



Building your Finance Function of the Future

Enabling agility. Supporting growth. Creating value.

Today's finance leaders are increasingly being called upon to act as strategic advisors, guiding organisations on non-financial matters that extend far beyond the traditional finance function.

Driven by growing demands from stakeholders, boards, and investors, alongside market imperatives, such as ESG and sustainability, the remit and responsibilities of the Chief Financial Officer have evolved into that of a Chief Value Officer (CVO). In this changing business landscape, CVOs are integral to creating long-term sustainable value for their organisations.

Where are you in your journey?

Our report 'Chief Value Officer - The Important Evolution of the CFO' identified nine key challenges facing CFOs transitioning into CVOs. This report is based on research undertaken with the ACCA following in-depth interviews with finance leaders across the world.

Where CFOs were once rooted in finance, CVOs are now expected to unlock data driven insights, lead transformation, partner with the business and create value to drive strategic decision making.

Take a look at our [CFO wheel](#) to assess where you are on your journey to becoming a CVO and what you need to consider in building your finance function of the future.



How can you transform your finance function?

Many organisations are stepping back to sense-check their finance function and make sure it's fit for the future. That's where our Finance Function of the Future maturity assessment can help. It's designed to give clarity and confidence by showing where you stand today and where the biggest opportunities lie.

For some, that means streamlining processes to cut costs. For others, it's about improving technology to enable growth or strengthening leadership and governance for sharper accountability. Whatever your priorities, we work with you to shape a plan that fits your business. The aim isn't to add more work – it's to help finance leaders like you focus on what matters most and build a function that supports better decisions.

This isn't just about assessment – it's about helping you prioritise and build a finance function that adds real value. Whether you are reimagining your finance structure, embedding ESG, adopting new technologies or preparing for growth, we will work with you to transform your finance function into a driver of organisational success.



Ultimately, our role is evolving to a more strategic function - driving business decisions through financial insight, data analysis, and cross-functional collaboration. Our goal is to ensure finance isn't just a gatekeeper but a proactive partner in shaping the airport's future.

Andy Griffiths, CFO, Bristol Airport

Businesses today face a wider range of stakeholder demands than in the past. Historically, the sole focus for the finance function might have been maximising shareholder returns but now the landscape is more complex, requiring careful prioritisation.

Paul Cooper, Group CFO, Hiscox

Finance is not just reporting numbers anymore, it's about influencing broader business strategy. To me this feels like quite a natural evolution. Sooner or later, everything in the business flows through finance. We might not be the first to hear about an initiative, but every decision ultimately ties back to financial reporting.

Tom Tutty, CFO, Glencar Construction

One of the biggest challenges is the constant need for innovation. In a fast-moving, tech driven company, the pace of change is unbelievable. Every function in the business has to keep up and finance is no exception.

Justin Skinner, Group CFO, Vitality



How BDO can add value

We help finance teams become strategic value creators by modernising processes, integrating ESG and data-driven insights, and supporting CFOs in evolving into Chief Value Officers.

Our tailored support improves efficiency, drives long-term value, and strengthens resilience across people, technology, and governance.

Through our Finance Function of the Future hub you can access a wealth of resources, including insights from leading CFOs, articles and guidance on key issues.

Partner with BDO to future-proof your finance function and accelerate your journey to being a value-driven finance leader.

Talk to us today



Emma Chesson
Finance Function of the Future Lead

+44 (0)7880 477164
emma.chesson@bdo.co.uk

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