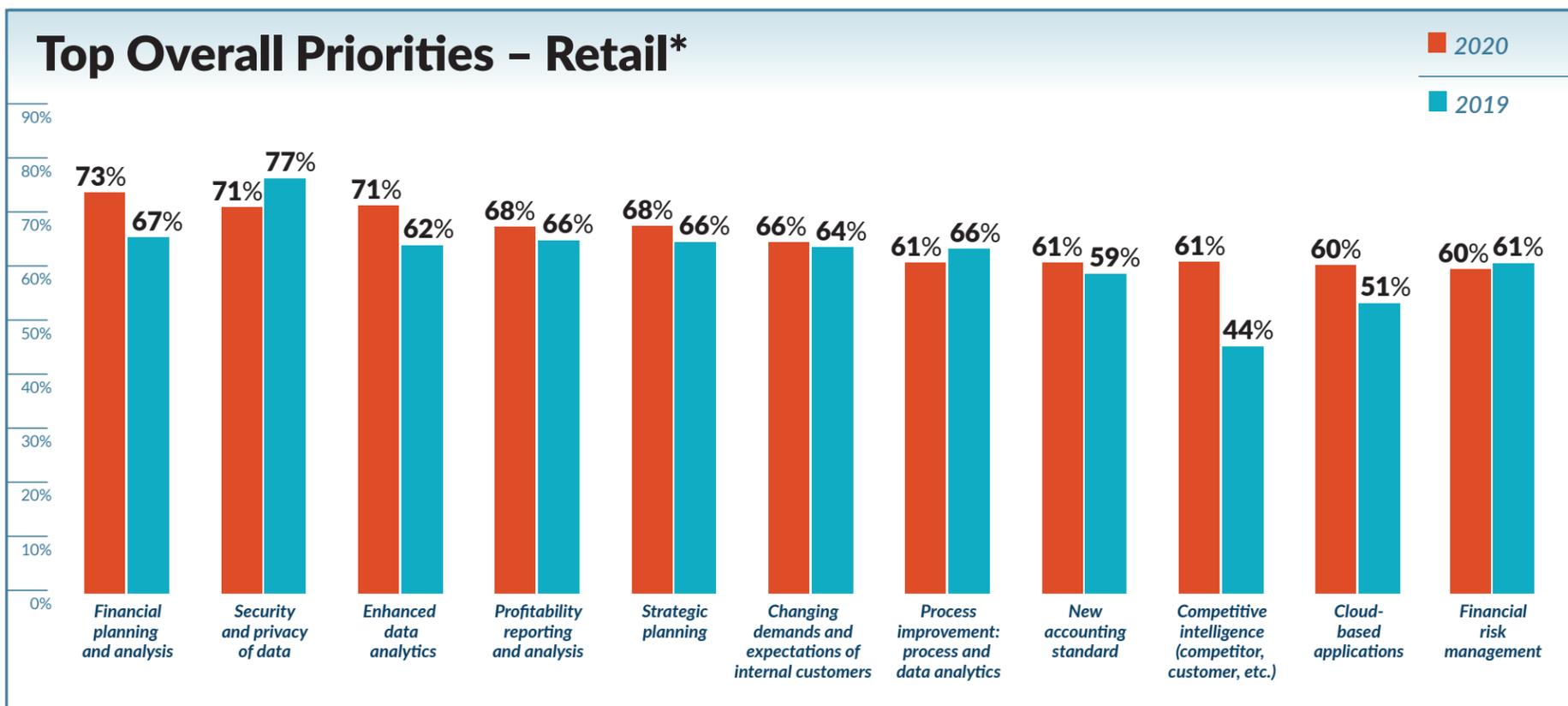


Finance Priorities in the COVID Era

Digital Dominance and Flexible Labor Models

Major crises expose the true nature of things. In the face of extreme pressure, organizations discover just how digital, agile and resilient they really are. CFOs and finance leaders in Retail are leveraging hard-earned lessons from the worldwide pandemic to strengthen organizational agility and resilience, according to the results of Protiviti's latest Global Finance Trends Survey.



* In our survey, respondents were asked to rate 42 different finance areas based on a 10-point scale, where "1" reflects the lowest priority and "10" reflects the highest priority for the finance organization to improve its knowledge and capabilities over the next 12 months. Rankings are based on the percentage of respondents who scored these areas at "8" or higher.

More finance leaders in Retail are embracing a future labor model by leveraging a blend of internal staff with external expertise and services*

	Managed services provider	Full-time employees	Staff augmentation (contractors, freelancers, etc.)	Fully outsourced
Treasury	35%	55%	18%	6%
Financial Planning & Analysis	29%	56%	21%	11%
Tax	29%	55%	19%	18%
Strategic Finance (M&A)	24%	60%	31%	6%
General Ledger/Record to Report	23%	61%	21%	15%
FP&A/Plan to Project	23%	52%	26%	10%
Financial Reporting	23%	56%	19%	13%
AR/Order-to-Cash	21%	61%	26%	13%
Finance PMO	21%	45%	31%	15%
Risk Management	16%	55%	34%	10%
AP/Procure-to-Pay	15%	63%	37%	6%

*Survey question: For each of these key areas of the overall finance process, please indicate how it is resourced/staffed in your organization. (Multiple responses permitted)

Impact of COVID-19

86% of finance leaders in Retail have substantially increased their focus on customer experience and loyalty programs.

66% of finance leaders in Retail report that it is highly likely that their organization will increase automation to perform critical business functions.

For more information, read Protiviti's research report, *Finance Priorities in the COVID Era - Digital Dominance and Flexible Labor Models*, available at www.protiviti.com/financesurvey.

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