

AI in Finance & Accounting

*Behind the Scenes of AI-Enabled World Class
FP&A Teams*

2026 MFM Executive Summit

March 12, 2026

 The Hackett Group®

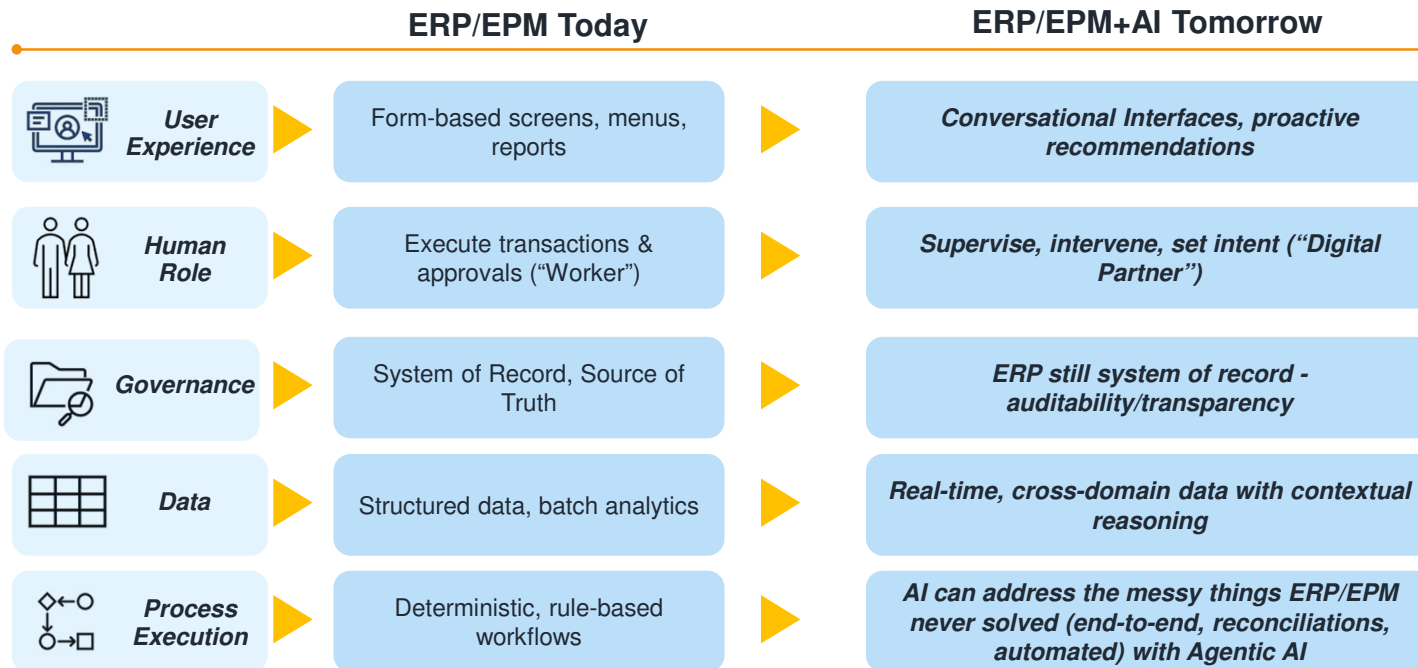
Agenda

- Finance in 2030
- AI in Accounting and Finance
 - AI and Account-to-Report
 - AI in Planning
 - AI in Order to Cash
- How to Identify High-Impact AI Opportunities

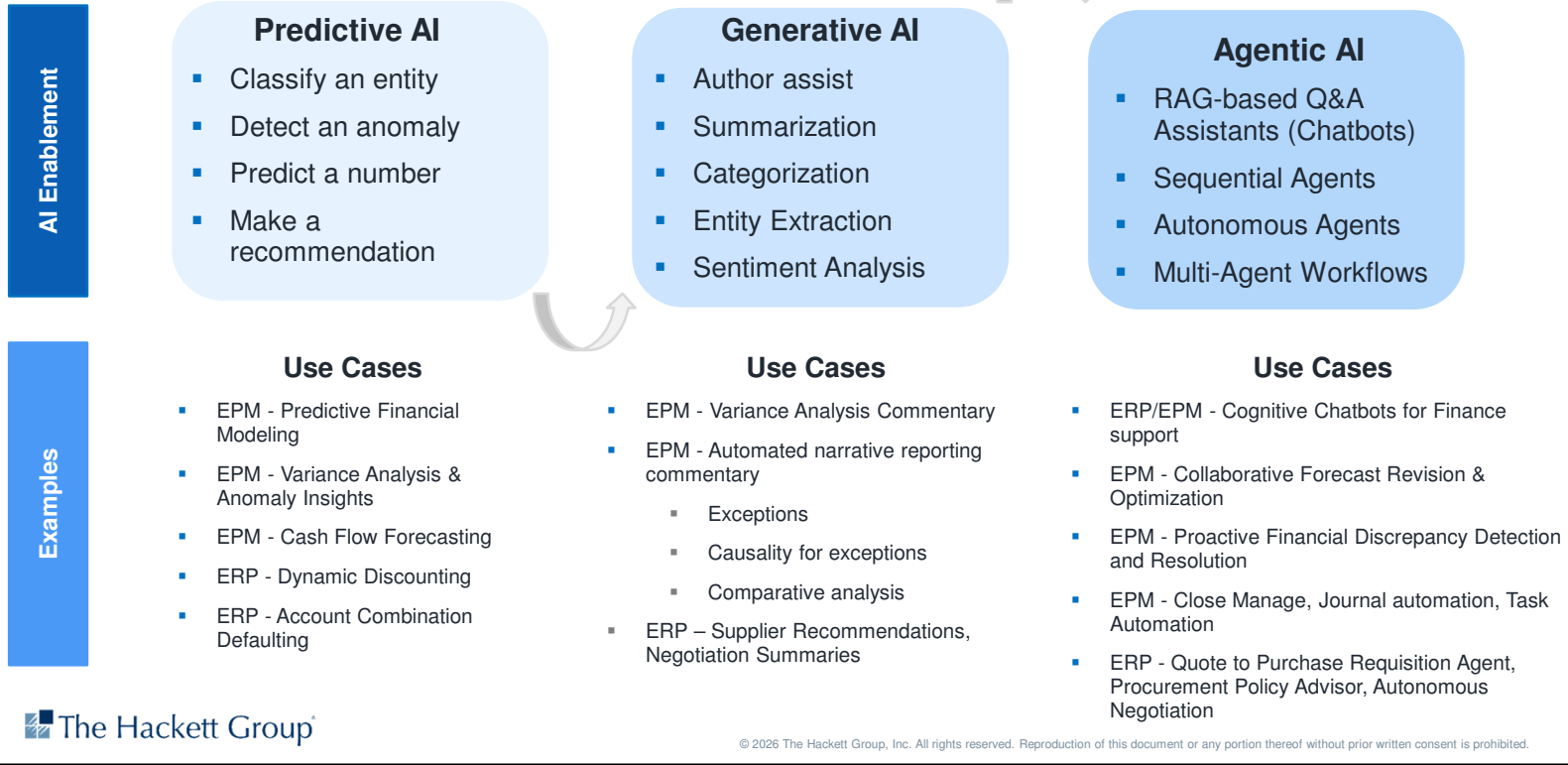
Finance in 2030

Finance & Accounting in 2030 – Our Perspective on the Future

AI is a driving force of change in the future for Finance. AI will not replace Cloud ERP/EPM functions, but it is reshaping it. Our research and experience points to the most likely outcomes below by key element

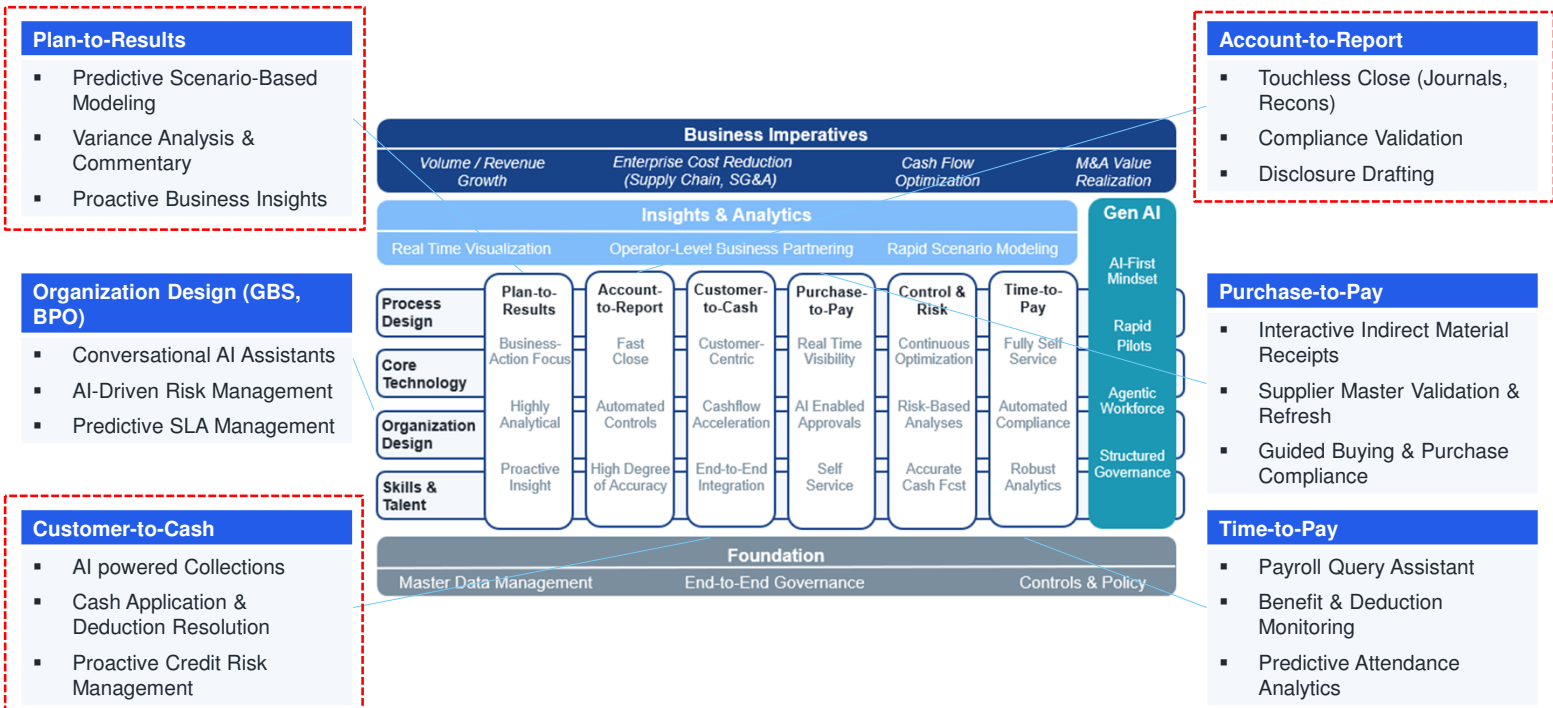


Evolution of AI in Oracle



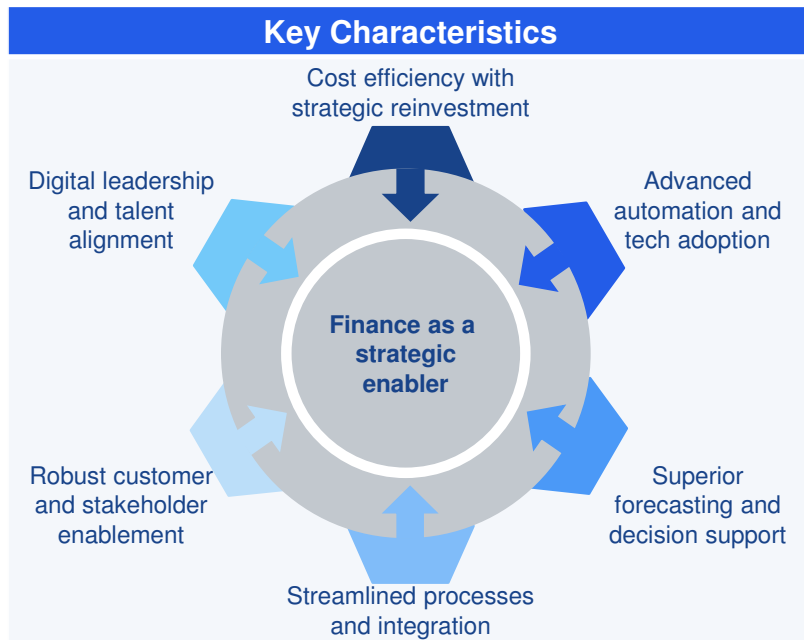
Finance in the Age of AI

AI has a broad range of applications in finance and accounting, helping professionals make more informed decisions, automate repetitive tasks, and improve overall efficiency



Characteristics and Impact of Digital World Class Finance Empowered by AI

Digital World Class finance organizations are better prepared to harness the capabilities of Gen AI



Empirical Impact of Digital World Class	
47% Lower cost than traditional finance organization	>50% Core finance transactions automated
38% Higher forecast accuracy	56% More time spent on proactive decision-making vs. historical reporting
5 days Faster completion of forecast cycle	36% Faster to close and consolidate financials

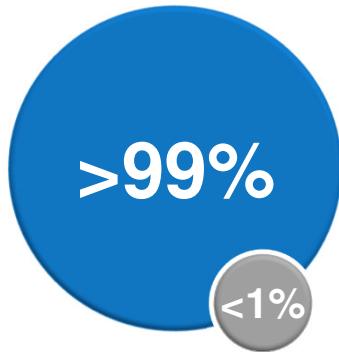
AI and Account-to-Report

Future Vision of Autonomous Accounting

Future Vision: Accounting becomes exception-based instead of the rule

Transactional Efficiency Goal

Automated Transactions



Manual Transactions

(Note: Most manual transactions are accruals and any necessary corrections)

Enablers of Autonomous Close

1

Clearly defined **processes**, policies and procedures related to accounting, consolidation, and reporting

2

Harmonized **master data and integrated technologies** from transactional to reporting systems

3

Modern cloud technologies with built-in **AI automation**, workflow, and analytical capabilities

4

Defined **governance** and **continuous improvement** models to refine and optimize the process

Close Automation and AI Enablers are Reflected Across all Accounting Processes

Sub-Ledger Accounting

- Integrated Transaction Flow
- No-Touch Payments
- Project Accruals and Allocation
- Depreciation / Retirement Acctg.

Key Measures

- Reduces last-day close delays
- Cuts investigation time
- Prevents unnecessary journal reversals and late adjustments

Metrics

- ↓ variance investigation effort (20–40%)
- ↓ late close adjustments
- ↑ first-pass close accuracy

General Ledger

- Single Chart of Accounts
- Transactional Drill-Through
- Automated Allocations
- System Controls (CVR's)

- Subledgers are the #1 cause of GL close delays
- Agents reduce back-and-forth between teams and rework cycles

- ↓ subledger exceptions (15–30%)
- ↓ handoff delays between AP/FA/GL
- ↑ close predictability

Close & Consolidations

- Account Linkage to GL
- Automated Consolidation
- Intelligent Task Management
- Automated InterCo Eliminations / FX Translation / JEs
- Period Variance AI Insights

- Analysts spend greater time explaining numbers instead of validating them
- Reduces manual commentary preparation and improving consistency

- ↓ close commentary effort (30–50%)
- ↑ consistency of mgmt. explanations
- ↓ dependency on offline Excel analysis

Reconciliations

- Risk-Based Approach
- Auto Reconciliations with ML
- Reconciliation AI Agent
- ML Transaction Matching
- Automated True-Up Journals
- Supplemental Data Capture

- Accountants spend a significant amount of time managing account reconciliation manually rather than managing compliance and mitigating risks in a built-for-purpose tool

- ↓ manual recon workload (25–45%)
- ↓ unreconciled balances at close
- ↑ on-time certification rates

Financial Reporting

- AI-Driver Anomaly Detection
- Predictive Analytics for Risk Mgmt
- System-Generated Reports
- Automated GenAI Summary & Narrative Reporting
- Real-Time Data Updates

- Traditional consolidation waits until data is "final"
- AI enables earlier analysis without waiting for full lock

- ↓ consolidation re-runs
- ↓ late consolidation adjustments
- ↑ close confidence before exec review

RP1

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AI in Planning

Slide 11

RP1

[@Alvaro Duque-Estrada] - please can you add your slides in the next couple of sections.

Rachen Patel, 2026-02-23T01:05:05.005

Foundational and Advanced Levers to get to Digital World Class

The use of advanced levers such as machine learning models within FP&A drives improvements in efficiency and effectiveness of your financial plan through cycle time reduction, enablement of best practices and redeployment of resources to value-added activities

The operational gap between Peer and High Performers is substantial...

25% Fewer days required to build the budget

More **standardized** use of a single enabling technology **3x**

33% Less time **collecting** and **compiling data**

Budget and forecast iterations from Peer companies **1/2**

...and achieved by addressing the following improvement levers....

Foundational Levers

- ✓ Clearly Defined Purpose
- ✓ Business Operations Ownership
- ✓ Driver-based Forecasting
- ✓ Outputs / Level of Detail
- ✓ Streamlined, Integrated Calendar
- ✓ Structured Target Setting
- ✓ High Technology Leverage
- ✓ Rolling Forecast

Advanced Levers

- ✓ "Touchless" Forecasting through Systemic Operational Integration
- ✓ Predictive / Prescriptive analytics

...resulting in a dramatic difference in measurable performance.

More accurate forecasts **3x**

13.4 FTEs per \$B Rev

WC higher customer confidence in analysis **70%**

34% Reduced cycle time

Optimizing Planning / Forecasting drives efficiency while significantly enhancing Finance's ability to influence the business and drive shareholder value.

Examples of Foundational Models to Manage Volatility Effectively with Oracle EPM

Agile planning framework for business simulation modeling and analysis.

Agile Content and Revenue Forecasting



- **Use Case:** Forecast ad revenue, subscription growth/churn, and content performance across platforms (TV, streaming, digital).
- **Benefit:** Quickly adjust forecast based on audience trends, platform shifts, or advertiser demands

Real-Time Performance Dashboards



- **Use Case:** Need for rapid decision-making based on user engagement, watch time, and trending content.
- **Benefit:** Real-time analytics to monitor KPIs across platforms and geographies, enabling agile marketing and programming decisions.

Scenario Modeling for Market Disruption



- **Use Case:** Model the impact of key events such as strikes regulatory changes, additional rights and distributions, or platform algorithm changes.
- **Benefit:** Prepare contingency plans for content delivery, monetization, and staffing.

Subscription and Audience Analytics



- **Use Case:** Analyze subscriber churn, engagement metrics, and demographic shifts.
- **Benefit:** Inform pricing strategies, content investments, and retention efforts.

Content Production Cost Management



- **Use Case:** Producing high-quality journalism, video, and multimedia content while managing freelance and staff costs.
- **Benefit:** Capital and workforce planning tools help allocate resources efficiently across editorial teams, track ROI per content type, and adjust spend based on performance.

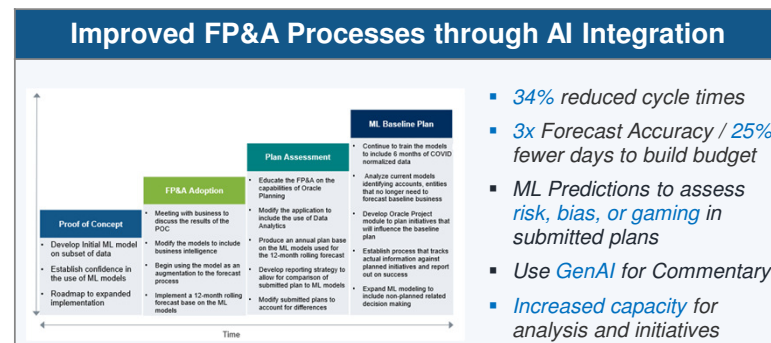
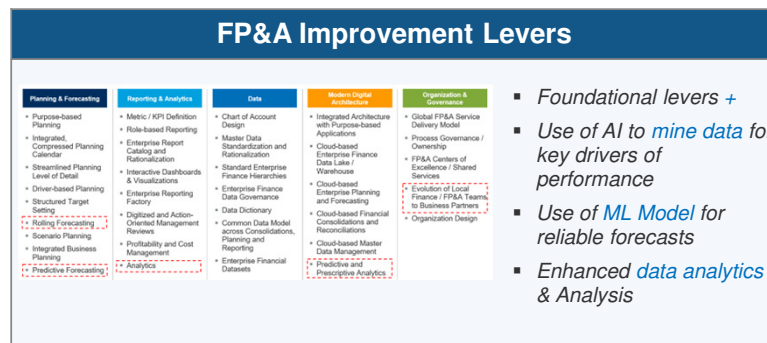
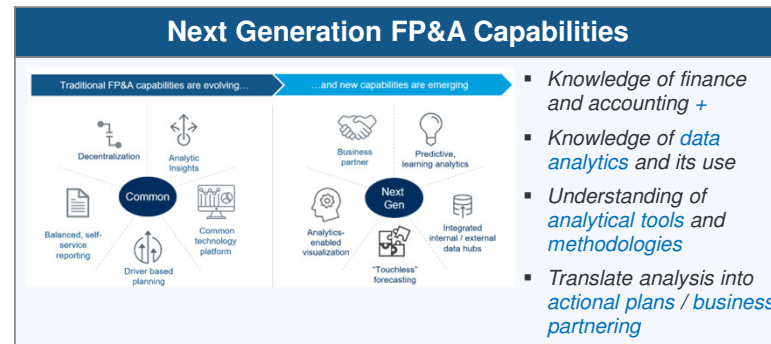
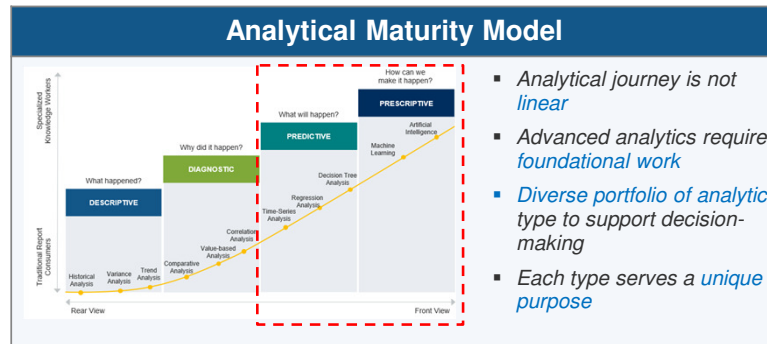
Marketing Spend Optimization



- **Use Case:** Allocating marketing budgets effectively across channels and campaigns.
- **Benefit:** Driver-based planning helps simulate campaign ROI, optimize spend across digital, social, and traditional media, and reallocate funds based on performance.

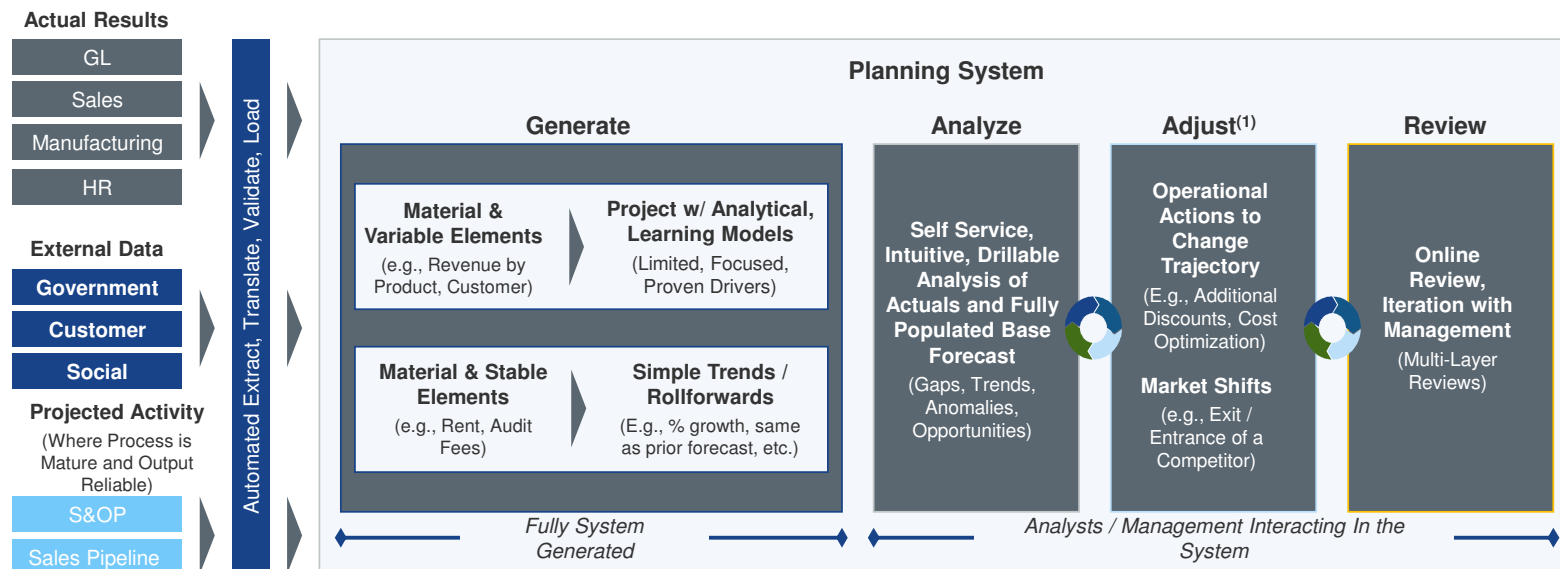
Next Generation FP&A

The use of AI within FP&A can increase efficiency in planning and reporting processes, reduce cycle times, and create capacity to focus on higher value-added activities that drive overall growth and profitability.



Leverage Oracle EPM + AI: “Touchless Forecasting”

Tools such as Oracle EPM allow you to drive significant efficiency and get Finance out of the data extraction, translation and validation business to focus on identifying operational opportunities for improvement



(1) Maintain Base Forecast scenario for comparison

FP&A Maturity Model

	Common	Achieving	Next Generation
FP&A Role	Finance Specialist	Trusted Business Partner	Integrated Business Operator
Planning / Forecasting	Long cycles, heavy detail, limited drivers, many iterations, financial focus	Quick, driver-based, integrated, scenarios, operations owned	“Touchless,” predictive / learning models, real-time iteration
Reporting	Backward looking, multitude of static reports, financial statement focus	Forward looking, dynamic reports, operational KPI-focus, self service	Embedded analytics, alerts, active learning, dynamic visualization
Analysis / Analytics	Simple variance analysis / walks – year over year / actual to plan	Trending and analytics applied to internal results and drivers	Predictive, prescriptive, explorative techniques on internal / external data
Data / Metadata / Governance	Non-standard definitions, no formal governance	Governance in place to support metrics, hierarchies and reporting	Automated and integrated governance / approvals / updates
Technology	Heavy reliance on Excel, much time spent reconciling / integrating data	Focused tools deployed to capture, reconcile, model and present data	Elimination of static tools (e.g., .ppt), reviews conducted online
Organization / Skills / Roles	Heavily decentralized, Finance and Accounting mindset	Focused centralization, business partnering mindset	Operator-level insight with business rotations, significant centralization

AI in Order to Cash

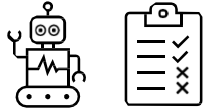
What Digital World Class® Customer-to-Cash Looks Like....

Credit Decision Cycle Time



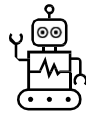
1.5 fewer business days

Credit Decision Automation



100% of risk analysis data inputs and modeling is automated

Customer Orders



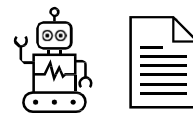
66% of customer orders received digitally

Self Service Enablement



1.25% of customer invoices require rework

Touch-less Cash Application



97% automated, touchless customer payment posting

Unapplied Cash



0.3% Unapplied cash reported as a percentage of daily cash receipts

Average Days Delinquent



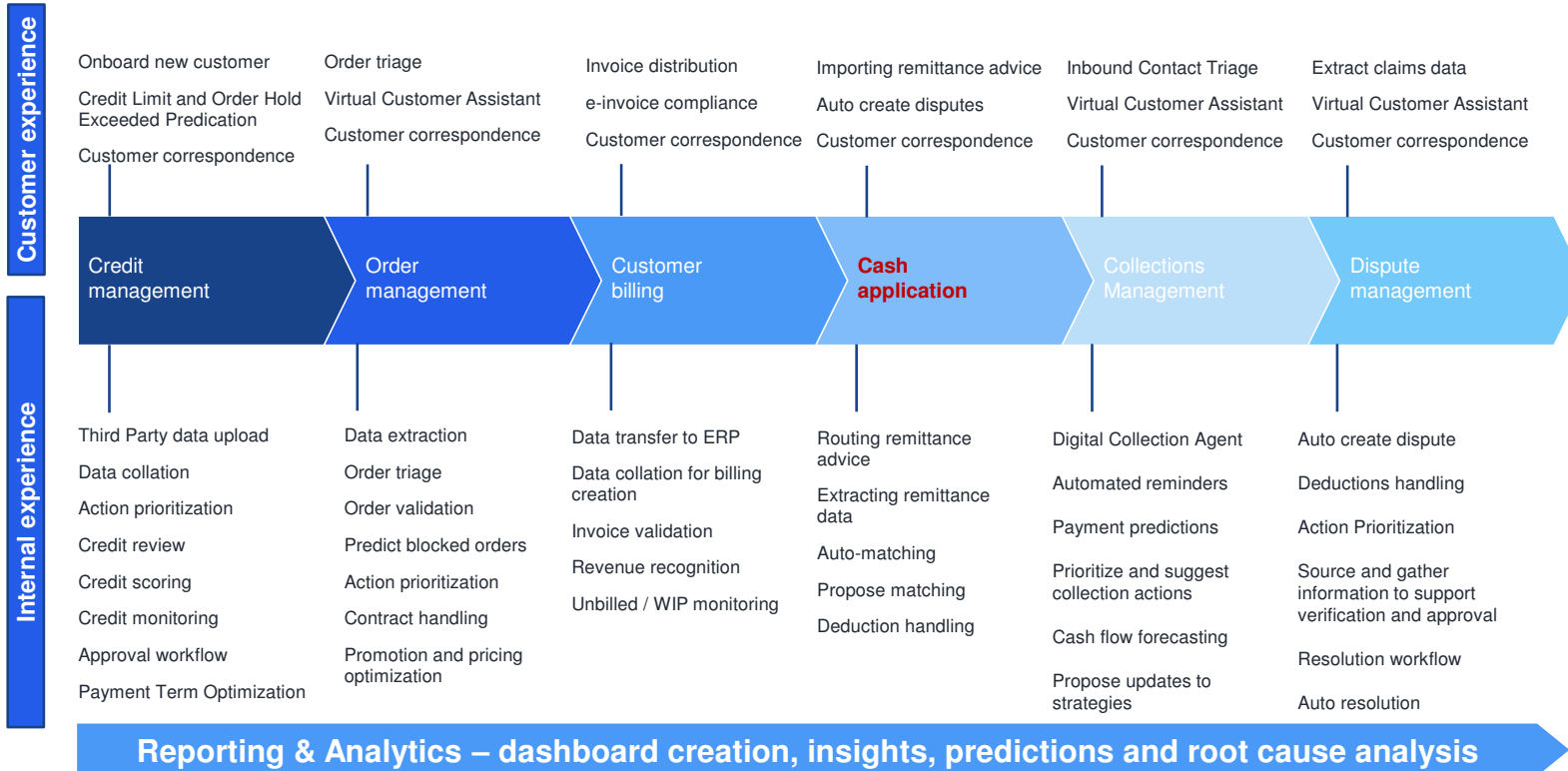
1.7 days

Dispute Cycle Time



9 days from dispute identification date to resolution date

'Art-of-the Possible': AI opportunities by Customer-to-Cash Sub-process



AI-Powered Cash Application Agent

How much of your cash application is still manual? What is that costing you—in DSO, in collections effort, in customer trust?

\$2+ MANUAL COST PER TRANSACTION	56% LACK OF REMITTANCE (#1 ISSUE)	91% DESIRED AUTOMATEION TARGET		\$0.02 PER INVOICE PROCESSED	100% VALIDATED BEFORE POSTING	Weeks TO IMPLEMENT — NOT MONTHS
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SOUND FAMILIAR?

The Backlog Creates Problems You Feel Every Day

Is your DSO telling you the truth?

Unapplied cash inflates gross DSO and distorts aging. Decisions based on metrics that don't reflect reality.

Are collectors chasing paid customers?

False delinquency calls waste time and damage relationships.

Do statements match reality?

Paid invoices showing as open trigger disputes and erode trust.

Are payments applied per instructions?

Credit holds in error. Escalations. Customer confidence lost.

What if 80% of keying just went away?

Redeploy effort to analysis and strategy—and pay it back in weeks.

WHAT HACKETT DELIVERS

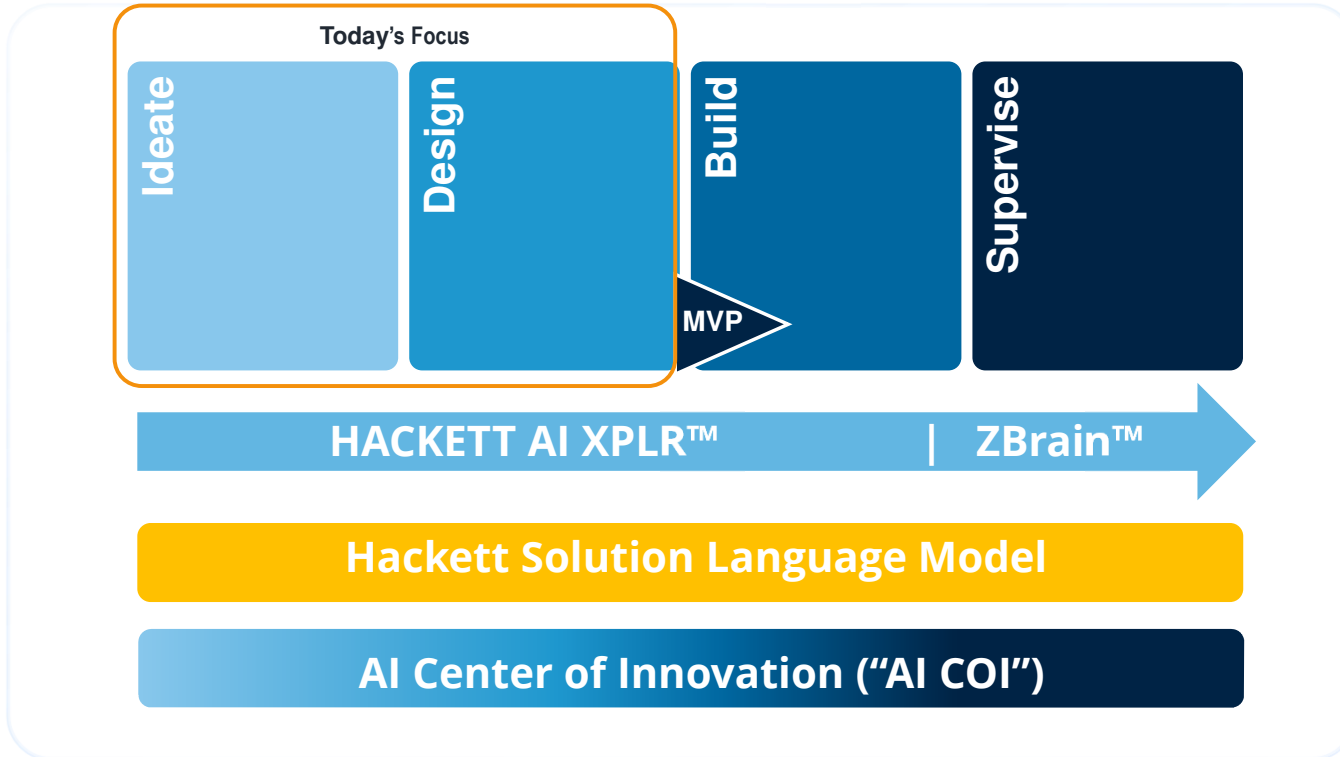
Intelligent Remittance Processing on Your ERP Stack

Fully integrated with your AR. No data leaving your tenancy. The latest AI delivers cost-effective processing with smart validation for 100% verified accuracy.

- ✓ **Reads any format** — PDFs, Excel, CSV, scanned images
- ✓ **3-model AI consensus** — Cross-validates every extraction
- ✓ **Smart ERP validation** — Verified against your AR before posting
- ✓ **Same-day application** — Per customer instructions
- ✓ **Exception routing** — Edge cases to analysts with context
- ✓ **Configurable AI engine** — Adopt new models as AI advances
- ✓ **100% validated before posting** — AI for volume, ERP for accuracy

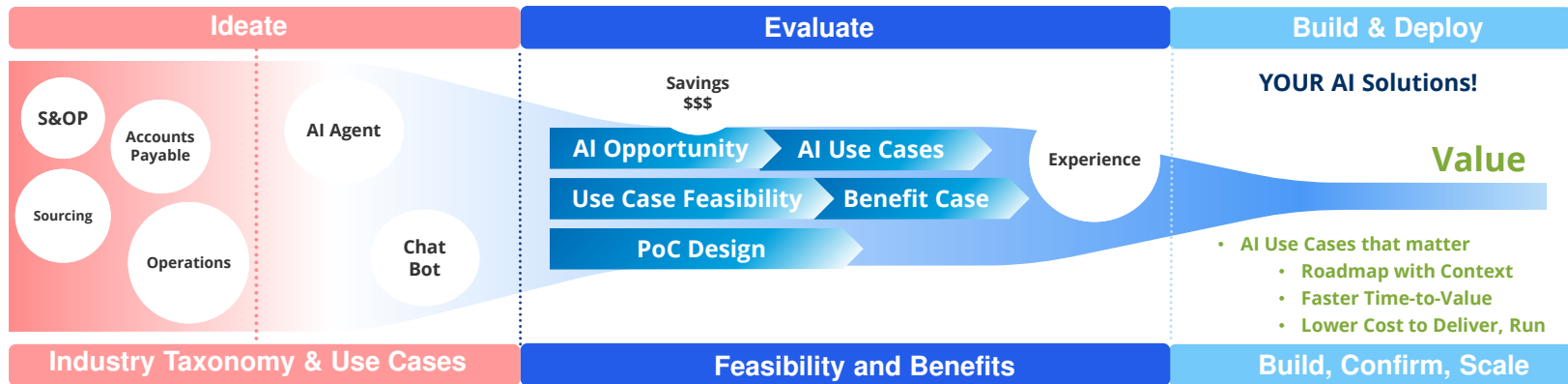
How to Identify High-Impact AI Use Cases

Today we are concentrating on Hackett AI XPLR™



Hackett's Capabilities as Your AI Architects

The Hackett Group's AI Program spans 'Ideation to Deployment'



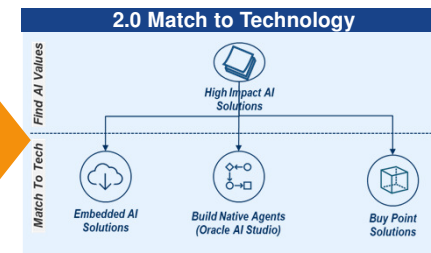
1.0 Find the AI Uses Cases with High Value

End-to-End AI "Strings"

- Full inventory of hundreds of embedded AI agents
- AI uses cases strung together to show how AI orchestration and benefits

End-to-End Process Walkthrough

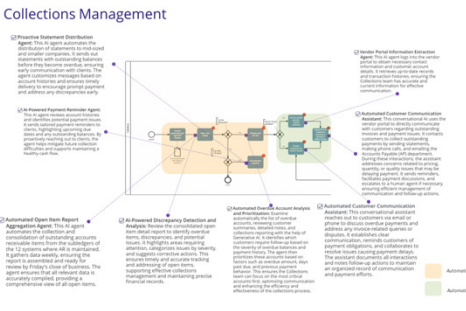
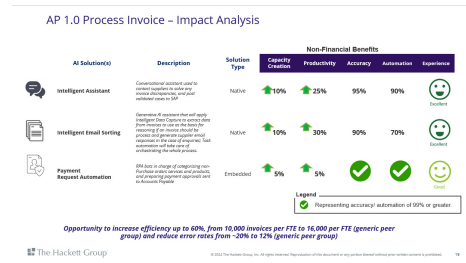
- Level 4 Process mapped to AI use cases
- Benefits Case
- ROI
- Prioritize AI uses cases based on value



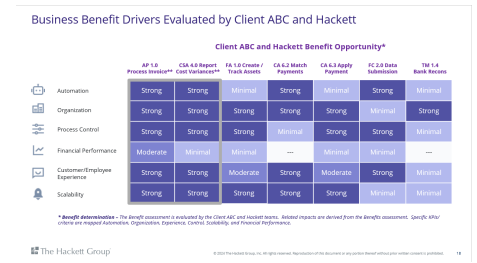
Sample Deliverables

Below are some sample deliverables that would be created throughout the AI Assessment:

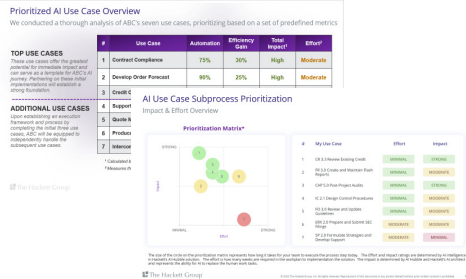
Opportunities by Key Process



AI Benefits by Key Process



Prioritized AI Use Cases





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About The Hackett Group®

The Hackett Group, Inc. (NASDAQ: HCKT) is an IP and platform-based, Gen AI strategic consulting and executive advisory firm that enables Digital World Class® performance. Using AI XPLR™ and ZBrain™ – our ideation through implementation platforms – our experienced professionals help organizations realize the power of Gen AI and achieve quantifiable, breakthrough results, allowing us to be key architects of their Gen AI journey.

Our expertise is grounded in unparalleled best practices insights from benchmarking the world's leading businesses – including 97% of the Dow Jones Industrials, 89% of the Fortune 100, 70% of the DAX 40 and 55% of the FTSE 100.

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