technologies redefining enterprise systems and workflows

- AI-enabled workflows and rise of AI agents
- Cloud-native, AI-first ERPs
- Orchestration platforms for digital ecosystem integration
- Connected enterprise data fabric

Geopolitical volatility and regulatory changes

Shifts in global political, trade, and regulatory landscapes creating systemic uncertainties

- Fragmented global trade and supply chains
- Rising emphasis on data sovereignty and compliance
- Dynamic political environment and tax policy shifts, including evolving ESG mandates
- Growing scrutiny and emerging regulations on AI use, ethics, and transparency

Evolving talent dynamics

Demographic shifts and changing workforce expectations reshaping talent supply and models

- Evolving expectations of Gen-Z workforce
- Rise of hybrid and distributed gig-enabled models
- Demand-supply gap for digital-native talent/skills
- Finance talent shortage across North America and Europe

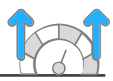
Changing business models

New ways of delivering, consuming, and monetizing products and services across industries

- Subscription and as-a-service business models
- Ecosystem-led and platform-based finance

Demand for accelerated value

Heightened expectations from stakeholders for faster, more holistic value delivery



- Expectations from CFO as an enterprise value architect
- Value-centric redesign of finance operations
- Stakeholder experience-centric value delivery

AI cuts across all five forces – reshaping stakeholder expectations on execution, time-to-delivery, risk management, and talent management.

While each force is reshaping finance in its own way, AI materially amplifies both the upside and the associated control burden. It enables greater speed, autonomy, and scale in how work is executed and decisions are made, but also makes control, auditability, and accountability more complex. As AI becomes embedded across workflows, systems, and decision points, CFOs must ensure that increased execution speed does not come at the cost of oversight, explainability, or governance. Exhibit 2 highlights how AI magnifies the impact of these forces, while simultaneously expanding the CFO's mandate around governance, oversight, and accountability.

Exhibit 2: AI as a force amplifier and a CFO control challenge

Source: Everest Group (2026)

Technology advances

embed intelligence into systems but introduce model, data, and integration risks that require stronger governance

Changing business models

powers real-time, adaptive finance models but makes control harder across platforms, partners, and increasingly decentralized decision flows

Evolving talent dynamics

reduces routine work but raises the need for new skills, human oversight, and clear accountability for AI-led decisions

Demand for accelerated value

raises expectations for instant insights and actions but compresses review cycles and increases risk of decisions based on unvalidated outputs

Geopolitical volatility and regulatory changes

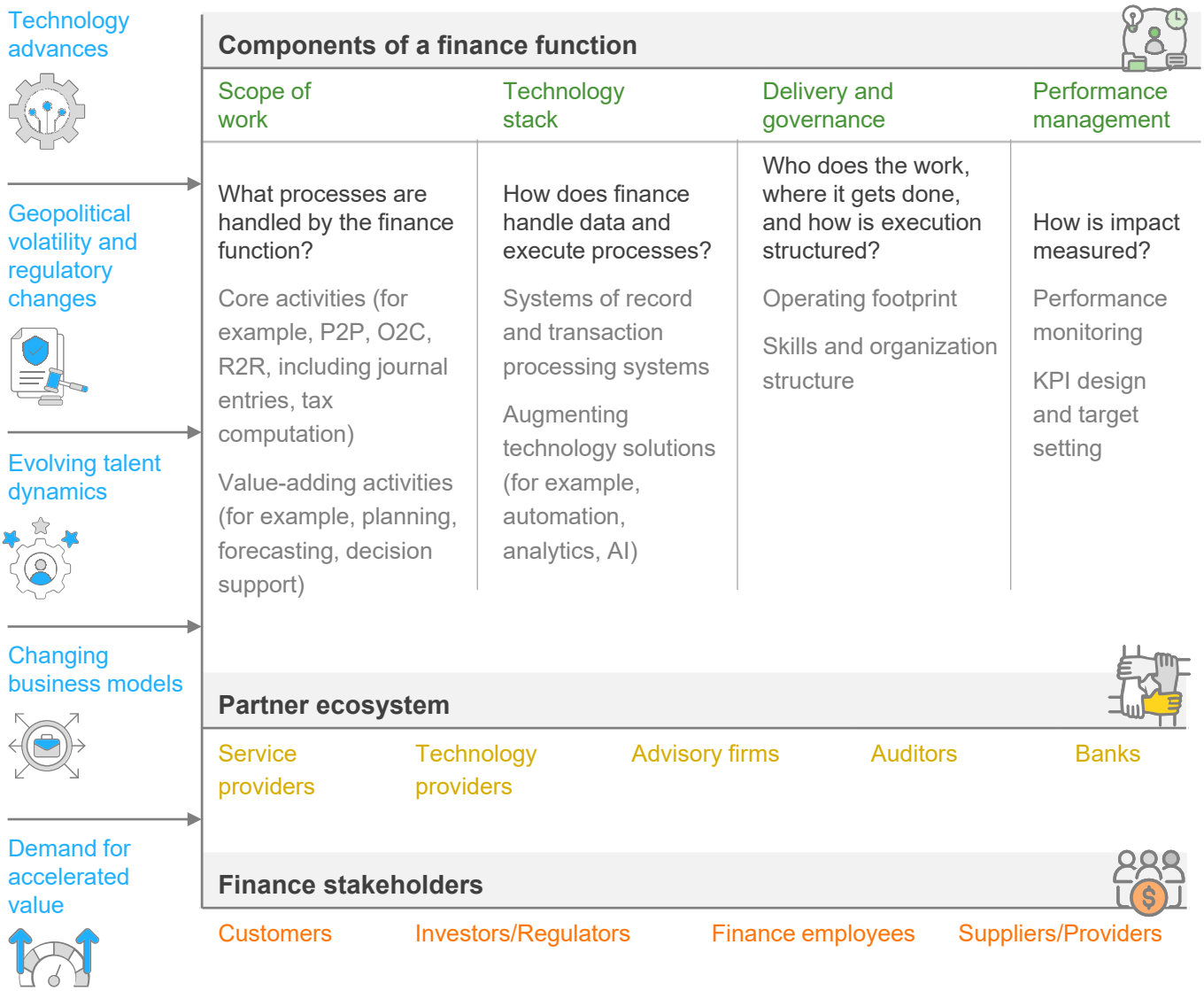
makes compliance continuous with real-time monitoring and reporting but increases the need for explainability, auditability, and compliance with evolving AI regulations

Everest Group research indicates that a majority of enterprises have plans to increase AI investments by more than 50% in the near term.

These key forces impact various components of the finance function – scope of work, technology stack, delivery and governance, and performance management. These components define the finance function while operating within a broader ecosystem, as illustrated in Exhibit 3, shaped by a diverse partner landscape and a network of internal and external stakeholders. The interplay is guided by evolving CFO priorities, which increasingly emphasize business performance, organizational resilience, and purpose-driven leadership.

Exhibit 3: Current finance ecosystem

Source: Everest Group (2026)



These forces, amplified by AI as a force multiplier, will have varying degrees of impact across finance components, driving a fundamental shift in most finance functions over the next few years. The pace of this shift, however, is not uniform and will depend on current maturity levels, technology evolution, and enterprise priorities. It reflects a directional movement that most finance functions are expected to make – toward an embedded, insight-led, and increasingly autonomous function.

Finance of the future

The cumulative impact of these external forces, including business, regulatory, and technology changes, is driving a structural shift in what finance does, how it executes (from technology, delivery, and governance aspects), and how its impact is measured. This section explores the future of the finance function across its four dimensions:

Scope of work

Technology stack

Delivery and governance

Performance management

Scope of work – what processes will finance handle

Today, the finance function spans both transactional activities across Procure-to-Pay (P2P), Order-to-Cash (O2C), and Record-to-Report (R2R), as well as more complex processes such as financial planning, budgeting, forecasting, consolidation, and management and statutory reporting. However, these higher-value activities are still largely calendar-driven and episodic, rather than near real time and embedded in day-to-day business decisions. As Exhibit 4 highlights, the scope of work will expand to cover new forward-looking activities, in real time – directly impacting enterprise operations.

"Tomorrow's finance performance will not be measured by efficiency but by insight, influence, and impact."

– CFO of a semiconductor manufacturing firm

Exhibit 4: Future state of finance function's scope of work

Source: Everest Group (2026)

	Degree of impact	Timeline of impact
Technology advances		Near term
Geopolitical volatility and regulatory changes		Immediate and ongoing
Evolving talent dynamics		Long-term and structural
Changing business models		Immediate and ongoing
Demand for accelerated value		Immediate and ongoing

Future state (2030 and beyond)

- Finance governs AI use within its remit by validating models, maintaining audit trails, enforcing explainability and bias controls, and generating regulatory evidence for AI-supported decisions
- Financial reporting reflects near real-time results, with finance able to respond faster to new rules, policies, and business events
- Finance supports new ways of doing business, such as ecosystems where many partners share value creation and settlement happens across the network
- Finance teams use low-/no-code platforms to build workflows, bots, and dashboards without IT support – expanding their scope to include technology and data responsibilities
- Finance can trigger immediate policy-bound actions such as budget changes, pricing moves, and exception escalations
- Finance owns continuous risk monitoring and compliance assurance, using AI, to track regulatory changes, test controls, flag breaches, and trigger remediation in near real time

Technology stack – how will finance handle data and execute processes

The finance technology stack today is built around ERP systems, standalone reporting tools, and point solutions for automation and analytics. These tools often operate in silos, with limited real-time integration, requiring manual oversight and reconciliation. However, CFOs investment appetite in data and analytics, automation, and AI has increased sharply.

Given such continuously high levels of investments, the technology stack is expected to evolve into a cloud-native, API-first connected architecture that enables scalable, near real-time operations, with end-to-end autonomous orchestration.

A key part of this shift is the emergence of SoE – intelligent platforms that will go beyond storing data or enabling user interactions to activating agentic intelligence and orchestrating autonomous execution in near real time. Exhibit 5 illustrates how multiple forces are reshaping the finance function's technology stack and what its future state could look like.

The share of finance organizations willing to invest has climbed from 47% in 2020 to 75% in 2025, with more than half now reporting strong investment across multiple enablers, including data and analytics, automation, AI, and virtual agents.

Exhibit 5: Future state of finance function's technology stack

Source: Everest Group (2026)

	Degree of impact	Timeline of impact
Technology advances	●	Immediate and ongoing
Geopolitical volatility and regulatory changes	●	Immediate and ongoing
Evolving talent dynamics	●	Medium-term
Changing business models	●	Medium-term
Demand for accelerated value	●	Immediate and ongoing

Future state (2030 and beyond)

- Finance stack evolves into Systems of Execution (SoE) – connecting data, AI, and automation
- A unified data fabric integrating financial, operational, and external data in real time with decision engines in the stack to generate scenarios and trigger business actions
- Real-time transparency dashboards for regulators and boards – turning compliance into a live service, not periodic reporting
- Cloud platforms with local nodes keep sensitive data in-country while staying connected to global finance systems
- Ecosystem-friendly platforms handle partner settlements and tokenized assets, and the finance stack serves as a control tower for ecosystem and platform economics
- Finance platforms embed pre-trained, domain-specific AI agents, available off the shelf for rapid deployment

Delivery and governance – who will do the work, where will it get done, and how will the execution be structured

Finance delivery today is still organized largely around shared service centers, with work anchored to specific locations and functions. SLAs and periodic reviews drive governance, with limited visibility into digital FTEs or integrated outcomes. As Exhibit 6 shows, with the rising impact of geopolitical volatility, talent shifts, and the demand for faster responsiveness, delivery and governance are expected to move toward borderless and hybrid (human + digital) models, real-time command centers, and outcome-linked accountability.

Exhibit 6: Future state of finance function's delivery and governance

Source: Everest Group (2026)

Degree of impact Low → High

	Degree of impact	Timeline of impact
Technology advances	🟡	Near-to-medium term
Geopolitical volatility and regulatory changes	🟢	Immediate and ongoing
Evolving talent dynamics	🟢	Medium-term and structural
Changing business models	🟡	Medium-term
Demand for accelerated value	🟢	Immediate and ongoing

Future state (2030 and beyond)

- Finance work is dynamically allocated between human and digital FTEs, independent of geography or traditional GBS / shared services boundaries
- Finance operates within an enterprise AI governance and trust layer, applying model validation, auditability, explainability, lineage, bias monitoring, and cyber controls to finance use cases
- Finance operates through agile techno-functional squads supported by hub-and-spoke CoEs, where hubs provide enterprise-level expertise and spokes address finance-specific needs
- Finance governance clarifies accountability for AI-led decisions, defining ownership for model oversight, approvals, and business outcomes
- Shared services function as virtual hubs, seamlessly managing a blended workforce of bots and humans
- Finance command centers provide real-time visibility across F&A, integrating governance of both human and digital workers, geo-risk signals, and compliance dashboards

Performance management – how will impact be measured

Performance management in most finance functions today is cost-focused, relying on periodic reports and efficiency metrics such as cost-per-transaction, cycle time, and error rates. While financial and operational dashboards exist, they are still largely backward-looking. With the influence of technology advances, new business models, and the demand for accelerated value, performance management is expected to evolve into continuous value scorecards, forward-looking KPIs, and AI-enabled engines that actively shape business outcomes, as Exhibit 7 highlights. Performance management in finance will evolve from retrospective reporting to an intelligent control system that measures the quality, speed, and trustworthiness of decisions – balancing human judgment, digital autonomy, and enterprise data stewardship.

Exhibit 7: Future state of finance function's performance management

Source: Everest Group (2026)

Degree of impact Low → High

	Degree of impact	Timeline of impact
Technology advances	●	Near-to-medium term
Geopolitical volatility and regulatory changes	◐	Immediate and ongoing
Evolving talent dynamics	●	Medium-term and structural
Changing business models	●	Medium-term
Demand for accelerated value	●	Immediate and ongoing

Future state (2030 and beyond)

- Stakeholder-centric performance tracking that expands beyond shareholders to include employees, customers, regulators, and ecosystem partners. CFOs measure and manage stakeholder trust as a formal performance dimension
- Autonomous performance engines that not only track performance but trigger interventions (budget reallocations, pricing changes, risk alerts)
- Traditional cost/efficiency metrics become hygiene with forward-looking AI-native KPIs such as model decision hit-rate, human-in-the-loop utilization %, forecast accuracy uplift from AI, data lineage integrity, stakeholder trust index, and guardrail override rate, becoming differentiated KPIs
- Finance leaders track workforce value (human + digital) as an operational asset in governance systems

Journey to the future of finance

Having outlined what the future state of finance could look like across the four dimensions of finance, the natural question is how enterprises can get there. The journey will not be the same for every organization. Enterprises start from different maturity levels – some still struggling with legacy debt in the form of fragmented processes, outdated ERP systems, under-skilled finance teams, and siloed data, while others are already experimenting with advanced automation, predictive analytics, and agile delivery models.

What is common, however, is that every organization must address its accumulated process, technology, talent, and data debts of finance as it progresses along the maturity curve toward a future-ready function. The first stage of the curve focuses on building a strong foundation by standardizing processes, unifying data, and ensuring finance teams have baseline digital skills. Once this groundwork is in place, finance can begin to embed intelligence by scaling automation, deploying analytics, and adopting more agile, cross-functional ways of working. The final stage is to orchestrate and autonomize – reimagining finance as a performance architect where processes are adaptive, technology self-orchestrates, and finance actively shapes enterprise outcomes.

Exhibit 8 lays out the action items across each debt dimension that enable this progression. While some enterprises may move through these stages in a structured sequence, others may pursue a more fluid approach, advancing faster in certain areas while lagging in others. The journey is not strictly time-bound; rather, it reflects the need to steadily reduce the debts that hold finance back from its future state.

The journey to the future of finance is not a one-off leap, but a series of reinforcing steps across processes, technology, talent, and data – where each step strengthens the foundation for greater integration, autonomy, and real-time decision-making.

Exhibit 8: Action roadmap to build a futuristic finance function

Source: Everest Group (2026)

Increasing finance function maturity →

	Foundational Operators	Digitally enabled integrators	Autonomous orchestrators
	Run standardized transactional processes, but their role is largely focused on efficiency and compliance	Use automation and analytics to provide forward-looking insights	Operate on connected platforms that trigger near real-time actions
Processes	Standardize core processes (P2P, O2C, R2R) globally Set consistent control frameworks across entities	Move to rolling forecasts and continuous close Embed compliance into workflows (compliance by design)	Enable real-time scenario stress-testing for risk and resilience Shift from SLA tracking to outcome-based performance metrics
Technology	Migrate from legacy ERP to cloud-based platforms Deploy automation and analytics for core processes	Scale automation and AI beyond pilots Deploy self-service analytics for finance teams	Mature into SoE that trigger real-time actions Deploy decision engines for dynamic resource allocation
Talent	Train finance staff on digital basics (automation, analytics) Create hybrid finance-technology roles	Form agile squads blending finance, data, and automation talent Expand finance's role in enterprise planning and decision support	Redefine the CFO role as the enterprise performance architect Manage human and digital FTEs as a single workforce with new roles (for example, AI steward and ecosystem finance manager)
Data	Build a single source of truth for finance data Improve master-data quality and governance	Integrate operational and customer data with finance Build predictive models for cash, costs, and revenue	Build an AI-ready finance data fabric for real-time decisioning Establish dynamic data-sharing with ecosystem partners

AI adoption will not follow a linear maturity curve as legacy debt persists across systems →

Archetype-specific journey to finance's future

Maturity alone does not determine the journey toward a future-ready finance function. Enterprises often struggle to benchmark where they stand on the finance transformation journey. To make this roadmap tangible for CFOs, in this section, we introduce the following four archetypes that reflect distinct business contexts and operating realities:

Giant MNCs

Mid-market and PE-backed

Digital-first organizations

Regulation-intensive firms

For each, we synthesize their defining traits, finance priorities, focus areas, and the targeted action items for the finance function – prioritizing what matters most in that context rather than a one-size-fits-all playbook.

Giant MNCs

Giant MNCs typically have finance functions that operate globally across fragmented ERP landscapes and contextualized local processes, making it hard to enforce global policies, reconcile intercompany flows, or obtain timely, group-wide visibility on performance and risk. Exhibit 9 profiles this archetype and outlines a forward-looking, control tower-led action agenda to standardize core F&A, connect finance technology and data, and re-architect the organization around a human-plus-digital operating model.

Exhibit 9: Enterprise archetype profile card | giant MNCs

Source: Everest Group (2026)

Defining trait

Operate globally with complex portfolios and multi-country presence (**for example**, Fortune 500 / Global 2000 with diversified businesses and frequent M&A)

Finance function priorities

- Standardized core F&A and intercompany processes across regions and entities
- Consistent policies and governance across a fragmented multi-ERP, multi-entity landscape
- Minimal intercompany frictions and reconciliation delays
- Real-time, group-wide visibility on performance

Action items toward finance's future

Anchor around a finance control tower model – a backbone that unifies processes, data, policies, and governance across borders

1. **Create a unified technology + data backbone**
   Consolidate ERP, treasury, and supply chain onto a single finance data fabric with embedded compliance automation, audit trails, and AI decision engines
2. **Set up a global finance control tower**
   Standardize core F&A and intercompany processes and govern them through a central control tower that manages internal trades, continuous close, and liquidity visibility
3. **Enable human + digital orchestration**
   Position the CFO as enterprise performance architect, supported by integrated cross-functional squads and a coordinated human + digital workforce
4. **Deploy governed AI for intercompany and close orchestration**
   Embed AI copilots and governed agents into the control tower to automate intercompany matching, policy checks, and anomaly detection, with human review for material actions and full auditability

Mid-market and PE-backed firms

Finance functions of mid-market and PE-backed firms often operate under time-bound investment horizons and frequent deal activity. Finance teams must stabilize quickly after carve-outs or acquisitions, integrate bolt-ons at pace, and still protect liquidity, covenants, and investor confidence with limited headcount. As shown in Exhibit 10, this archetype needs to set out a modular, agile finance agenda – centered on a deal-ready backbone, cloud-native technology, investor-grade reporting, and scalable data pipelines run by versatile finance teams.

Exhibit 10: Enterprise archetype profile card | mid-market and PE-backed firms

Source: Everest Group (2026)

Defining trait

Focused on rapid enterprise value creation under time-bound investment horizons (**for example**, 200-5,000 FTE firms with lean corporate functions and frequently experiencing ownership transitions)

Finance function priorities

Stable books, controls, and reporting post-carve-out or acquisition

Scalable, modular finance processes and systems to absorb bolt-on acquisitions

Compliance and protected business outcomes in high velocity deal environments

Investor-grade transparency on performance to boards and PE sponsors with lean teams

Action items toward finance's future

Anchor the journey on a modular, agile finance backbone – lightweight processes and systems that can scale quickly.

1 **Deploy a SaaS-native, plug-and-play finance stack**
Roll out cloud-native ERP and finance suites that deploy quickly with low capital expenditure, using plug-and-play automation across AP, AR, close, and planning to support rapid deals

2 **Build a modular, deal-ready finance backbone**
Standardize and document core F&A and intercompany processes so carve-outs and bolt-ons can be absorbed quickly, with exit-readiness embedded in day-to-day routines

3 **Deploy AI copilots and agents for lean finance execution**
Use gen AI copilots and lightweight agents to accelerate close, support finance integration during transactions, and automate management and investor reporting with human oversight for judgment-heavy decisions

4 **Elevate investor-grade reporting and lean finance talent**
Establish clean ledgers, consistent reporting hierarchies, and versatile finance teams that give boards and PE sponsors real-time visibility into performance, liquidity, and covenant compliance

Digital-first organizations

A growing share of enterprises in scope are digital-first organizations – SaaS providers, platforms, and consumer technology firms built on cloud-native architectures and rapid experimentation. Their monetization models evolve quickly, pricing is complex, and volumes scale fast across markets, putting pressure on billing accuracy, revenue recognition, and controls. Simultaneously, boards expect granular insight into unit economics such as Customer Acquisition Cost (CAC), Lifetime Value (LTV), and churn. Exhibit 11 profiles this archetype and sets out a revenue- and data-centric finance agenda toward the future of their finance function that can keep pace with digital growth.

Exhibit 11: Enterprise archetype profile card | digital-first organizations

Source: Everest Group (2026)

Defining trait

Built for speed and innovation with digital-first, cloud-native business models (**for example**, SaaS providers, marketplaces, and consumer technology firms scaling across geographies)

Finance function priorities

- Accurate revenue recognition and compliance for evolving pricing and contract models
- Accurate and scalable billing and collections as volumes grow
- Forward-looking analytics on customer and unit economics (for example, CAC, LTV, churn)
- Strengthen approvals, access controls, and auditability in finance processes during rapid scaling

Action items toward finance's future

Anchor the journey on a revenue- and data-centric operating spine – API-first systems and shared metrics that keep pace with rapid monetization experiments and global scaling

1. **Industrialize digital revenue architecture**
   Design a scalable revenue architecture that can flex with new monetization models (subscriptions, usage-based, marketplace fees) and is codified in digital playbooks for pricing, contracts, and market entry
2. **Build an API-first product–billing–finance stack**
   Build an API-first, cloud-native stack that tightly integrates product, billing, and finance, with autonomous reconciliations and a unified product–finance data fabric for real-time insight into customer economics
3. **Deploy AI agents for revenue operations and growth intelligence**
   Deploy AI copilots and agents to optimize billing accuracy, detect revenue leakage, improve collections prioritization, surface churn and margin signals, and automate finance insights for pricing, customer profitability, and growth decisions
4. **Embed finance in enterprise growth**
   Embed finance partners in product and growth teams and upskill them on cross-border tax, regulatory, and data-compliance requirements so growth experiments stay within guardrails

Regulation-intensive firms

For regulatory-intensive firms, finance operates under constant supervisory scrutiny and is tightly interwoven with risk and compliance. Teams must deliver accurate multi-jurisdiction reports, run credible capital and liquidity stress tests, and evidence strong model and data governance – often on fragmented systems with unclear ownership. Exhibit 12 profiles this archetype and outlines an integrated finance–risk–compliance approach built around industrialized reporting, resilient data foundations, and stronger model-risk expertise.

Exhibit 12: Enterprise archetype profile card | regulation-intensive firms

Source: Everest Group (2026)

Defining trait

Operate under stringent regulatory oversight with high compliance obligations (**for example**, large BFSI, healthcare, utilities, and public-sector entities across multiple jurisdictions)

Finance function priorities

Accurate and timely multi-jurisdiction regulatory and statutory reporting with robust audit evidence

Forward-looking capital, solvency, and liquidity metrics and stress tests that stand up to supervisory scrutiny

Integrated oversight of models, compliance, and cyber controls across finance, risk, and business lines

Jurisdiction-compliant data residency, lineage, and access control across finance systems

Action items toward finance's future

Anchor the journey on an integrated finance-risk-compliance stack – shared data, models, and controls that embed regulatory obligations into day-to-day processes across jurisdictions

1 **Industrialize regulatory reporting and stress testing**
Automate multi-jurisdiction regulatory filings with built-in validation, standard templates, and audit evidence, and run forward-looking capital, solvency, and liquidity stress tests on a consistent data and model foundation

2 **Build a unified finance-risk-compliance platform and data foundation**
Modernize ERP and reporting and integrate cloud-ready governance, risk, and compliance and audit tools into a single workflow on a common data model, enforcing jurisdiction-compliant data residency, lineage, and access controls with real-time dashboards

3 **Deploy governed AI for regulatory intelligence and continuous controls assurance**
Deploy explainable AI, gen AI assistants, and governed agents to detect control breaches, monitor anomalous transactions and reporting patterns, interpret regulatory change, and support evidence preparation, with human approval and full traceability for material actions

4 **Elevate model risk and cross-functional accountability**
Build deep model-risk governance and validation capabilities within finance, and create integrated finance, risk, and compliance teams with clear ownership of regulatory outcomes and regulator engagement

The future of service provider engagements in finance

As enterprises advance toward finance of the future by addressing their processes, data, technology, and talent debts of the finance function, the role of providers in outsourcing engagements is also being redefined. Cost efficiency and reliable execution remain baseline requirements but no longer differentiate. Providers are now expected to support more advanced finance needs – bringing depth in complex F&A processes, integrating digital and AI capabilities, enabling ERP-modernization programs, and working seamlessly with GCCs – while delivering business impact transparently and sustainably. We assess this shift across five dimensions – scope of services, sourcing and commercials, decision-making criteria, delivery and governance, and performance management.

Scope of services

The scope of the engagement is expanding beyond simple transaction execution toward complex process handling and broader accountability for finance outcomes. Providers are increasingly expected to take responsibility of enabling business value – improving working capital, supporting a faster close, and embedding compliance into workflows – rather than just processing tasks. Looking ahead, scope will also extend into new industry-specific F&A services such as aging-population billing and reimbursement in healthcare, long-term care and pension disbursement accounting in insurance and complex joint-venture and production-sharing accounting in oil and gas. While many of these sit at the intersection of finance, risk, and operations rather than the traditional F&A value chain, they point to a future in which providers plug highly specialized, outcome-oriented micro-domains into the broader finance operating model.

Sourcing and commercials

Traditional RFP-led competitive bidding is expected to give way to collaborative design sessions and the use of digital marketplaces, where buyers can source plug-in AI-powered modules to enhance their finance stack. With outcomes and contextual alignment becoming central, providers will be expected to share risks and rewards. Hybrid models will remain the anchor, but with a significantly higher share of outcome-linked or gainsharing elements tied to traditional metrics such as days-sales-outstanding (DSO) reduction and newer metrics such as touchless invoice rates and AI-detected fraud loss avoidance. This shift does not replace traditional input pricing altogether, but it signals a clear move toward commercial constructs that reward providers for impact and not just effort. At the same time, AI-native delivery introduces a new pricing conundrum, as provider cost structures become more variable due to model usage, orchestration complexity, and human oversight, making purely fixed commercial models harder to sustain.

Decision-making criteria

The days when scale, footprint, and case references were the main differentiators are fading. Instead, buyers will place more weight on whether providers can understand their industry context, regulatory obligations, unique finance priorities, and whether they can work effectively in GCC-plus-provider constructs. Alignment with the enterprise's ERP roadmap – for example, the ability to design, implement, and run S/4HANA-enabled finance processes – will become a key filter. Demonstrating this expertise through tailored pilots or outcome hypotheses will become an essential selection factor. Trust, transparency, and delivery reliability will remain non-negotiable, but they will be considered hygiene rather than differentiation.

Delivery and governance

The workforce of the future will be a blend of humans and digital workers, coordinated through real-time dashboards and overseen by joint innovation forums. In many cases, these forums will span GCC and provider teams and jointly own AI models, data pipelines, and ERP release cycles across the finance function. These mechanisms will move governance from a retrospective scorecard review to a forward-looking discussion about transformation opportunities. Even so, the fundamentals of governance – steering committees, escalation paths, and compliance assurance – will remain in place to ensure control and discipline.

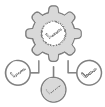
Performance management

The logical extension of these changes will be a rethinking of performance management. What was once about monitoring SLA compliance (for example, timeliness, accuracy, and volume) will shift toward holding providers accountable for finance outcomes. Performance will increasingly be assessed through real-time dashboards that show how providers are contributing to compliance, cycle times, and cash flow. Yet, baseline SLA commitments and penalties for non-performance will continue to anchor contracts, ensuring that the basics of accuracy and timeliness are never compromised.

Taken together, these shifts suggest that the future of finance managed services will not discard the fundamentals but will layer new expectations – digital enablement, contextual insight, and outcome accountability, on top of already established foundations. Providers that can scale AI responsibly, co-orchestrate hybrid GCC/provider models, support end-to-end ERP journeys, and offer differentiated, industry-embedded finance adjacencies will be best positioned to win. Exhibit 13 summarizes these dynamics, highlighting what is expected to change and what will remain constant across five dimensions as enterprises redefine their engagement with providers.

Exhibit 13: Future of finance outsourcing engagements

Source: Everest Group (2026)

		What will change	What will not change
Scope 	Process execution	Business outcome delivery (for example, working capital, faster close, and compliance-by-design) and finance-adjacent, industry-specific F&A processes	Providers continue to run core processes within the finance function
Sourcing and commercials 	Competitive bidding	Collaborative solution design with clients and GCCs for integrated delivery constructs	Cost efficiency and commercial discipline in sourcing remain non-negotiable Hybrid pricing constructs are still predominant
	People-led sourcing	Leveraging digital-/AI-powered marketplaces to plug point solutions into finance stack	
	Input-heavy pricing constructs	Outcome-based/Gainshare-heavy pricing constructs	
Decision-making criteria 	Scale, scope, and delivery footprint	Business understanding, contextualization, and alignment to client priorities	Trust, transparency, and proven delivery reliability remain key hygiene factors
	Reference-based validation	Proof via pilots and outcome hypotheses	
Delivery and governance 	Human-led delivery	Blended human and digital workforce	Formal governance structures will continue to exist Accountability for regulatory compliance and controls will remain constant
	Provider oversight with periodic reviews	Joint real-time innovation governance (GCC-provider co-creation boards and shared outcome dashboards)	
Performance management 	SLA compliance *(process efficiency and accuracy)*	Business outcome accountability *(tying performance to finance impact)*	Enterprises will continue to demand clear, contractual SLA commitments as the baseline Penalties for SLA breaches remain standard
	Static performance dashboards	Real-time live performance dashboards shared across enterprise, GCC, and provider teams	
	Penalty-only frameworks	Hybrid models with gain share for outcome delivery	

"The ability to understand our business, a collaborative mindset, and strong relationship management are the traits that truly stand out."

– Senior Manager, Fleet Operations, an American automotive manufacturer

Conclusion

The role of the finance function in the enterprise is structurally changing. The future is not about discarding fundamentals such as compliance, control, and efficiency but about layering digital enablement, contextual insights, and outcome accountability on top of these foundations.

For CFOs, the path forward is clear: build a finance function that is embedded in decision-making, empowered by AI and automation, and measured by its impact on enterprise outcomes. For providers, the mandate is equally clear – evolve from cost-efficient executors to trusted transformation partners who share risks, deliver outcomes.

Finance of the future will not emerge overnight, but it will not reward hesitation either. The journey may be the result of deliberate, staged investments across digital, talent, and governance, but the payoff will be exponential, shifting finance from a transactional support function to the enterprise control tower. Enterprises that act now will gain a structural advantage in how they allocate capital, manage risk, and drive growth. Those that delay risk competing with yesterday's model in a market that has already moved on.

Everest Group®
With you on the journey

Everest Group is a leading research firm helping business leaders make confident decisions. We guide clients through today's market challenges and strengthen their strategies by applying contextualized problem-solving to their unique situations. This drives maximized operational and financial performance and transformative experiences. Our deep expertise and tenacious research focused on technology, business processes, and engineering through the lenses of talent, sustainability, and sourcing deliver precise and action-oriented guidance. Find further details and in-depth content at www.everestgrp.com.

This study was funded, in part, by Infosys

For more information about Everest Group, please contact:

+1-214-451-3000

info@everestgrp.com

For more information about this topic please contact the author(s):

Vignesh K, Vice President
vignesh.k@everestgrp.com

Harpreet Makan, Vice President
harpreet.makan@everestgrp.com

Anurag Saha, Practice Director
anurag.saha@everestgrp.com

Smarajeet Das, Senior Analyst
smarajeet.das@everestgrp.com

Notice and Disclaimers

Infosys®
Navigate your next

WE ARE INNOVATIVE, COLLABORATIVE AND PROVEN

Infosys BPM is an end-to-end transformative services provider delivering integrated IT and business process management solutions. With our global footprint of 60K+ employees across APAC, EMEA, and the Americas, serving 250+ clients, we have journeyed through the table-stakes of effectiveness and efficiency with an ever-increasing focus on enhancing stakeholder experience and empathy.

We are committed to helping our clients reimagine their businesses and navigate their next, with our AI-first approach and best-in-class, next-generation digital services across a wide range of industries and business service lines.

As a trusted transformation partner, we enable our clients to achieve their cost reduction objectives, improve process efficiencies, enhance effectiveness, and deliver superior customer experience, utilizing innovative business excellence frameworks, ongoing productivity improvements, process reengineering, automation, and cutting-edge technology platforms.

---

www.infosysbpm.com

Connect with us:

infosysbpm@infosys.com

@InfosysBPM

@InfosysBPM

@InfosysBPM