

Contents

Preface xi

Acknowledgments xv

About the Author xvii

Chapter 1	Accounting Disrupted	1
	Global Forces Reshaping the Digital Economy	5
	What Do Businesses Want?	10
	With Great Data Power Comes Great Responsibility	12
	Why Data Is Growing	13
	If Finance Stands Still	15
	Notes	17
Chapter 2	Unleashing Digitization	19
	Why Is Finance Changing?	22
	The Rise of Digital	24
	Decision-Making and Information: A Warning!	35
	Notes	38
Chapter 3	The Trouble with Finance	41
	Business Is No Longer Linear	43
	Strategy Folklore	45
	The Importance of “?”s	50
	High Sales Volume Means High Profits, Right?	54
	How Do New Technologies Disrupt Accounting?	56
	What Now?	60
	Notes	61
Chapter 4	As If Managing Costs Mattered	63
	Accounting Pillars	66
	A Risk from Which There Is No Return	66
	Volume Is Half the Story	69
	Growth Through Scope	76
	Notes	82

Chapter 5	Learning Is Everything	83
	Learn Fast: Cut Costs Faster	85
	Intelligent Learning	87
	Push the Pedal	90
	Notes	93
Chapter 6	Performance Changes	95
	New Targets for Performance Management	98
	Whose Performance, Anyway?	99
	Operations Get Closer to Strategy	100
	Incentivizing Digitalization	101
	Data's Consequences	104
	Digitalization Makes All Enterprises Unlike	105
	On Being Data-Centric and Intuitive	106
	Predictive Performance Management	108
	How to Track Digitalization	110
	Notes	111
Chapter 7	Digitalization and Auditing	113
	Big Data: Big Audit Questions	116
	RPAs, AI, and Audits	118
	Blockchain Is Here	121
	Notes	128
Chapter 8	Better Change Your Mind	129
	Unite and Conquer: The New Data Mantra	132
	What Skills?	137
	Risking Digital	140
	The Hidden Side of Data: Careful!	144
	What "New Normal"?	147
	Notes	150
	Resources	153
	Index	157