

CAM-I's latest journey in Collaboration, Development and Efficiency

We researched a significant need within our membership for more efficient design and performance of critical internal services. Finance was the main area of concern to pilot.

- We therefore looked at **Efficiency & Effectiveness in Finance**.

This led us to examine and research how **digitalization can enhance finance**, alongside other critical functions, into implementation. **This is the digitalization story.**

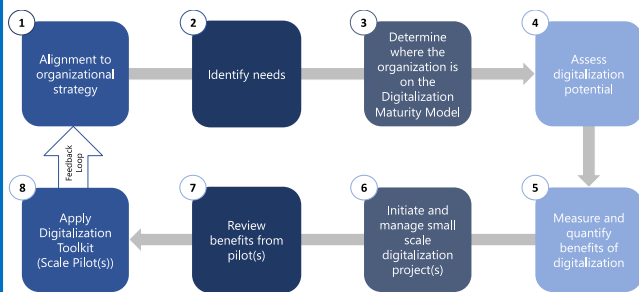
We are **now trialling Artificial Intelligence (AI)** for synthesizing our Body of Knowledge:

- Academia and Industry are collaborating to establish a **Proof of concept**.
- This will identify areas of duplication, gaps and future needs in the advanced collaborative/teamwork arena.
- Frames 50+ years of Knowledge Management (KM) and cases, from current and previous members.

This will **optimize our future collaboration and dissemination practices**, including training and **Knowledge Management sharing** – to deliver our mission.

1 Digitalization: Framework

Define a framework for the identification, prioritization and delivery of digital and data processes, including automation at the organizational level.

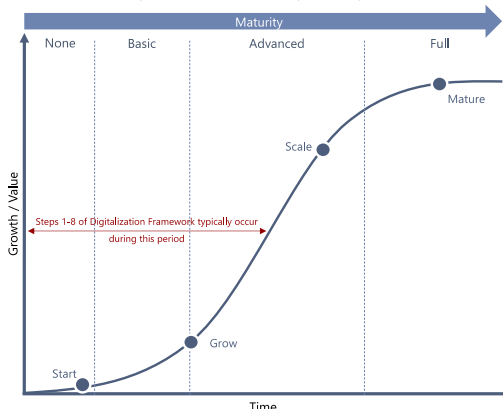


8 Stages

Take steps towards a **digitalization program** by using the **framework** for the identification, prioritization and delivery of digital and data processes including automation at the organizational level.

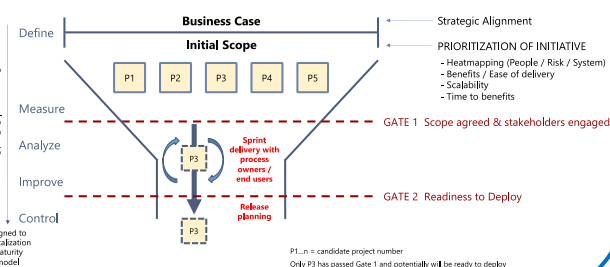
2 Digitalization: Value

- Increases as maturity increases.
- **Scalability** requires advanced maturity and stable, embedded processes and technology.
- Realization of value requires that change be managed across the entire maturity spectrum.
- Steps 1 through 8 of the Digitalization Framework occur early in the maturity lifecycle.



3 Digitalization: Assessing potential

- Define possible candidate projects.
- Assess the **potential for digitalization** of specific processes or processes with a specified function. These **may be virtual and linked enterprises**:
 - o **Gate 1** - Agree scope; and,
 - o **Gate 2** - Readiness to deploy to enable sprint-based delivery.
- Need to understand **key interfaces and collaboration with suppliers' systems**.



4 Competency: Skills and Knowledge

- Professionals must **ensure the algorithm design is correct** - not intentionally manipulated or incorrectly self-developed.
- Advanced technology and digitalization in the accounting profession is **likely to reduce the number of employment opportunities** for people without programming and analysis skills.
- Will be necessary (and desirable) for organizations to provide adequate re-training for existing staff to migrate to digitalization.

Technical Skills	Emergent Tools	Algorithms	Flexibility
<ul style="list-style-type: none"> • The need for programming skills will grow • There will be a reduced number of employment opportunities for those without programming or other similar technical skills • Proficiency in data and data analysis is a requirement • Ability to process real-time information and reports to respond to questions 	<ul style="list-style-type: none"> • Employees must be capable of understanding emergent tools or emergent functionality in existing tools • Versatility in inter-facing with multiple reporting techniques is essential • Be aware of shortfalls of emergent technology and be able to accommodate as needed to reduce risk 	<ul style="list-style-type: none"> • Need to ensure that algorithm design is correct (not intentionally manipulated or incorrectly self-developed) • Takes on role of algorithm assurance and risk management • Increased quality assurance training and checking • More rigorous (less ad-hoc) sampling / quality assurance 	<ul style="list-style-type: none"> • Employees need to be more flexible and open (resilient) to change • Expect sideways as well as vertical progression • Specific specialist depth of experience in early years is less important than bandwidth • Being many with different professional qualifications to the expected norm