

SYNCHRONISE



Hong Kong finance leaders are accelerating AI adoption, with the next opportunity centred on clearer strategy, measurable business outcomes and stronger data and process foundations.

CFOs and finance leaders in Hong Kong are navigating current economic conditions with measured confidence. Just over half are somewhat or very confident in their organisation's ability to manage current challenges, while 44% remain neutral.

At the same time, finance functions are prioritising broader data access, data security and privacy, process improvement and analytics. The opportunity is to progress AI strategy, data readiness and process improvement in parallel, linking automation, AI-assisted tools and agentic AI to clear business outcomes and ROI.

AI adoption is already strong, with many finance functions applying it to forecasting, process automation and risk management. The next wave of value will come from moving beyond experimentation to targeted use cases supported by governance, trusted data and clear measures of success.

44%

remain neutral in their organisation's ability to manage current challenges



Notable findings

01 The economic outlook is cautious but not negative

02 AI strategy, data readiness and process improvement should progress together

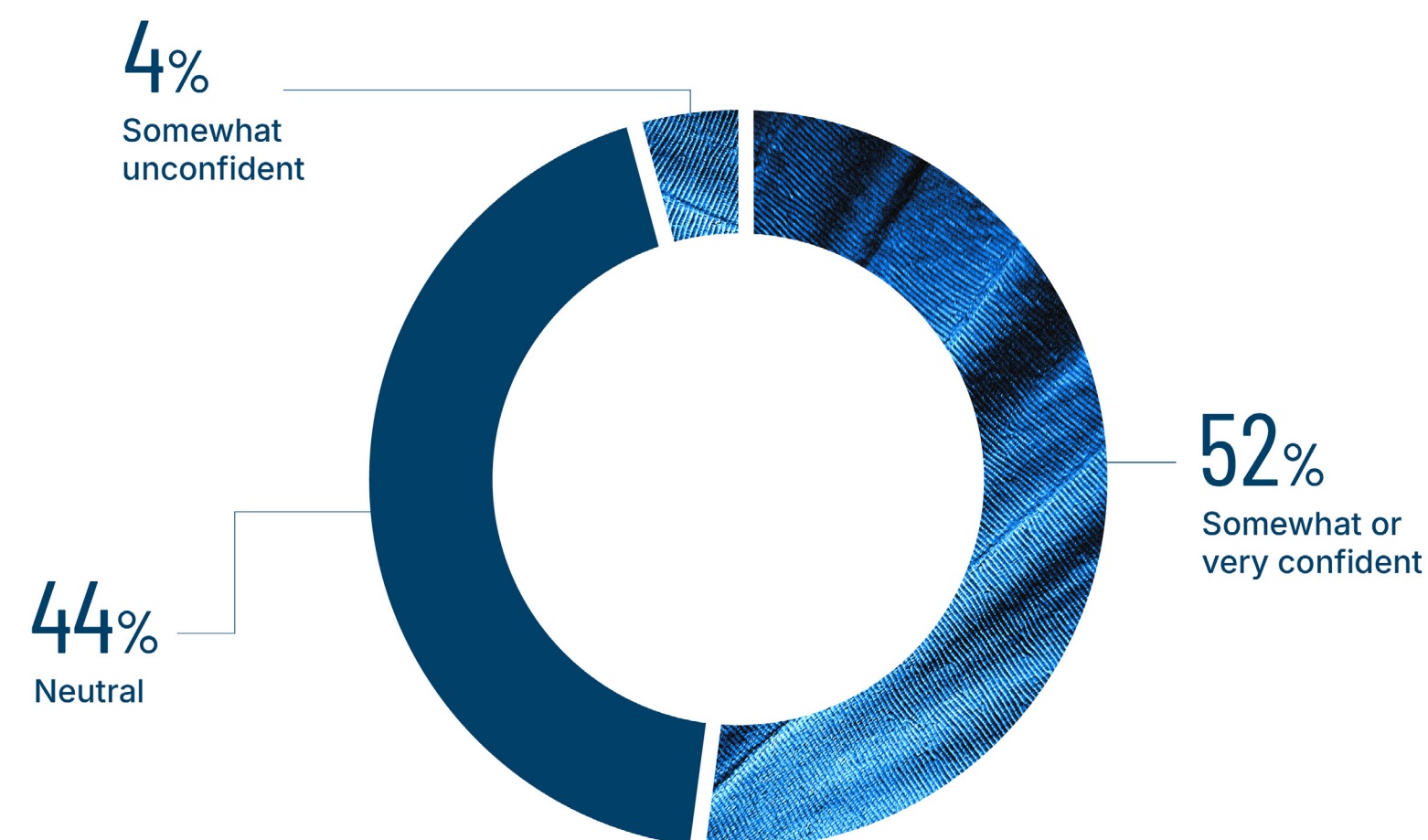
03 AI adoption is strong, and strategy will determine the next wave of value

04 AI is being applied to forward-looking finance work

05 Measuring AI value should be built into the strategy from the start

01

The economic outlook is cautious but not negative



Why it matters and what finance functions should consider

Confidence is measured rather than being negative, making agility, resilience and visibility critical. Finance functions should strengthen scenario planning, rolling forecasts and management reporting to support faster, more informed decisions.

02

AI strategy, data readiness and process improvement should progress together

Hong Kong's top finance priorities to address in the coming year are:

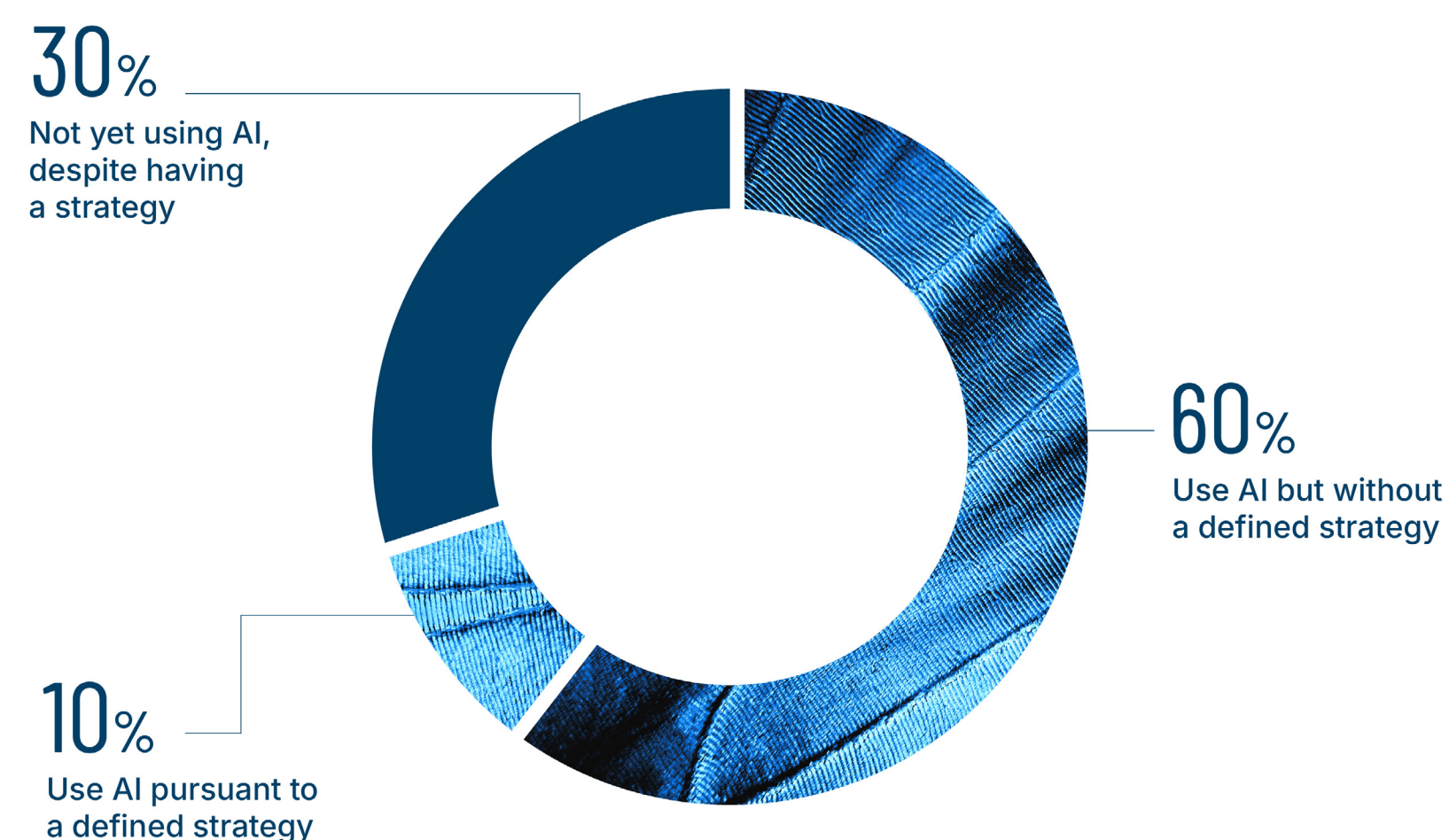
Priority	Average score (10-pt. scale)
Accessing and leveraging broader internal and external data	7.2
Security and privacy of data	7.2
Process improvement	7.1
Data insights and analytics	7.1
SaaS and cloud-based applications	6.9
Strategic planning	6.9
AI	6.7

Why it matters and what finance functions should consider

AI strategy, data readiness and process redesign should progress together, linking automation, AI assist tools and agentic AI to clear business value. Finance functions should develop priority use cases alongside data governance, ingestion readiness and ROI measures.

03

AI adoption is strong, and strategy will determine the next wave of value



Why it matters and what finance functions should consider

AI usage is already strong; the opportunity is to anchor adoption to strategy, ROI and measurable outcomes. Finance functions should define priority use cases, owners, controls, expected benefits and implementation pathways before scaling across finance.

04

AI is being applied to forward-looking finance work

Among finance functions currently using AI, the leading applications for the technology are:

-  Financial forecasting
-  Process automation
-  Risk assessment and management
-  Scenario planning
-  Compliance and regulatory reporting

Why it matters and what finance functions should consider

Agentic AI workflows and automation can enable end-to-end process improvement by coordinating tasks, reducing manual hand-offs and managing exceptions across finance activities. Finance functions should prioritise high-volume, rules-based workflows, redesign processes before automating them, and establish clear controls, ownership and performance measures to support scalable adoption.

05

Measuring AI value should be built into the strategy from the start

Hong Kong finance functions rate their AI ROI measurement as:

Highly effective

2%

Moderately effective

28%

Somewhat effective

48%

Minimally effective

24%

For measuring the ROI broader transformation initiatives, the picture is slightly stronger, but still developing: 52% report being somewhat effective, 30% moderately effective and only 4% highly effective. Separately, 66% have established a formal methodology for calculating returns on technology investments.

Why it matters and what finance functions should consider

Clear ROI measures help finance leaders prioritise AI investments and demonstrate value as use cases scale. Finance functions should define the business outcome, baseline, expected benefits, owner and measurement cadence from the outset.



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The role of finance executives is dynamic, constantly evolving to keep pace with technology and the changing demands of internal and external customers. Protiviti helps finance leaders address their current challenges, prepare for future challenges and explore opportunities for continuous growth, delivering innovative solutions and supporting finance as a forward-thinking, strategic partner for the business.

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