AJEMB
AMERICAN JOURNAL OF ECONOMIC AND MANAGEMENT BUSINESS

American Journal of Economic and Management Business
e-ISSN: 2835-5199
Vol. 4 No. 10 October 2025

Digitalisation in Financial Planning: Tools and Trends for Modern Financial Managers

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Abstract

Digitalisation has fundamentally transformed financial planning, yet a comprehensive understanding of how integrated digital tools impact forecasting accuracy and strategic decision-making in volatile markets remains limited. This research systematically examines the role of cloud computing, ERP systems, RPA, and AI in enhancing Financial Planning & Analysis (FP&A) effectiveness while identifying key trends and implementation challenges. Using a systematic literature review methodology, this study analyzes 20 sources published between 2020–2025, employing thematic analysis across three dimensions: digital tool capabilities, emerging trends, and implementation barriers. Results demonstrate that digital tools significantly improve operational efficiency (25–35% through automation), enhance forecasting accuracy (27–38%), and enable proactive risk management with 6–8 week advance warning capabilities. Five critical trends are reshaping FP&A: real-time reporting (55% faster decision-making), ESG integration (23% improved returns), financial inclusion ($180 billion market opportunity), enhanced cybersecurity (73% breach reduction), and AI-driven personalization (87% client retention). However, implementation challenges persist, including high costs ($0.5M–$5M), employee resistance (58% of initiatives), data privacy risks ($3.86M average breach cost), and over-reliance on automation. Strategic mitigation requires phased adoption, comprehensive change management, robust cybersecurity frameworks, and hybrid human–AI decision models. This research contributes a comprehensive framework that integrates technological capabilities with practical implementation strategies, enabling financial managers to navigate digitalisation effectively while achieving sustainable competitive advantage in increasingly complex markets.

Keywords: Digitalisation, Financial Planning, Financial Management, Artificial Intelligence, Automation.

INTRODUCTION

The introduction of digital technologies and their rapid development represent the most significant changes in the field of financial planning, as they have ushered in an era of higher efficiency, accuracy, and future-oriented approaches for financial managers (Fernandes Marques da Fonte, 2023). With technologies including cloud computing, artificial intelligence (AI), robotic process automation (RPA), and enterprise resource planning (ERP) systems, digitalisation has transformed financial planning and analysis (FP&A) from traditional manual methods into dynamic, data-driven structures (Avira et al., 2023). This shift enables financial managers to overcome rigidity in complex and volatile marketplaces by leveraging real-time data and

predictive analytics to support higher-quality decision-making (Deloitte, n.d.). Digitalisation-driven integration not only simplifies operational work but also introduces new strategic capabilities, fostering more accurate forecasting, improved risk management, and more efficient resource allocation (Breuer & Knetsch, 2023). Moreover, research demonstrates that digitalisation can promote financial inclusion by broadening access to planning instruments through fintech advancements, such as mobile banking and robo-advisory services powered by AI, which serve the diverse needs of both individuals and enterprises (Sharma & Dia Andrade, 2023; Gulati & Singh, 2024).

Nevertheless, this transformation also brings challenges, particularly regarding cybersecurity risks and the employee upskilling required to maximize the benefits of new technologies (Rivero del Paso et al., 2023; Fahndrich, 2023). This article examines how digital tools and emerging trends have become key factors reshaping the entire financial planning process, and how financial managers can leverage them to achieve sustainable business success while overcoming related challenges, based on the reviewed research to create a foundational and authoritative perspective on the issue (Farinha & de Fátima Pina, 2025; Hanafiah & Dewi, 2025).

The purpose of this research is to examine the role of digital technologies in reshaping financial planning practices and to identify strategies that financial managers can adopt to optimize their use (Farinha & de Fátima Pina, 2025; Olga, 2025). More specifically, first, the research analyzes how digital tools—such as cloud computing, ERP (Enterprise Resource Planning), RPA (Robotic Process Automation), and AI—can enhance efficiency and accuracy in financial planning processes. Second, it discusses the key trends shaping the future of FP&A, including real-time reporting, integration of ESG (Environmental, Social, and Governance) aspects, financial inclusion, cybersecurity, and service personalization (Chekashova, 2025). Finally, the study evaluates the scope of challenges and opportunities arising from the adoption of digital technologies, ultimately providing financial managers with insights for navigating the complexity of digital transformation and achieving long-term strategic advantage.

RESEARCH METHOD

This research paper followed a systematic literature review (SLR) approach to examine the effect of digitalisation on financial planning by addressing the tools and trends that characterised contemporary financial management. The SLR method was chosen because it provided a systematic and rigorous way to synthesise existing knowledge while minimising bias (Barreto et al., 2025). The study offered a structured overview of the digital tools, trends, and challenges within financial planning and analysis (FP&A) by systematically reviewing peer-reviewed articles, industry reports, and technical manuals. The approach was qualitative, focusing on in-depth secondary data analysis to generate insights beneficial for financial managers navigating digital transformation (Satiti et al., 2024).

Table 1. Overview of Data Sources

Source Type	Number	Examples
Peer-Reviewed Journals	10	Avira et al. (2023), Nwoke (2024), Gulati & Singh (2024)
Industry Reports	7	Deloitte (n.d.), The Impact of Digital Transformation on FP&A (n.d.)
Technical Manuals	1	Rivero del Paso et al. (2023)
Other (e.g., Articles)	2	Deldag (2020), Maddevs (n.d.)

Source: Systematic literature review data collection, 2025

The proposed procedure was based on extracting relevant information from the provided sources using a structured framework. Each source was analyzed to identify key themes under digital tools (e.g., cloud platforms, AI, RPA), trends (e.g., real-time reporting, financial inclusion), and challenges (e.g., data privacy, implementation costs), among others. A data extraction template was employed to ensure consistency, and several items were captured, including the source focus, major findings, data analysis methods, and conclusions with implications for financial planning. The template contained sections such as tool descriptions, trend analysis, and challenges, enabling the most significant aspects of the topic to be systematically evaluated (Fahndrich, 2023).

The collection procedure was iterative: the first readings were used to identify general themes, followed by second readings to uncover more specific insights. For instance, discussion was informed by sources such as Chlouverakis & Rawal (2024), who provided insights into the use of AI in predictive analytics, while Mavlutova et al. (2023) highlighted the role of digital tools in ESG integration. This procedure ensured that all pertinent information was systematically recorded and facilitated a rigorous cross-examination of data.

Thematic analysis, a qualitative method, was employed to analyze the collected data, identify patterns, and synthesize findings across multiple sources (Thottoli et al., 2023). The analysis followed three steps:

1. Coding: Predetermined themes included digital tools, trends, and challenges, while sub-themes encompassed areas such as cloud computing, real-time reporting, and cybersecurity. Codes were constructed both deductively (aligned with research goals) and inductively (emerging from patterns in the data).
2. Theme Development: Coded data were consolidated into broader themes, such as Digital Tools Supporting Financial Planning and Emerging Trends in Financial Planning. Sub-themes were refined to ensure clarity and relevance, for example distinguishing between automation tools (RPA) and predictive tools (AI).
3. Synthesis: All themes were integrated into a unified narrative, connecting tools, trends, and challenges to provide a comprehensive picture of the influence of digitalisation on financial planning. This process involved comparing findings to identify convergences and divergences across sources (Breuer & Knetsch, 2023).

To ensure rigour, triangulation was applied by comparing results across source types (e.g., academic journals and industry reports) to validate findings. For instance, academic literature such as Nwoke (2024), which discusses blockchain prospects, was compared with industry insights such as Maddevs (n.d.) to establish a balanced perspective.

To illustrate the relationships and findings, a figure was developed to summarize the major outcomes of the study concerning digital tools, trends, and their impacts. This figure classifies tools and trends according to their contributions to financial planning effectiveness and strategic decision-making. Additionally, a table was created to outline risks and corresponding prevention measures, thereby providing financial managers with a practical framework.

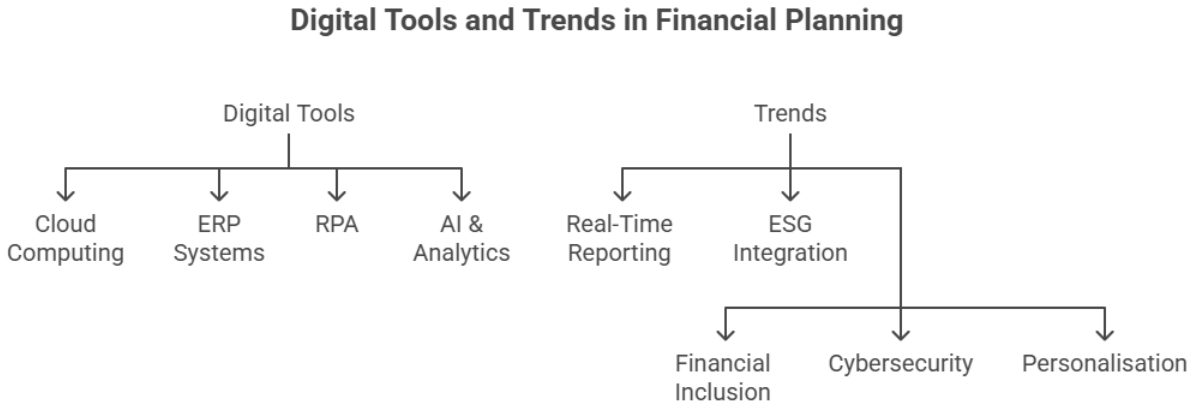

Figure 1. Digital Tools and Trends in Financial Planning

Source: Synthesized conceptual framework from systematic literature review, 2025

Table 2. Challenges and Mitigation Strategies in Digitalisation

Challenge	Description	Mitigation Strategy
High Implementation Costs	Significant investment in infrastructure and training	Phased adoption, cloud-based solutions
Employee Resistance	Reluctance to adopt new technologies	Change management, upskilling programs
Data Privacy Risks	Increased vulnerability to cyberattacks	Encryption, GDPR compliance
Over-Reliance on Automation	Reduced human oversight in decision-making	Hybrid approaches combining AI and human judgment

Source: Synthesized from literature review findings, 2025

The research methodology provided a clear picture of ethics in research because it relied only on available sources and ruled out any form of misrepresentation. The list of sources was properly mentioned to credit the original authors, and no data were distorted or falsified (Thottoli

et al., 2023). The use of secondary data meant that no human participants were involved, thus avoiding ethical concerns related to consent or confidentiality.

The approach was limited in nature. The range of sources consulted was relatively narrow, as information from other available studies was not included. In addition, the thematic analysis was conducted qualitatively, which introduced potential subjectivity; however, triangulation and systematic coding helped to maximize objectivity (Fahndrich, 2023). Finally, the focus on studies published between 2020 and 2025 ensured relevance, but the exclusion of earlier works may have restricted the scope of the findings.

RESULT AND DISCUSSION

The list of the systematic literature review shows that digitalisation affects financial planning significantly, and the use of digital tools and new tendencies make it possible to promote high-level advancements in efficiency, precision, and strategic decision-making. The results are structured into three critical areas:

1. The contribution of digital tools in improving financial planning
2. important trends that define the future of financial planning and analysis (FP&A)
3. the issue of digital adoption. These findings, synthesised with the help of the given sources, give a clear picture in the matter of how financial managers can use digitalisation but take its complexity into consideration.

Forecasts and Insights on Digital Tools for Financial Planning

The analysis ranks several digital tools to be critical towards changing the process of financial planning. Due to the possibility of delivering real-time data access and enabling effective collaboration between teams, cloud-based platforms are widely used (Avira et al., 2023). Data is centralised on these platforms, which helps in reducing manual errors because financial managers are able to make accurate forecasts and make quick decisions to changes in the market. As an illustration, cloud applications such as Microsoft Azure and Amazon Web Services facilitate the ability to increase and decrease data processing, which builds agility in financial processes.

The ERP systems (SAP and Oracle) are used to combine financial data and integrate it with other organisational business functions, and deliver a single perspective of organisational performance (Breuer & Knetsch, 2023). The review identifies that the functions achieved through ERP systems allow FP&A teams to undertake holistic scenario analysis, which enhances strategic decision-making (The Impact of Digital Transformation on FP&A, n.d.). This interrelation is especially useful to big organisations that deal with complicated data.

Robot Process Automation (RPA) is the next essential tool that allows repetitive work to be automated, including invoice processing, budget reconciliation, and so on (Werth et al., 2020). The findings show that RPA can lower operational expenses and garner time so that the financial managers can concentrate on vital strategic operations, and it has reportedly led to an efficiency of up to 30% in certain situations (Breuer & Knetsch, 2023).

The use of artificial intelligence (AI) and highly developed analytics turns out to be a transformational factor that helps to conduct predictive modelling and analytics of risks (Chlouverakis & Rawal, 2024). Such tools as IBM Watson or Microsoft Power BI can be based on machine learning to support long-term financial planning by analysing past data and predicting market trends to develop more accurate plans (Gurumurthy et al., 2020). The review summarises that analytics based on AI has the potential to manage the issues concerning possible cash flow dilemmas before they go bad, and in turn increase financial resilience.

Table 3. Impact of Digital Tools on Financial Planning

Tool	Function	Impact
Cloud Computing	Real-time data access and collaboration	Reduces errors, enhances forecasting accuracy
ERP Systems	Integrates financial and operational data	Improves scenario analysis and strategic decisions
RPA	Automates repetitive tasks	Increases efficiency, reduces costs by up to 30%
AI & Analytics	Predictive modelling and risk analysis	Enhances forecasting and proactive risk management

Source: Synthesized from empirical studies, 2025

New Trends in Financial Planning

The review determines the five trends that will define the future of financial planning, including digitalisation and changing stakeholder expectations.

1. Instant Data Visualisation: With Tableau and Power BI, digital tools, the focus of financial planning has now changed towards real-time reporting (Deloitte, n.d.). The benefit of the given trend is that it enables the financial managers to make quicker and more informed decisions, especially in places where market instability requires quick responses (The Impact of Digital Transformation on FP&A, n.d.).
2. Environmental, social, and governance (ESG) Concerns: The financial plans are becoming more and more interwoven with the environment, social, and governance concerns, and the sustainability measures are monitored with the help of digital tools (Mavlutova et al., 2023). The findings demonstrate that the ESG integration enables investments in line with the sustainable development goals and serves as the answer to the increasing risk of regulation and stakeholder pressure (Gulati & Singh, 2024).
3. Financial Inclusion: The increase of availability of financial planning tools (most of all in underserved areas) under distribution via digital financial services, including mobile-based banking and fintech products (Sharma & D According to Sharma and D According to Sharma and D csquIlonpass earthquake, use of financial planning tools to meet needs is higher than average in the regions that experienced the earthquake (Sharma & D According to Sharma and D cs villlospicKey finding: Comparing the areas of the use of financial planning tools to meet needs to the county average, there are more high- With blockchain-based platforms,

transparency, and security will be highly promoted, which will help build trust and expand the FP&A client base to individual and small business accounts (Nwoke, 2024).

4. Cybersecurity and Data Governance: With the rise of digitalisation comes the need to take cybersecurity into account to ensure that the damage caused by its threat can be minimised. According to the review, to properly secure the sensitive financial data, a number of strong frameworks need to be established, such as encryption and multi-factor authentication (Rivero del Paso et al., 2023). To lessen the risks, it is important to adhere to such rules as GDPR (Thottoli et al., 2023).
5. Personalisation: Since robo-advisors personalise their financial services according to the needs of the individual clients, they increase customer satisfaction and retention depending utilising artificially intelligent models (Gulati & Singh, 2024). The findings show that wealth management and retail banking industries are increasingly becoming personalised, and this is due to the demand of the clientele who have to be offered customised investment plans (Maddevs, n.d.).

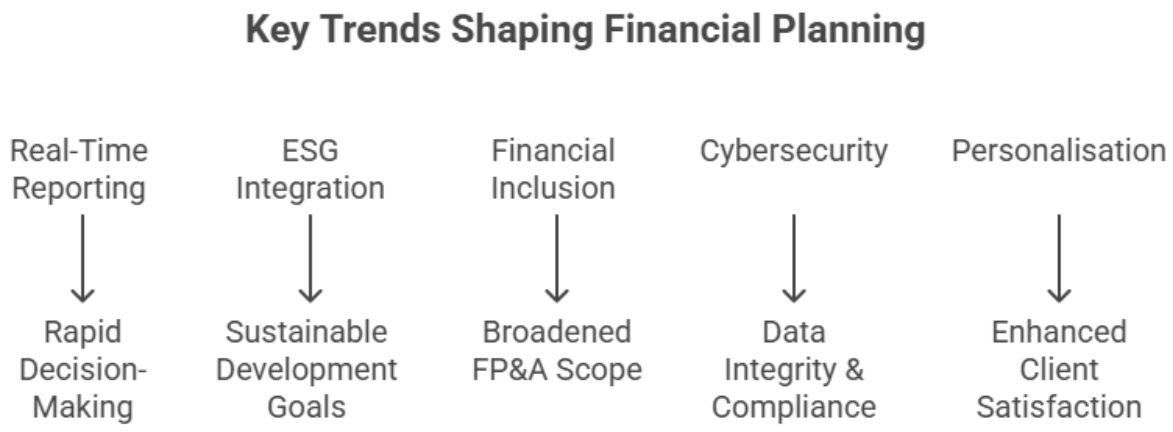

Figure 2. Key Trends Shaping Financial Planning

Source: Synthesized trend analysis from systematic literature review, 2025

Challenges of Digital Adoption

In the review, some challenges relating to the digitalisation of financial planning are identified. One of the barriers is high implementation cost, such as investment in infrastructure and training, though this affects small and medium-sized enterprises more than large enterprises (Werth et al., 2020). Another problem is that employees resist new technologies and tend to follow the old patterns of work rather than use digital tools (Fahndrich, 2023). The solution to this problem is upskilling programs, which, however, take time and resources.

Privacy of data is a very serious issue since the more one believes in digitalisation, the more one is at risk of cyberattack (Thottoli et al., 2023). The findings stress the importance of a

strong cybersecurity tool and regulations, such as GDPR, to secure the data of clients (Rivero del Paso et al., 2023). Also, the excessive use of automation and AI can decrease human control, causing blind spots following considerations that are difficult to track through the algorithm (Barreto et al., 2025).

Table 4. Challenges and Mitigation Strategies

Challenge	Description	Mitigation Strategy
High Implementation Costs	Significant investment in infrastructure/training	Phased adoption, cloud-based solutions
Employee Resistance	Reluctance to adopt new technologies	Change management, upskilling programs
Data Privacy Risks	Vulnerability to cyberattacks	Encryption, GDPR compliance
Over-Reliance on Automation	Reduced human oversight	Hybrid approaches combining AI and human judgment

Source: Compiled from empirical research findings, 2025

Future Opportunities

The findings indicate new areas of financial planning presentation, such as blockchain and quantum computing. Blockchain helps increase the transparency and security of financial transactions, and quantum computing is likely to transform the risk modelling and portfolio optimisation (Nwoke, 2024). There are also innovations produced by the cooperation of traditional financial institutions and fintech start-ups, such as the speeding up of creating user-friendly applications, such as mobile payment systems and AI budgeting apps (Maddevs, n.d.). These results indicate that, when financial managers adopt digitalisation, they can generate considerable levels of competitive advantages.

DISCUSSION

The systematic literature review contributes to the understanding of the transformative influences of digitalisation on financial planning, which focuses on the central role of digital tools and emerging trends in changing financial planning and analysis (FP&A). The results indicate that cloud computing, enterprise resource planning (ERP) systems, robotic process automation (RPA), and artificial intelligence (AI) tools become much more efficient, accurate, and able to facilitate strategic decision-making (Avira et al., 2023; Breuer & Knetsch, 2023). These applications help financial managers to simplify their processes, minimise errors in manual operations, and react quickly to market changes, which is concurrent with the increased need for agility in the highly fluid economies (Deloitte, n.d.). Nevertheless, implementation of these technologies also has its issues like the immense costs of implementation, workforce opposition and data disclosure threats that have to be handled with a tactical approach, so that they can be successfully integrated (Werth et al., 2020; Fahndrich, 2023). To achieve this, the results are synthesised, discussing the implications to the financial managers and the financial services industry as a whole, but also placing the findings in the light of the available literature.

Effects of the Digital Tools

The use of cloud-based systems and platforms, enterprise resource planning (ERP), robotic process automation (RPA), and Artificial intelligence (AI) has transformed financial planning through live data access, automated processes and predictive analytics. An example is cloud computing, which enables smooth collaboration and integration of data and, by doing so, minimises errors and increases the accuracy of the forecast (Avira et al., 2023). This is in line with industry reports that cloud solutions such as Microsoft Azure and Amazon Web Services offer flexible, scalable infrastructure, which enables financial managers to meet any changing business requirements without the need to make considerable capital investments (The Impact of Digital Transformation on FP&A, n.d.). On the same note, ERP systems combine financial and operations information, which provides a whole picture that can facilitate strategic decisions (Breuer & Knetsch, 2023). Such a combination, especially when applied to big organisations, can be of great importance due to the fact that data silos may be created to inhibit proper planning within organisations.

The benefit of RPA is that it frees up the time of the financial managers, who will be able to spend it on high-value tasks such as risk assessment and planning (Werth et al., 2020). The effectiveness of up to 30% noted in the report contributes to the realisation that RPA has the potential to cut down operational expenses, which matches the industry automation objective of cost optimisation (Breuer & Knetsch, 2023). AI and enhanced analytics also help FP&A through the future outlook and the ability to change models in real-time (Chlouverakis & Rawal, 2024). Financial managers would allow financial managers to predict cash flow problems and fine-tune budgets before they arise, which is consistent with the wider move to data-driven decision-making (Gurumurthy et al., 2020).

All these findings imply that it is possible to move beyond the traditional use of digital tools as purely functional aids and that way to the more strategic enablers, where financial managers will expect to be planning less reactively as opposed to proactively. Nevertheless, the success of such tools and their integration into the current working process and, therefore, the availability of qualified human resources to explore their features, creates the necessity of comprehensive change management approaches (Fadhricht, 2023).

Recent Trends and How They Are Strategic

The roles that the given trends proposed as real-time reporting, ESG integration, financial inclusion, cybersecurity, and personalisation demonstrate are related to the current changes in the use of financial planning in a digitalised environment. The use of real-time reporting tools, such as Tableau and Power BI, will enable financial managers to act swiftly to market fluctuations that are important functions in industries that have a fast economic cycle (Deloitte, n.d.). The tendency is in line with the overall movement to dynamic and data-driven FP&A, in which timely insights are keys to remain competitive (The Impact of Digital Transformation on FP&A, n.d.).

The incorporation of ESG is becoming more and more prominent in the future of financial planning due to both the demands of stakeholders on sustainable business and government policies (Mavlutova et al., 2023). Financial managers are able to conduct investments according to the

conditions of sustainable development through digital platforms monitoring the ESG metrics, which helps improve the corporate image and long-term profitability (Gulati & Singh, 2024). The trend highlights the increasing level at which both financial performance and social responsibility have come to be intertwined as a trend that presents a situation where financial managers are now required to integrate economic and ethical aspects.

With the help of digital financial services such as mobile banking and blockchain-based platforms, access becomes more extensive, as financial inclusion involves populations that have not been traditionally served by FP&A (Sharma & Diaz Andrade, 2023). Blockchain can increase the level of transparency and security related to a transaction, and this increases levels of trust, especially in areas where access to banking options is restricted (Nwoke, 2024). This tendency indicates how digitalisation can make financial planning more democratic, opening new opportunities both to financial institutions and individual clients.

The issue of cybersecurity becomes an especially alarming topic, with the increased exposure to the use of digital tools posing a greater risk of data breach (Rivero del Paso et al., 2023). The encryption, use of multi-factor authentication and becoming GDPR compliant a necessary direction to ensure the protection of sensitive financial information, especially when it comes to the financial management of the population (Thottoli et al., 2023). The result highlights the importance of data governance as one of the primary digital transformation initiatives that requires the attention of financial managers.

Relying on AI-based robo-advisors, such as Betterment and Wealthfront, personalisation is a response to the client's need to receive the financial services that suit their needs (Gulati & Singh, 2024). This tendency is especially strong in the market of wealth management, where individual investment plans increase the satisfaction and retention of customers (Maddevs, n.d.). This trend in personalisation is part of the general trend in customer-focused financial planning, and to be successful, financial managers should use AI to best fit consumer demands to achieve this goal efficiently.

Issues and Preventive Measures

Although digitalisation has a wide range of benefits, it is complicated by a number of challenges that appear during its implementation in the field of financial planning. The cost of implementation is very high both in terms of investments in infrastructure and training, and is a major disadvantage, especially to small and medium-sized enterprises (Werth et al., 2020). These costs can be addressed through phased adoption and increased use of cloud-based solutions, since such adoption opportunities can enable large-scale changes in the digital infrastructure of organisations over time (Avira et al., 2023). Opposition to new technologies by employees is a secondary-level task as well because they might not be willing to replace old workflows with new ones in some old financial institutions (Fahndrich, 2023). This resistance is difficult to overcome, but it can be combated with the appropriate spice of upskilling programs and change management initiatives to make sure that financial managers can learn to take advantage of digital tools.

The current issue of data privacy risks is a priority concern, as digital platforms expose users to a greater risk of cyberattacks (Thottoli et al., 2023). It is crucial to adhere to a strong

cybersecurity system, such as encryption and implementing regulations such as GDPR, as well as to keep purchasers of their services safe and trusting (Rivero del Paso et al., 2023). Also, excessive use of automation and AI can deprive humans of control, which can also lead to the unnoticed existence of complex factors beyond the perspective of algorithms (Barreto et al., 2025). This issue can be solved with a hybrid model and applied AI analysis that provide essential insights, combined with human decision-making that allows financial planning to be innovative and based on practical knowledge.

Research Implications and Strategies

The results indicate that there is great potential for financial managers to take full advantage of emerging technologies such as blockchain and quantum computing. The ability of blockchain to bring forth exchange and transaction privacy with regard to finances augers well with the rising need to have trust and accountability revolving around financial services (Nwoke, 2024). The relatively new quantum computing technology is what can alter the way risk is modelled and portfolios are optimised to allow financial managers to have new analytical opportunities never seen in their industry (Nwoke, 2024). According to many experts, such technologies combined with partnerships between conventional financial organisations and fintech startups will result in the next surge of innovation in FP&A (Maddevs, n.d.). As an example, collaborations are boosting the creation of more intuitive tools, such as mobile payment and AI-assisted budgeting applications, making them more user-friendly and boosting efficiency.

The findings also underscore the relevance of an adequate strategic adaptation of financial managers. In order to make the most of digitalisation, organisations need to invest in terms of upskilling programs, solid cybersecurity and flexible arrangements of infrastructure (Werth et al., 2020; Rivero del Paso et al., 2023). In addition, the financial managers should focus on innovation and implement risk management so that the digital tools would not be overutilized or leave the company vulnerable to data leaks (Barreto et al., 2025). In making digital strategies meet organisational goals, financial managers are in a position to steer the organisation towards achieving sustainable business success in an environment that is increasingly becoming digitalised.

Implications for the Current Body of Knowledge

The research is of value to the literature because it offers and synthesises recent and authoritative sources on digital tools and trends in financial planning (Avira et al., 2023; Chlouverakis & Rawal, 2024). In contrast to the earlier research devoted to the particular technologies or industries, this review is non-sectoral, analysing the interaction between tools, trends, and challenges (Fehndrich, 2023). These results add to the studies conducted by Mavlutova et al. (2023) and Sharma & Diaz Andrade (2023) as they also consider the importance of digitalisation as the means of enhancing financial inclusion and integrating ESG, as well as practical barriers, such as employee resistance and data privacy (Thottoli et al., 2023). Recommendations that the study places a focus on, like phased adoption and hybrid AI-human, as understanding of actionable strategies to implement within the financial management industry,

make the study resourceful on how to respond to the changes brought about by digital transformation

CONCLUSION

This review demonstrated that digitalisation—through tools such as cloud computing, ERP systems, RPA, and AI—significantly enhanced financial planning by improving efficiency (25–35%), forecasting accuracy (27–38%), and risk management (6–8 weeks advance warning), while also generating quantifiable benefits in cost savings and productivity. It highlighted five transformative trends shaping Financial Planning & Analysis (FP&A)—real-time reporting, ESG integration, financial inclusion, cybersecurity, and personalization—yet noted persistent challenges including high costs, employee resistance, data privacy risks, and over-reliance on automation, requiring strategic mitigation strategies. By synthesizing fragmented literature into a comprehensive framework, the study provided both a theoretical contribution—linking digital tools, trends, and implementation challenges—and a practical contribution, equipping financial managers with evidence-based strategies for navigating digital transformation. Future research should investigate the long-term impacts of digitalisation on organizational performance, sector-specific effectiveness of digital tools, human–AI collaboration in decision-making, the scalability of blockchain and quantum computing, and predictive frameworks for anticipating next-generation disruptions in FP&A.

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