The TMT CFO challenge: from finance leader to value driver

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The better the answer.
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The DNA of the CFO: leadership and transformation

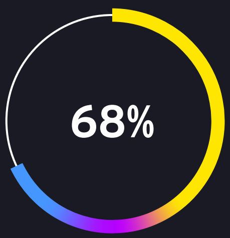
The EY Global DNA of the CFO study shows how the CFO role is evolving from financial steward to value creator. In TMT, that shift is happening even faster. With artificial intelligence (AI), digital transformation and new business models reshaping the sector, TMT CFOs are under greater pressure to define, measure and deliver value.

This overview explores how those broader trends are playing out across the TMT landscape.

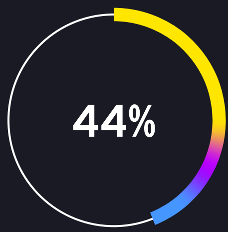
Key insights:
The evolving role of the TMT CFO

1. CFOs are still balancing control with a more strategic value role

TMT CFOs are spending significant time on core finance responsibilities:



are spending up to 25% of their time on financial reporting, controls and core finance processes.

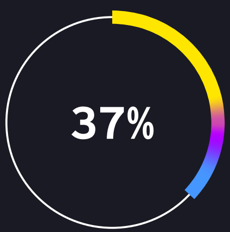


are spending up to 50% of their time on areas such as resource allocation, performance and productivity.

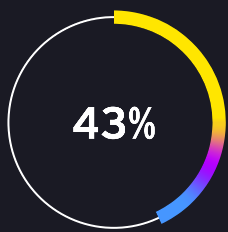
Today's TMT CFO is a value architect.
Beyond traditional finance responsibilities, they play a central role in determining where value is created, measured and protected.

2. Value creation is becoming harder to define and measure

Many TMT CFOs are involved in shaping value, but there is still room for a more active role:



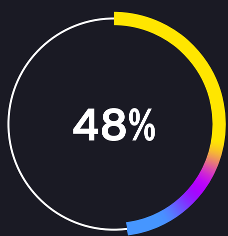
play an active role in shaping how strategic initiatives are assessed.



actively explain how investments and long-term priorities align with investor value drivers.

The way value is measured is changing.
As TMT businesses invest in AI, automation, networks, platforms and new customer propositions, finance leaders will need stronger ways to assess value beyond traditional financial metrics.

The barriers to the TMT CFO role:



have difficulty proving ROI upfront.

3. AI and automation are on the agenda

TMT CFOs expect automation to become more prominent:

TMT CFO expectations and AI perspective:

The next differentiator is confidence with AI.
As technology becomes more accessible, leading finance teams will use AI and analytics to enhance decision-making, boost productivity and create value at scale.

TMT CFOs face a value creation challenge: **While the challenges facing CFOs are universal, TMT CFOs are navigating them at greater speed and scale. Long-term growth will favour leaders who blend financial rigour with AI-driven decision-making.**

About the study

The global EY organisation conducted research to understand the evolving role of the CFO. The research explored how CFOs can shape their roles to meet changing business requirements and deliver greater impact at personal, functional and enterprise levels. This data is based on the results of 188 TMT organisations from CFOs, finance directors and heads of finance.

Download the full research

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