
RESEARCH ARTICLE

The Next-Gen Finance Business Partner: Thriving in the Age of AI and Business Intelligence

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| ABSTRACT

The responsibilities of Finance Business Partners (FBPs) are shifting as a result of the revolution that has been brought by the implementation of Artificial Intelligence (AI) and Business Intelligence (BI) systems in the past few years. The role of the FBPs has been transformed in the process of moving from conventional qualitative analysis to a more strategic role that can facilitate the automation of many tasks, enhance the forecasting functions and offer real-time decision-making, allowing the FBPs to focus on value added work such as strategy, implementation and management, and integration with other areas of the organization. However, the integration of AI and BI is not without some challenges, which include resistance to change, data security risks, and a skills shortage. The importance of increasing the technical skills of the FBPs, the need for a strong partnership between the finance and operational teams and the need for strong ethical governance frameworks to guide the use of AI are also discussed. This paper also includes real world examples of how organizations are employing AI and BI to enhance their forecasting, improve the effectiveness of their financial processes and, most importantly, achieve their strategic objectives. Therefore, the results of this research support the concept that FBPs can be useful peers in relation to AI and BI if they adopt the technological tools and overcome the barriers to their usage. As a result of the findings, several practical recommendations are provided for FBPs to succeed in this evolving environment.

| KEYWORDS

Finance Business Partner, Artificial Intelligence in Finance, Business Intelligence, Cross-functional Collaboration, Automation, Strategic Transformation

| ARTICLE INFORMATION

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1. Introduction

1.1 Overview of Finance Business Partnering

Finance Business Partnering (FBP) is a way of working that involves the finance department and business operations to enhance the role of finance in the organization's decision-making process (SANWAL, 2007). Historically, finance departments were more oriented toward transactional roles like compliance, reporting and budgeting. However, business partner roles emerged due to resource pressures and the need for strategic alignment (M. TARASOVICH; M. LYONS, 2015). These roles are the liaison between the finance department and other departments to assist managers in understanding the financial impacts of business decisions and, in turn, help finance teams understand the strategic objectives of operational plans.

The responsibilities of FBPs typically fall into three key areas:

1. **Financial Planning:** Supporting the annual budgeting process, forecasting, and long-term planning to inform business decisions.

2. **Performance Monitoring:** Tracking departmental performance against financial plans and ensuring timely updates and reviews.
3. **Strategic Advising:** Providing actionable insights to align financial goals with broader business objectives.

Despite the potential of the FBP role, it often faces obstacles, including time constraints, conflicting priorities, and the need for more collaboration between functions. These challenges highlight the necessity for FBPs to adopt advanced technologies such as AI and BI, which can automate routine tasks, improve alignment between functions, and amplify strategic impact.

1.2 Evolution of the Finance Business Partner Role

The role of FBPs has changed a lot throughout the years due to the development of technology and a shift in business needs. Traditionally, companies have tended to assign finance professionals back-office duties, such as bookkeeping and compliance. However, the increase in the complexity of financial assets and the rise of data-driven decision-making have reshaped the FBP into a strategic advisory role (M. TARASOVICH; M. LYONS, 2015).

Modern FBPs are expected to act as "living and breathing data and business intelligence systems," involved directly in operational teams like marketing and the supply chain to develop strategies based on real-time data. This evolution is driven by the growing demand for CFOs and finance teams to prove their knowledge of the business and the industry in order to deliver better outcomes (SANWAL, 2007). CFOs now prioritize AI as the second most important technology for financial reporting, surpassing cybersecurity in adoption speed (McKinsey, 2024). Integrating AI and BI tools has further accelerated this shift, enabling FBPs to automate routine tasks, enhance predictive analytics, and provide real-time decision-making.

1.3 The Impact of AI and Business Intelligence on Finance

AI and BI are changing the finance function by performing repetitive tasks, improving forecasting accuracy, and thereby supporting data-driven decision making. For instance, artificial intelligence tools like machine learning and generative AI are transforming financial planning and analysis; power BI and Tableau are BI platforms that provide real-time data visualization and reporting (Billy, 2024).

Recent advances in AI and BI have simplified financial practices by automating routine tasks across compliance, planning, and reporting. This automation allows finance professionals to concentrate on the value-added work like the generation of insights and advisory work which in turn increases efficiency and trust. A notable example is Amazon Finance Automation's use of generative AI to develop a QA chat assistant with the help of Amazon Bedrock. This tool automates complex financial queries, enabling teams to prioritize strategic planning (Moin et al., 2024). Similarly, dynamic steering, a methodology that combines AI and BI for real time adjustment, ensures agility in volatile markets (Amar et al., 2022).

Generative AI is also appearing as a pioneer in the solution of various finance tasks that can be automated 50% of the time (Deloitte, 2023), including data analysis and scenario modeling. For instance, AI-driven Enterprise Performance Management (EPM) systems deliver financial and operational data integration, reducing planning cycles by 40% while improving forecast accuracy (Behme, 2024). Machine learning algorithms also help improve the forecast by identifying patterns in large datasets, while natural language processing (NLP) automates the analysis of unstructured data like earnings calls to identify market trends and risks. Recent studies show that 44% of companies now use generative AI for tasks like invoice processing, and 27% of them use it for operational decisions (KPMG, 2024).

Organizations that implement these technologies report significant benefits, including 20-30% improvements in forecasting accuracy and 15-20% reductions in operational costs (Amar et al., 2022). Still, the barriers to adoption persist: only 18% of firms have strong AI governance frameworks (Lapidus, 2024), and 57% of leaders face challenges in attracting AI-related talented people (KPMG, 2024). Nevertheless, some FBPs are also facing issues, such as data privacy, concerns, resistance to change, and the complexity of the tools.

This article explores the changing role of FBPs in the age of AI and BI, addressing three key questions:

How are AI and BI changing the responsibilities and skill sets of FBPs?

What are the main challenges and barriers for the implementation of AI and BI in finance?

What practical strategies can FBPs and organizations adopt to thrive in this new era of technology?

This paper offers practical recommendations for FBPs and organizations based on a review of the literature and real-life examples and suggests further investigation of ethical issues and long-term effects.

2. Literature Review

2.1 The Role of AI in Finance

AI has become a game changer by allowing companies to automate tasks and enhance their predictive analysis capabilities while also improving decision-making processes. According to Davenport and Ronanki (2018), AI applications in finance can be categorized into three main areas:

Process Automation: Automating routine tasks such as data entry, invoice processing, and reconciliations.

Cognitive Insights: Using AI insights for predictive analytics, anomaly detection, and risk management.

Cognitive Engagement: Enabling decision-making and customer interactions through chatbots and virtual assistants.

Research studies emphasize that the use of AI in financial forecasting, risk management, and fraud detection is gaining traction nowadays. Machine learning algorithms are being used to analyze large datasets and identify patterns that human analysts could miss. Similarly, generative AI, as demonstrated by Amazon Finance Automation's QA chat assistant, is transforming financial planning and analysis by automating complex tasks and generating actionable insights (Moin et al., 2024). The research conducted by AFP supports these findings, with case studies showing AI-powered EPM tools unifying financial and operational data to automate variance analysis (Behme, 2024).

Generative AI is particularly impactful in financial analysis, where it can automate tasks such as report generation, scenario modeling, and data interpretation (Hopper, n.d.). Deloitte (2023), mentions that generative AI can save up to half the time spent on tasks and enable business partners to concentrate on strategic initiatives. Recent data reveals that 58% of finance departments in the United States now use AI, a 21% increase since 2023, with 92% of adopters meeting or exceeding ROI targets (KPMG, 2024).

The use of AI in finance has increased with the development of recent advances in Natural Language Processing (NLP). They employ tools like GPT-4 by OpenAI to scan through earnings calls and regulatory filings in order to predict trends and risks. Furthermore, reinforcement learning is now being adopted to enhance decision-making in finance with a changing environment in various domains such as portfolio management and algorithmic trading.

Despite these advancements in technology and innovation in the field of intelligence (AI), individuals and organizations still face some challenges that need to be overcome. Resistance to change and data privacy concerns are frequently cited barriers to AI adoption (Billy, 2024). Additionally, there is a pressing need for education and upskilling efforts in order to keep up with the pace of technological advancements. One major issue that many companies face is a shortage of professionals in AI-related fields. A staggering 57% of business leaders struggle to attract and retain talent with expertise in AI (KPMG).

2.2 The Role of BI in Finance

Business Intelligence (BI) tools, such as Power BI, Tableau, and Qlik have become indispensable for modern finance teams. These tools help organizations gather, process, and present data in real time to help in decision making. As pointed out by (Billy, 2024), BI platforms are especially useful in financial reporting, budgeting and performance management as they help FBPs track KPIs and tendencies.

The literature emphasizes the importance of BI in transforming organizations into data-driven entities by enhancing data accessibility and analytical capabilities. Thus, as Sharda et al. (2021) explained, real-time financial information systems support FBPs' decision-making processes and help them address market changes quickly. IBM's finance department employed BI dashboards to monitor real-time sales outcomes in the presence of supply chain problems (Schweiloch, 2024). Nevertheless, the effectiveness of BI depends on the strength of the data infrastructure.

Traditional BI tools excel at analyzing historical data, but they often fall short in predicting future trends, a gap that AI-driven predictive modules are specifically designed to fill. For example, the AFP case study on AI-enabled BI platforms demonstrates that machine learning algorithms can enhance dashboards with predictive cash flow modeling, enabling FBPs to simulate recession scenarios with accuracy (Lapidus, 2024). This synergy highlights the need for hybrid systems that merge the robust visualization capabilities of BI with the forward-looking insights of AI.

2.3 Synergies Between AI and BI in the FBP Role

The combination of AI and BI is changing the FBP role with the help of both technologies that FBPs can utilize. The AI provides computational power and predictive features, while the BI offers the tools for data visualization and real-time analysis. These technologies collectively can help FBPs to automate routine tasks and focus on strategic activities, generate actionable insights from large datasets, improve forecasting accuracy and risk management, and drive organizational value through data-driven decision-making.

For instance, AI-enabled BI tools can analyze financials in real time, identify anomalies, and suggest recommendations for action, which enables FBPs to make decisions faster and with more confidence. A clear example is Amazon Finance Automation's application of generative AI to design a QA chat assistant that incorporates both AI and BI features to expedite the process of identifying and solving financial queries and, in turn, improve decision making (Moin et al., 2024). In the same manner, IBM's integration of AI-based forecasting with BI dashboards enabled FBPs to modify their pricing strategies in real-time, showing the possible improvement that can be achieved by the synergy (Schweiloch, 2024).

In addition, dynamic steering, as discussed by Amar et al. (2022), leverages AI and BI to enable real-time adjustments to financial plans. This approach makes it easier for organizations to maintain their agility in the market, and it is, therefore, a critical skill for new FBPs.

2.4 Gaps in the Literature

Although the concepts of AI, BI and the FBP role are quite well understood separately, their combination is not fully understood. Most studies focus on the technical aspects of AI/BI or the evolution of the FBP's strategic role in isolation and do not consider their integration. Three critical gaps emerge:

1. **Ethical Governance:** Ethical frameworks (e.g., Deloitte's 2023 recommendations) are still theoretical, with only 18% of organizations implementing governance procedures. Algorithmic bias in areas like credit scoring risks perpetuating inequities, yet practical tools (e.g., bias-detection checklists) are absent.
2. **Strategic Impact Measurement:** Deloitte (2023) reported that 50% of the tasks were automated, which creates confusion: does it mean that AI helps FBPs to become more strategic advisors, or does it mean that it makes them redundant? According to McKinsey's (2024) survey, 52% of the CFOs believe that AI/BI improves the position of FBPs, while 34% are concerned that it will lead to the reduction of their responsibilities. This contradiction highlights the importance of frameworks that can measure the strategic value of FBPs and demonstrate their role in AI-based innovation as opposed to cost optimization.
3. **Scalability and Integration:** Most research focuses on large enterprises (e.g., Amazon, IBM), neglecting scalability challenges. Legacy system integration costs, talent shortages, and governance gaps hinder adoption across diverse organizational contexts.

These gaps demand the development of a unified framework that links AI/BI functionalities with the FBP process, ethical standards, strategic value metrics, and scalable integration.

3. Methodology

This study has a qualitative research design to find out how AI and BI are changing the work of Finance Business Partners (FBPs). The methodology involves a systematic literature review in conjunction with case study analysis in order to synthesize insights from the academic literature, industry reports, and real-life applications. The purpose of this is to determine trends, challenges and possibilities for FBPs in the age of AI and BI while providing practical suggestions.

3.1 Research Design

The research follows a descriptive and exploratory approach, focusing on three core objectives:

1. **Identify AI and BI tools** transforming the FBP role.
2. **Analyze challenges** hindering AI/BI adoption in finance.
3. **Develop recommendations** for FBPs and organizations to leverage these technologies effectively.

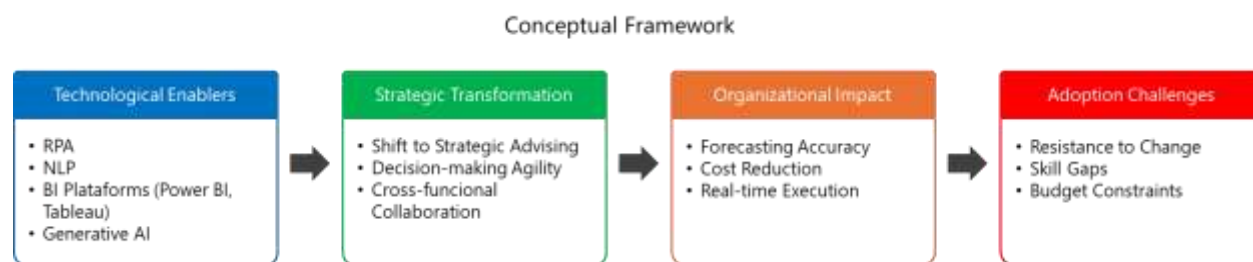


Figure 1: Conceptual Framework Linking Technological Enablers, Strategic Transformation, Organizational Impact, and Adoption Challenges

3.2 Data Collection

Data was gathered from three primary sources:

1. **Academic Literature:** Peer-reviewed articles (2018–2024) on AI, BI, and FBP evolution.
2. **Industry Reports:** Publications from BCG, Deloitte, and tech providers (e.g., AWS).
3. **Case Studies:** Organizations like Amazon and IBM, were selected for innovation, industry diversity, and data availability.

3.3 Data Analysis

The analysis followed a three-stage process:

1. **Thematic Coding:** Key themes (e.g., automation, predictive analytics, skill gaps) were identified from the literature and manually coded based on recurring patterns and relevance to the research objectives.
2. **Comparative Analysis:** Traditional FBP responsibilities were contrasted with modern AI/BI-driven roles to highlight shifts in skill demands (e.g., technical proficiency in Python/R, data visualization).
3. **Case Study Synthesis:** Success stories (e.g., BCG’s dynamic steering, Amazon’s QA chatbot) were analyzed to identify best practices and implementation challenges.

For example, the CFI article’s emphasis on AI-powered financial modeling tools (e.g., Anaplan, Adaptive Insights) was cross-referenced with case studies to assess their impact on budgeting accuracy and scenario planning.

3.4 Limitations

1. **Theoretical Focus:** The reliance on secondary data limits empirical validation. Future studies could incorporate surveys/interviews with FBPs.
2. **Bias in Case Selection:** Case studies predominantly feature large enterprises, which may overlook challenges unique to specific industries or organizational scales.
3. **Rapid Technological Evolution:** Emerging tools (e.g., generative AI) may outpace the study’s findings.

4. Findings

The findings show that AI and BI are revolutionizing the position of Finance Business Partners (FBPs), making them more strategic advisors than number crunchers. This transformation is being fueled by task automation, the improvement of predictive analytics, and the creation of actionable insights. However, the use of these technologies is not without issues. The results are summarized in four major themes below:

4.1 Transformation of FBP Responsibilities

AI and BI tools are redefining the responsibilities of FBPs in the following ways:

1. **Automation of Routine Tasks:**

- Tools like Robotic Process Automation (RPA) and generative AI automate repetitive tasks such as financial reporting, invoice processing, and reconciliations. For example, Amazon's generative AI chatbot resolves complex financial queries in seconds, reducing manual effort by 60% (Moin et al., 2024).
- Automation reduces time spent on manual tasks by up to 50%, freeing FBPs for strategic activities like scenario planning (Deloitte, 2023).

2. **Enhanced Predictive Analytics:**

- Machine learning algorithms analyze large datasets to identify patterns humans might overlook. BCG's dynamic steering approach uses AI to adjust financial plans hourly during market volatility, improving forecasting accuracy by 20-30% (Amar et al., 2022).

3. **Real-Time Decision-Making:**

- BI platforms like Power BI and Tableau provide real-time data visualization and reporting capabilities, allowing FBPs to monitor key performance indicators (KPIs) and respond quickly to changing market conditions.

4.2 Challenges and Barriers to Adoption

Despite the potential benefits, the adoption of AI and BI tools faces significant challenges:

1. **Resistance to Change:**

- Many Finance Business Partners (FBPs) struggle to adapt to the technical demands of AI and BI tools, often due to entrenched workflows and skepticism toward data-driven decision-making. Deloitte highlights that cultural resistance, including fear of job displacement, distrust in automated insights, and reluctance to abandon legacy processes, remains a pervasive barrier to AI adoption in finance. Organizations frequently face challenges in aligning teams with new technologies, particularly when employees perceive AI as a threat rather than a tool for augmentation (Deloitte Insights, 2023).

2. **Data Privacy and Security Concerns:**

- The use of AI and BI tools raises concerns about data privacy and security, particularly when handling sensitive financial information. Organizations must invest in robust data governance frameworks to address these issues (Billy, 2024).

3. **Skill Gaps:**

- The successful adoption of AI and BI requires FBPs to develop new skills, such as data literacy, technical proficiency, and strategic thinking. However, many FBPs currently lack these skills, creating a significant barrier to adoption. This challenge is compounded by a broader talent shortage: 57% of leaders report difficulties in attracting AI-skilled professionals, further limiting organizational capacity to implement these technologies effectively (Hopper, n.d.; KPMG, 2024).

4. **High Implementation Costs:**

- The adoption of AI and BI tools incurs significant lifecycle costs, often underestimated during initial implementation. Key expenses include data readiness (e.g., infrastructure upgrades to ensure quality data), model development (customizing or validating third-party AI tools), deployment (integration with legacy systems or cloud platforms), and ongoing costs like maintenance, monitoring, and compliance (Lapidus, 2024). For instance, Amazon's generative AI chatbot required seamless IT integration, while BCG's dynamic steering demands continuous recalibration to sustain 20-30% forecasting accuracy (Moin et al., 2024; Amar et al., 2022). Organizations mitigate these costs through phased adoption (prioritizing high-ROI use cases like RPA) and vendor partnerships (leveraging cloud platforms to offload infrastructure expenses).

4.3 Opportunities for FBPs and Organizations

The findings highlight several opportunities for FBPs and organizations to thrive in the age of AI and BI:

1. **Upskilling and Training:**
 - FBPs should invest in training programs to enhance their data literacy and technical proficiency. Certifications in tools like Python, R, and Power BI are becoming increasingly important, as firms with upskilled teams report 25% faster AI integration (Hopper, n.d.).
2. **Cross-Functional Collaboration:**
 - FBPs should work closely with IT, marketing, and operations to align financial goals with broader business objectives. This collaboration ensures that AI and BI tools are effectively integrated into organizational workflows. IBM's AI-BI integration reduced revenue leakage by 12% during supply chain crises (Schweiloch, 2024).
3. **Adoption of AI-Powered Tools:**
 - Organizations should adopt AI-powered tools like generative AI, predictive analytics, and NLP to automate routine tasks and enhance decision-making. For example, NLP tools can analyze unstructured financial data, such as earnings calls and regulatory filings, to provide deeper insights into market trends and risks.
4. **Dynamic Steering and Real-Time Analytics:**
 - Tools like BCG's dynamic steering approach enable real-time adjustments to financial plans, ensuring organizations remain agile in volatile markets. FBPs should leverage these tools to improve forecasting accuracy and risk management (Amar et al., 2022).

4.4 Case Study Insights

The analysis of real-world case studies provides valuable insights into the practical application of AI and BI tools:

1. **Amazon Finance Automation:**
 - Amazon's generative AI chatbot automates 70% of financial queries, saving over 200 hours annually and significantly reducing the time required for financial analysis. This allows FBPs to focus on strategic activities, demonstrating how AI can automate complex tasks and improve efficiency (Moin et al., 2024).
2. **BCG's Dynamic Steering:**
 - BCG's dynamic steering approach leverages AI and BI integration to enable hourly adjustments to financial plans, ensuring organizations remain agile in volatile markets. This capability is critical for modern FBPs (Amar et al., 2022).
3. **IBM's AI-BI Integration:**
 - IBM's AI-BI integration reduced revenue leakage by 12% during supply chain disruptions by embedding AI-driven forecasts into BI dashboards used by sales teams. This required collaboration between data scientists, engineers, and FBPs to align incentives and workflows, a 'glass box' approach that prioritized explainable AI logic to build stakeholder trust (Schweiloch, 2024).
4. **AI-Driven Enterprise Performance Management:**
 - A multinational corporation implemented AI-driven EPM systems to unify financial and operational data, cutting planning cycles while improving forecast accuracy. This case exemplifies how AI enhances cross-functional alignment and agility (Behme, 2024).

5. Conclusion

The integration of Artificial Intelligence (AI) and Business Intelligence (BI) in the finance function is a shift in the model of the Finance Business Partners (FBPs). This study aimed to explore how these technologies are changing the work of FBPs, shifting their role from that of transactional analysts to strategic advisors and how it brings opportunities and challenges in this transition. The findings of the study are a result of analysis of academic literature, industry reports, and real-life case studies and the findings are used to develop a map through which FBPs and organizations can steer their way through the AI/BI driven future of finance.

5.1 Key Findings

1. Transformation of the FBP Role:

- AI and BI tools are changing the responsibilities through automation, predictive analytics and real time decision making. FBPs have been able to move from transactional analysts to strategic advisors with the help of AI and BI tools that automate tasks, and provide predictive analytics and real time decision making. FBPs were able to concentrate on strategic activities such as identifying trends, risks and opportunities, developing scenarios and stories, and providing recommendations to management on future strategies because automation of tasks such as financial reporting and invoice processing had been taken over by the technology (Amar et al., 2022; Moin et al., 2024).

2. Challenges to Adoption:

- Key barriers include resistance to change, data privacy concerns, and AI/BI skill shortages. Ethical challenges like algorithmic bias further complicate adoption, with only 18% of firms implementing governance frameworks (KPMG, 2024; Lapidus, 2024).

3. Opportunities for FBPs and Organizations:

- FBPs can excel in the AI based environment by enhancing their skills in programming languages like Python, data analysis tools like Power BI and Natural Language Processing (NLP), shifting their working approach towards data and, adopting a data driven culture and promoting collaboration with IT and operational functions to align the AI and BI tools to the business objectives. At the same time, organizations should ensure that they have a solid data infrastructure, promote innovation, and ensure that their employees have the right skills to support the implementation of AI and BI technologies.

5.2 Practical Recommendations

To leverage the full potential of AI and BI, FBPs and organizations should consider the following strategies:

1. Invest in Upskilling:

- FBPs should also improve their data knowledge and technical expertise especially in the areas of programming languages like Python and R, as well as BI tools like Power BI. Training programs and certifications can assist in closing the skills gap and getting FBPs ready for the future.

2. Adopt AI-Powered Tools:

- Organizations should use AI-enabled tools like generative AI, predictive analytics and NLP to perform menial tasks and enhance the decision-making process. For instance, the chatbot from Amazon's generative AI and the dynamic steering solutions from BCG reveal the potential of these technologies by automating customer interactions and optimizing business processes, respectively.

3. Foster Cross-Functional Collaboration:

- FBPs should engage IT, marketing, and operations to ensure that financial objectives are consistent with those of the overall business, and foster cross-functional collaboration through centralized governance. For example, U.S. Steel's IT-led AI program integrated legal, compliance, and finance teams to mitigate risks, while designating 'digital agents' as liaisons accelerated adoption (Kuzma, 2024). Similarly, IBM's finance team partnered with data engineers to ensure scalable AI-BI integration (Schweiloch, 2024).

4. Address Ethical and Organizational Implications:

- Organizations have to deal with ethical issues, such as bias in algorithms and data protection, while developing strategies to address concerns about change. Data governance and AI transparency are critical to generating confidence and appropriate usage of the technology.

5.3 Future Research Directions

While this study provides a comprehensive overview of the evolving FBP role in the age of AI and BI, several areas require further exploration:

1. **Ethical Implications:**
 - Future research should examine the ethical implications of AI and BI in finance, particularly in areas such as algorithmic bias, transparency, and accountability.
2. **Long-Term Organizational Impact:**
 - Longitudinal studies are needed to assess the long-term impact of AI and BI on organizational performance, culture, and the FBP role.
3. **Emerging Technologies:** According to KPMG (2024), AI and BI technologies will bring about transformative trends in 2025–2030:
 - Hyperautomation: Using AI, RPA, and process mining to automate 80% of transactional finance tasks including reconciliations and payroll.
 - AI-Augmented Audits: Real time anomaly detection during financial closes which can reduce month-end delays by 50%.
 - Citizen Data Scientists: It is revealed that 53% of firms are now training their non-technical FBPs to use self-service BI tools like Tableau for ad hoc analysis and data driven decision making. It is therefore, important to understand how these trends affect the organizational hierarchies and accountability in the organization.

5.4 Final Thoughts

The age AI and BI offers an opportunity to re-think what strategic value FBPs should be delivering, rather than threatening it. Despite the fact that 62% of US finance functions are currently applying AI tools and 82% of them have noticed enhanced forecasting precision (KPMG, 2024), the need for skill enhancement and ethical management of the tools is evident. In a world of hyperautomation and AI-augmented audits, those FBPs that are technically agile and yet ethically forward-looking will be the architects of the future of finance. In order to harness this potential, FBPs must actively address the issues, promote the exchange with other departments and enhance upskills. In the modern world, it is those who will have the advanced skills that will be critical in delivering long term value and competitive advantage. The findings of this study are, therefore a clear guide for FBPs and other organizations on how to continue to be creative, flexible and data-oriented in the face of increasing complexity in the business environment.

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