

Info-graphical Presentation of the JTM studies

FINANCE AND ACCOUNTING (F&A) FUNCTION OF THE FUTURE

SCAN TO READ



MEGATRENDS

What is happening?



IMPACTS

What are the opportunities and changes in the **next 2 to 5 years**?

16

F&A job roles will undergo **changes in job tasks**2 face **High** impact

Need to strengthen technical knowledge to better manage process exceptions

9 face **Medium** impact

Need to develop technical and digital expertise to leverage technology in driving insights

5 face **Low** impact

Continue business partnering to provide insights

4

F&A job roles at **risk of displacement**Due to susceptibility of job tasks to **automation**

Need to pursue upskilling and/or reskilling for adjacent role transition or take on more value-added tasks. Affected job roles:

- Accounts Executive/ Accounts Assistant
- Accountant/ Senior Accounts Executive
- Accounting Executive
- Management Accountant/ Financial Planning and Analysis Analyst/ Business Analyst

8

New job roles will emerge

**Data & analytics roles** in managing data and performing in depth analysis**Transformation roles** for collaboration and driving transformation projects**Control & governance roles** to specialise in risks, controls and regulatory standards, and which, may also even extend across borders

CALL TO ACTION

What is next?

The CFO as a driver of change



1. Inspire and motivate

- Alleviate individuals' concerns
- Adhere to a clear vision
- Encourage feedbacks and ideas

2. Embrace technology

- Gain greater technology exposure
- Balance resources and needs
- Agile implementation

3. Develop talent

- Collaborate with HR
- Develop workforce plan to ensure enough resources to support F&A transformation
- Train F&A professionals

F&A functions



1. Invest in digital technologies to move up the levels of sophistication
2. Redesign F&A job roles and bridge skills gaps
3. Reimagine F&A operating models to include new and emerging capabilities

Government initiatives* are available for:

- ✓ Advice on financing, available technologies and implementation
- ✓ Advice on the approach to redesigning jobs, and the efforts involved
- ✓ Free and easy-to-use technology tools
- ✓ Training courses and resources

F&A professionals



1. Progress up existing job functions by deepening technical and digital expertise
2. Transition to adjacent F&A job roles by acquiring skills in new areas
3. Explore and transition to new and emerging roles

Government initiatives* are available for:

- ✓ Advice on the skills needed, and available training courses for upskilling or reskilling
- ✓ Training opportunities with partnering organisations through employment or work attachment
- ✓ Income supplements in the form of a training allowance when undergoing training

*Note: Please refer to the government agency websites 1. <https://www.edb.gov.sg> 4. <https://www.sgc.gov.sg>
for more information of the various initiatives available. 2. <https://www.enterprisesg.gov.sg/> 5. <https://www.ssg-wsg.gov.sg/>
3. <https://www.imda.gov.sg/>

IMPACT OF EMERGING TECHNOLOGIES AND MEGATRENDS ON THE ACCOUNTING PRACTICES SECTOR



Emerging technologies & megatrends impacting the sector



Of which, there are 4 key drivers impacting the sector



2 key technology trends

- Intelligent Automation
- Cloud Computing



2 key megatrends

- Changing public/client expectations
- Workforce challenges



The trends will result in 3 key implications



Technology will act as an **enabler** for practitioners to increase productivity, allowing for greater focus on **advisory tasks**



Trends have created opportunities for practitioners to **learn new skills**



Trends have **enhanced sector appeal** to talent and **managing workforce challenges** becomes a priority



Net jobs¹ are projected to be created in the accounting practices sector due to:

- Increasing digital maturity of both clients and accounting practices
- Changing client expectations to demand for **more advisory services**
- Increasing **emphasis on non-financial metrics** in valuing businesses

¹ An additional 1,700 jobs would be required by 2025

The sector is projected to have an average CAGR[#] of 1.9%
To meet the needs of the sector, accounting practices should:

- Enhance talent attraction and development efforts
- Adopt a mindset shift to explore **wider talent supply sources** (e.g. mid-careerists)
- Identify **growth areas** and **upskill** the workforce to be future-ready as job tasks evolve



Growth is expected across all functional tracks at varying degrees

*Accelerated growth is expected for:

- Tax
- Risk Advisory^{##}
- Mergers and Acquisitions^{**}
- Financial Forensics
- Business Valuation

*Continuous growth is expected for:

- Assurance
- Financial Accounting
- Restructuring and Insolvency^{**}
- Corporate Secretarial
- Internal Audit

*Note:

Headcount growth is for roles in accounting practices and has taken into consideration supply constraints that may affect the sector's growth trajectory

Accelerated growth: Functional tracks whose upper range of estimated growth rate is **more than or equal to 4.5%** for the next 5 years

Continuous growth: Functional tracks whose upper range of estimated growth rate is **less than 4.5%** for the next 5 years

[#]CAGR refers to compound annual growth rate in headcount, from 2021 to 2025

^{##}Risk Advisory represents the Enterprise Risk Management functional track in Skills Framework for Accountancy

^{**}Note: Indicates slower growth due to economic uncertainty resulting from the COVID-19 pandemic. However, industry players shared that there is potential for a greater degree of growth post-COVID-19



Hence, upskilling the workforce in technology and soft skills is key

3 key themes to focus for sector upskilling



There is a pressing need to **upskill** in **technology skills** as job tasks evolve



Soft skills such as communication and teaming in remote settings are becoming more critical due to COVID-19



Practitioners need a **mindset shift** where they need to be **agile** and **proactive** in **continuous upskilling** to be future-ready

Skills to build for the sector

Technology skills:

- Artificial Intelligence Application
- Cloud Computing Application
- Data Analysis and Interpretation
- Robotics and Automation Application

Soft skills:

- Adaptability
- Creative Thinking
- Customer Orientation
- Decision Making
- Digital Fluency
- Global Perspective
- Learning Agility
- Problem Solving
- Sense Making
- Transdisciplinary Thinking

Led by...



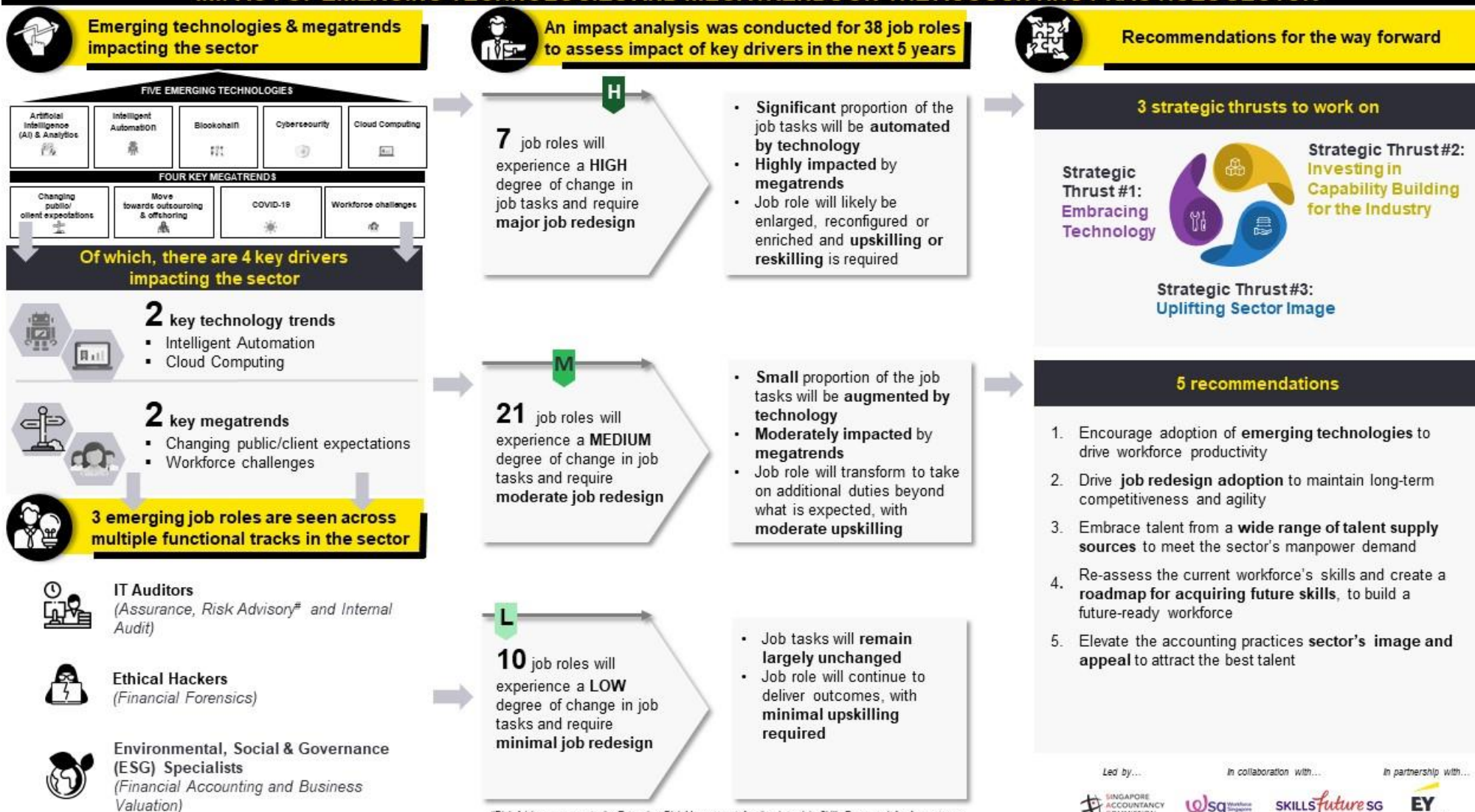
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