



from Ledgers *to* Global Leadership

CA. Shammi Prabhakar (Singh)
Executive Director - [NielsenIQ](#)

Research Partner



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Traditional Finance *Vs* GCC Finance

Vs

Mindset & Work Model

Traditional Finance

Modern GCC Finance

Period-driven work
(month-end, quarter-end)

Continuous close,
always-on reporting

Manual **reconciliations**
& heavy Excel usage

Automation + **AI-driven** exceptions

Focus on accuracy
& **compliance**

Focus on **insights**,
speed & predictability

Local book
ownership

Global process ownership
(R2R, P2P, O2C, FP&A)

Output is **data**

Output is **decision-support**

Limited stakeholder
interaction

Global cross-functional
collaboration

Skills & Role Expectations

Mindset & Work Model

| Earlier | Today |
|---|---|
| Excel-heavy reporting | Power BI dashboards auto-refreshing daily |
| Tally / QuickBooks / Local ERP-centric work | SAP / Oracle Cloud + data lakes |
| Manual trackers | Digital workflows with audit trails |
| Heavy audit effort | Embedded controls, real-time alerts |
| Narrow career paths | Global mobility, COEs (Tax, FP&A, ESG) |

The new skill framework for Finance Professionals

Business Acumen

Ownership, problem Solving, critical Thinking

Digital awareness

Automation, AI copilots, Power BI, data fluency

Process orientation

R2R, P2P, O2C, FP&A end-to-end

Business Partnering

Explain impact, not just report numbers

People skills

Influence & lead virtual teams

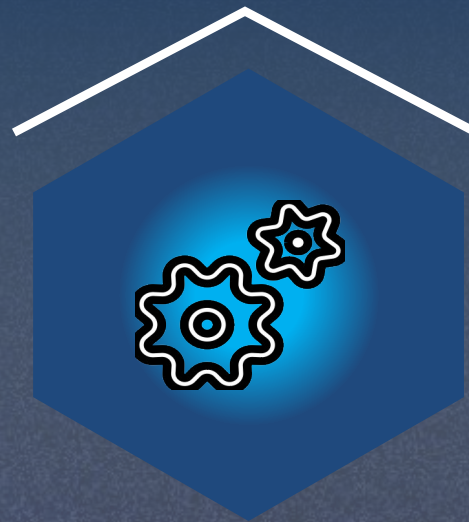
Leader's Factory

Develop



**Develop
leaders
early:**
rotations,
mentoring,
cross-border
exposure

Build



**Build
capability
academies:**
digital,
leadership,
process
governance

Strengthen



**Strengthen
controls**
with
embedded
governance

Shift



**Shift from
service
delivery →
decision
support**

Create



**Create
global
finance
talent
pipelines**
(future CFO-
ready)

Thank You.



A GCC research initiative

Global mandatory, local only where needed

Global Strategy, IPO readiness, M&A Integration