SAP Fioneer

# Breaking silos

## Modernizing finance through risk and regulatory convergence

SAP Fioneer Whitepaper

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## Executive summary

Banks and insurers face rising demands on finance while legacy, siloed systems add cost and delay. Recent studies from KPMG underline this point with 58% of financial-services executives citing flaws in foundational IT as the cause of disruptions to their day-to-day operations.

The recommendation is a multi-domain finance modernization that connects accounting and non-accounting dimensions (i.e., finance, risk, operations) on a single data foundation and operating and reporting schedule.

For banks and insurers, the expected impact of modernization includes:

- Faster close and reporting
- Fewer reconciliations
- Consistent figures across functions
- Clearer, faster decisions at the C-suite and board

Here is the value of approaching finance modernization across multiple domains beyond accounting and why it's no longer the sole responsibility of the CFO.

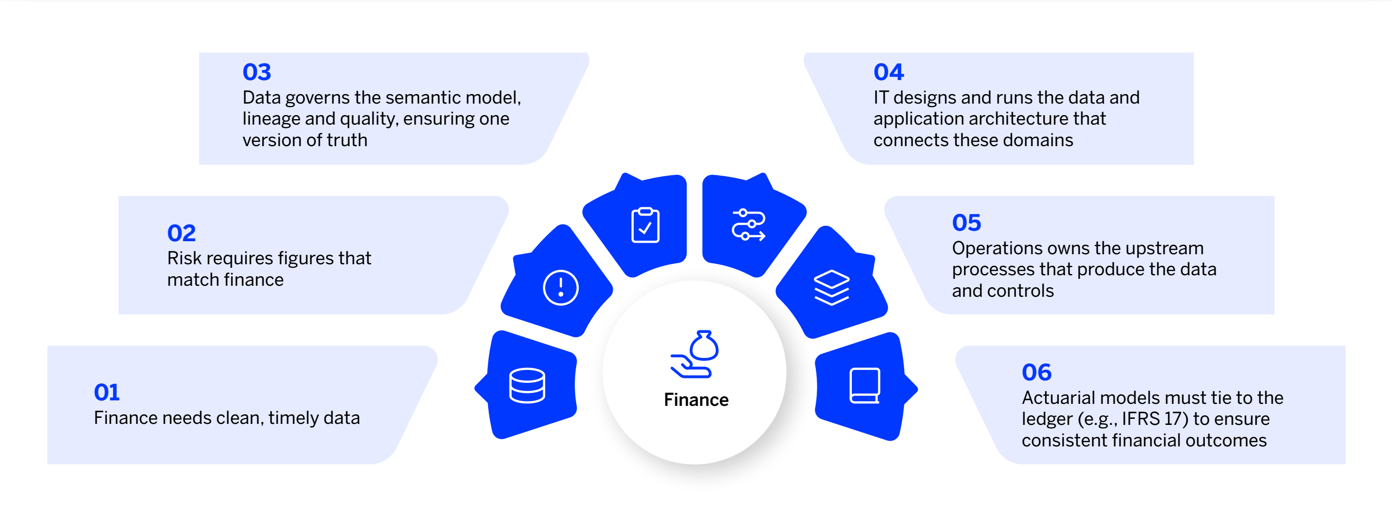
## Why the entire leadership team must sponsor finance modernization

Many banks and insurers know or are realizing their finance ecosystems are no longer sustainable. They rely on a highly specialized workforce to operate outdated systems, and much of the institutional knowledge required to keep those systems functioning is at risk of disappearing as experts near retirement.

While these homegrown systems can still produce quarterly reports, the process is costly, slow and increasingly difficult to scale as business demands grow.

The common misconception is that this change in finance lies strictly with the CFO.

Yet finance touches multiple domains:




This interdependence makes sponsorship from the heads of Finance, Data, IT, Operations, Risk and, in insurance, Actuary essential.

Without C-level sponsorship, finance modernization efforts risk becoming fragmented technology upgrades. With it, modernization becomes a strategic program that links data, systems, processes and people to measurable business outcomes, enabling an organization-wide shift. Banks and insurers receive:

**Greater efficiency**

Through lower operational costs, faster close cycles and more capacity for analysis.

**Stronger compliance**

Via automated controls, auditable data and simpler regulatory reporting.

**Future readiness**

With real-time visibility, better forecasting and stronger decision support.

For the C-suite, leading this agenda is not about owning another project. It is about positioning finance as a source of insight and resilience across the entire business in a market where speed, accuracy and trust are decisive.

## How finance modernization reaches across the C-suite

> The strongest case for finance modernization comes from enabling the CFO to deliver the insights needed to steer the business.
>
> **Cameron Jarrett**
> **SAP Fioneer Senior Account Manager**
> **North America**

Finance modernization starts with the CFO, but the real value emerges only when other leaders are brought in.

Banks and insurers don't operate as isolated units. Instead, they work across multiple domains where finance, risk, operations and, in insurance, actuarial all depend on one another. When each works separately, they produce numbers and reports that look fine in their own area, but don't add up when brought together. The result is duplicated effort, conflicting data and uncertainty for the executive team and board, leading to an inability to make future bets and steer the organization to growth.

A unified, multi-domain approach in finance modernization solves this. Finance, risk, operations and actuarial share one data model, one set of controls and coordinated calendars for entity and group financial close, reporting and planning. Numbers match across statements, risk reports and management views.

By connecting separate domains around a single set of data and processes, the leadership team gains a unified view of how the business is performing. This shift affects each executive:

**Chief Financial Officers** move beyond chasing reconciliations and can focus on forward-looking insight.

**Chief Operating Officers** see where processes break down between functions and fix them before they become bottlenecks.

**Chief Risk Officers** work with the same figures as finance, making capital and risk reports consistent with financial statements.

**Chief Actuaries** in insurance ensure that pricing and reserving models connect directly to financial outcomes.

**Chief Information Officers** reduce total cost of ownership (TCO) by simplifying the tech stack and interfaces, lowering run and support costs and gaining the flexibility to meet changing business needs.

**Chief Data Officers** consolidate silos into a governed, compliant data foundation, improving data quality and accelerating regulatory reporting and analytics.

Below is the impact of modernization on key stakeholders with and without multi-domain integration:

| | Without Integration | With Integration |
|---|---|---|
| CFO | Fragmented reporting, manual reconciliations. | Single source of truth, strategic steering. |
| CIO | Complex tech stack, high TCO, integration challenges. | Simplified systems, lower costs, agile support for business change. |
| CDO | Fragmented data silos, inconsistent governance. | Unified data foundation, improved quality and regulatory compliance. |
| COO | Local process efficiency, poor cross-domain flow. | End-to-end visibility, optimized processes. |
| CRO | Mismatched data, weak alignment with Finance. | Shared risk & finance data, accurate capital view. |
| Chief Actuary | Outputs misaligned with Finance and Risk. | Aligned with Finance & CRO, consistent solvency view |

For the board, this integration is decisive. Instead of hearing different versions of the truth from different executives, they get one consistent picture. This allows them to ask better questions, compare options with confidence and make faster decisions on strategy, capital allocation and risk.

In a competitive market measured by less time to prepare board materials, higher data accuracy and faster decision cycles, multi-domain integration turns finance modernization from a narrow systems upgrade into a company-wide capability for leadership.

## Making finance multi-domain

Finance modernization delivers full value only when it connects domains. A single data foundation and operating cadence reduces cost and rework, aligns risk and finance figures and shortens the path from numbers to decisions. With this in place, the C-suite and board work from one picture of performance and act faster on capital, cost and risk.

At SAP Fioneer, we modernize systems with a unified finance platform that connects the multiple domains of banks and insurance. SAP Fioneer's solution is proven to reduce complexities and audit risks and speed up financial closes by 50%, creating 30% more efficiency in reporting and decreasing total cost of ownership in IT by 20%.

**Visit our website and schedule a demo to see how the platform works across finance, risk, operations and actuarial on one data foundation.**

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## About Fioneer

SAP Fioneer provides software solutions for banks and insurance companies: built on rock-solid technology and bold creativity.

In 2021, a group of financial services experts at SAP realized their clients needed a faster, more flexible partner that could move at their pace, adapting to the fast-changing landscape. Joining forces with entrepreneurial investor DEDIQ, SAP Fioneer was born – a start-up with the weight of a global software company behind it.

Get in touch

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