SCALING FINANCE, NOT COMPLEXITY

Why Danish mid-market businesses need integrated finance systems to grow with confidence

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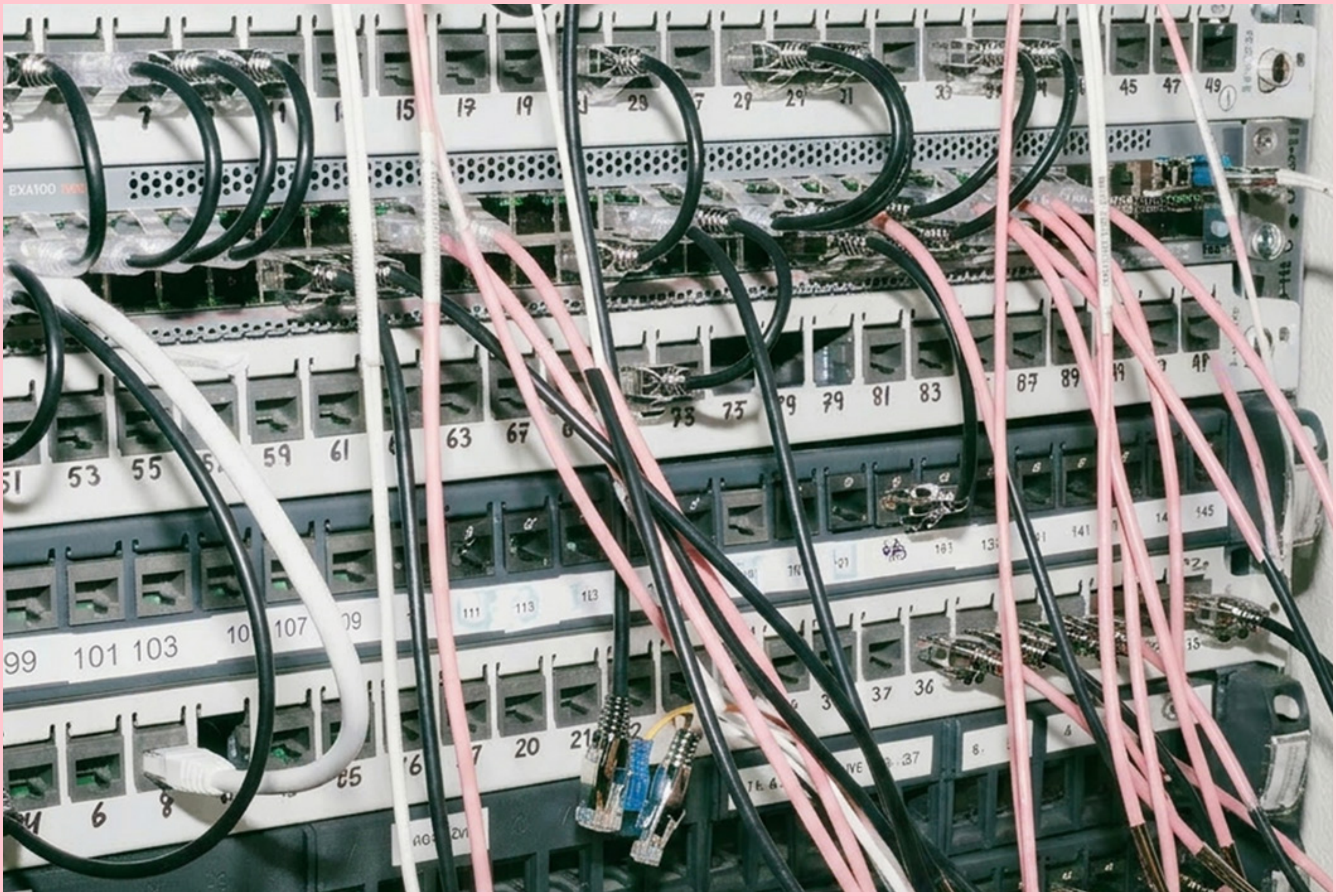
"Across Denmark, mid-market businesses are ready to grow. Their finance operations aren't.

Our data from over 3,750 European finance leaders reveals a function full of potential, but one held back by reactive processes, fragmented systems and manual admin.

The answer isn't more tools. It's a finance operation built to scale."

Jeppe Rindom,
Co-Founder and CEO, Pleo

CHAPTER ONE



BUSINESSES ARE SCALING INTO COMPLEXITY

New markets are vital to growth.

But every border adds complexity, and many businesses don't have the finance systems to cope.

This is bad news for Denmark's innovators and has broader consequences for the economy as a whole.

Danish businesses are all about scaling.

But expansion doesn't come without friction. Cross-border growth means managing multiple currencies, compliance regimes, payment systems, and accounting standards. Every new market adds complexity. And complexity compounds.

42% of Danish finance leaders say their business is scaling or planning to scale

71% of Danish scaling businesses say growth brings significantly greater financial complexity

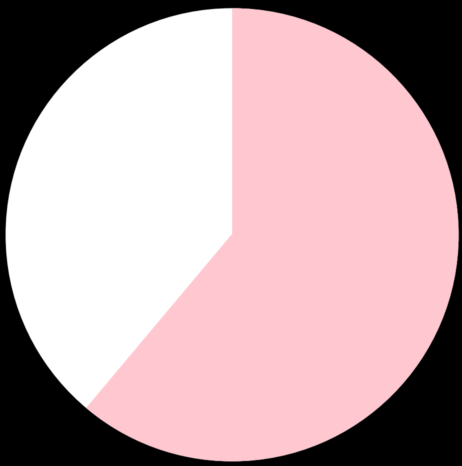
↑ 79% IN UK ↓ 60% IN GERMANY

When it comes to scaling overseas, Denmark faces a particular challenge: local payment systems like MobilePay sit alongside European standards.

Bank transfers to Germany or Sweden follow different rules than transfers within Denmark. Finance systems built for single-market operations simply cannot handle this.

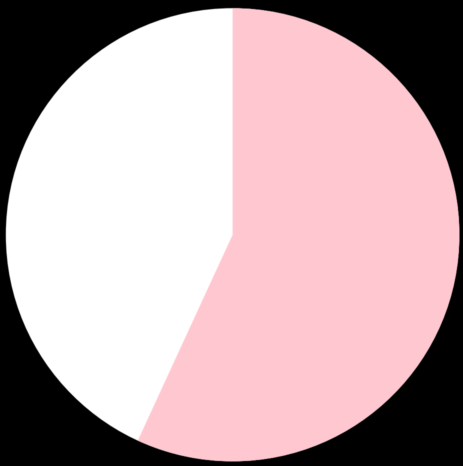
Unsurprisingly, 83% of business leaders therefore said a unified European payment solution (such as Wero) would make it easier for their organisation to scale internationally.

This is now changing with the introduction of European payment solution Wero, and it will be interesting to see how businesses respond.



61%

say a reliance on domestic payment systems like MobilePay has held back cross-border scaling



57%

of Danish finance leaders have experienced their finance systems breaking under the strain of scaling

→ 57% IN GERMANY
↓ 50% IN SPAIN

And the consequences are real. When systems can't keep pace, visibility fails. Controls slip. Decision-making becomes slower, riskier.

Systems that cannot reconcile, data that splits across incompatible tools, visibility that evaporates just when you need it.

For most, it's a slow degradation. Systems that used to work become increasingly manual. This burden is particularly heavy for Danish companies because of the unique challenges posed by transitioning from MobilePay dominance to pan-European payment solutions.

CHAPTER TWO

FINANCE HAS THE RIGHT MINDSET, BUT THE WRONG TOOLS

Danish finance leaders are confident.

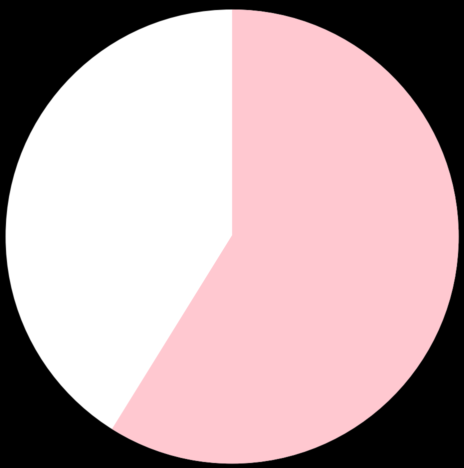
They have the skills. They understand what needs to happen. And yet, they are trapped by tools that cannot deliver what the business needs.

This manifests as a paradox: Danish finance leaders report higher confidence in real-time data visibility than many of their European peers. Yet they face the same operational challenges.

82% of Danish finance leaders are confident in their real-time visibility over financial data

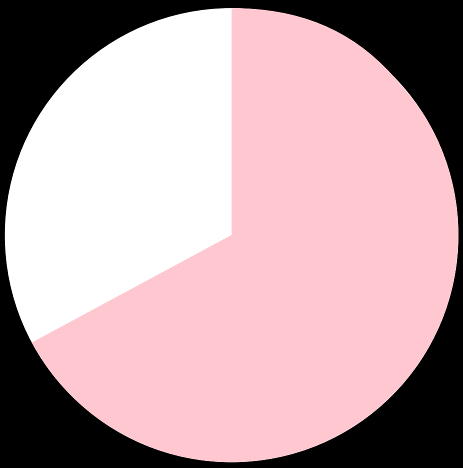
↓ 79% IN NETHERLANDS ↓ 66% IN GERMANY

But this masks a deeper problem.



59%

say limitations in their finance tools reduce credibility or influence when presenting to senior leadership or the board



67%

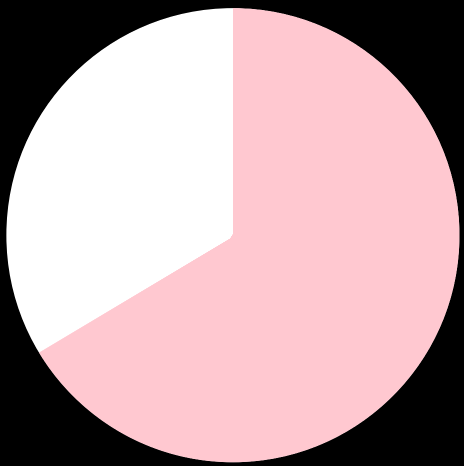
say they feel their financial skills and experience are currently being utilised effectively by the business

37% of respondents' time on average is spent on compliance and manual finance tasks

A confident CFO is one who has learned to work around system limitations. Export here, reconcile there, fix inconsistencies manually, repeat. They've become expert at managing complexity rather than eliminating it.

Poor integration is the silent killer. When core finance systems don't talk to one another, such as when expense management is separate from accounting, when payments don't sync to the general ledger, when you need manual data entry to move information between tools, the manual overhead is relentless.

That's because when you're managing dozens of daily expenses, hundreds of invoices monthly, currency conversions, multi-country reconciliation, and compliance reporting all across fragmented systems, the day fills up quickly.



66%

of Danish finance leaders report they have not had a single full uninterrupted day of strategic finance work in the past month

↓ 60% IN SPAIN ↓ 52% IN GERMANY

CHAPTER THREE

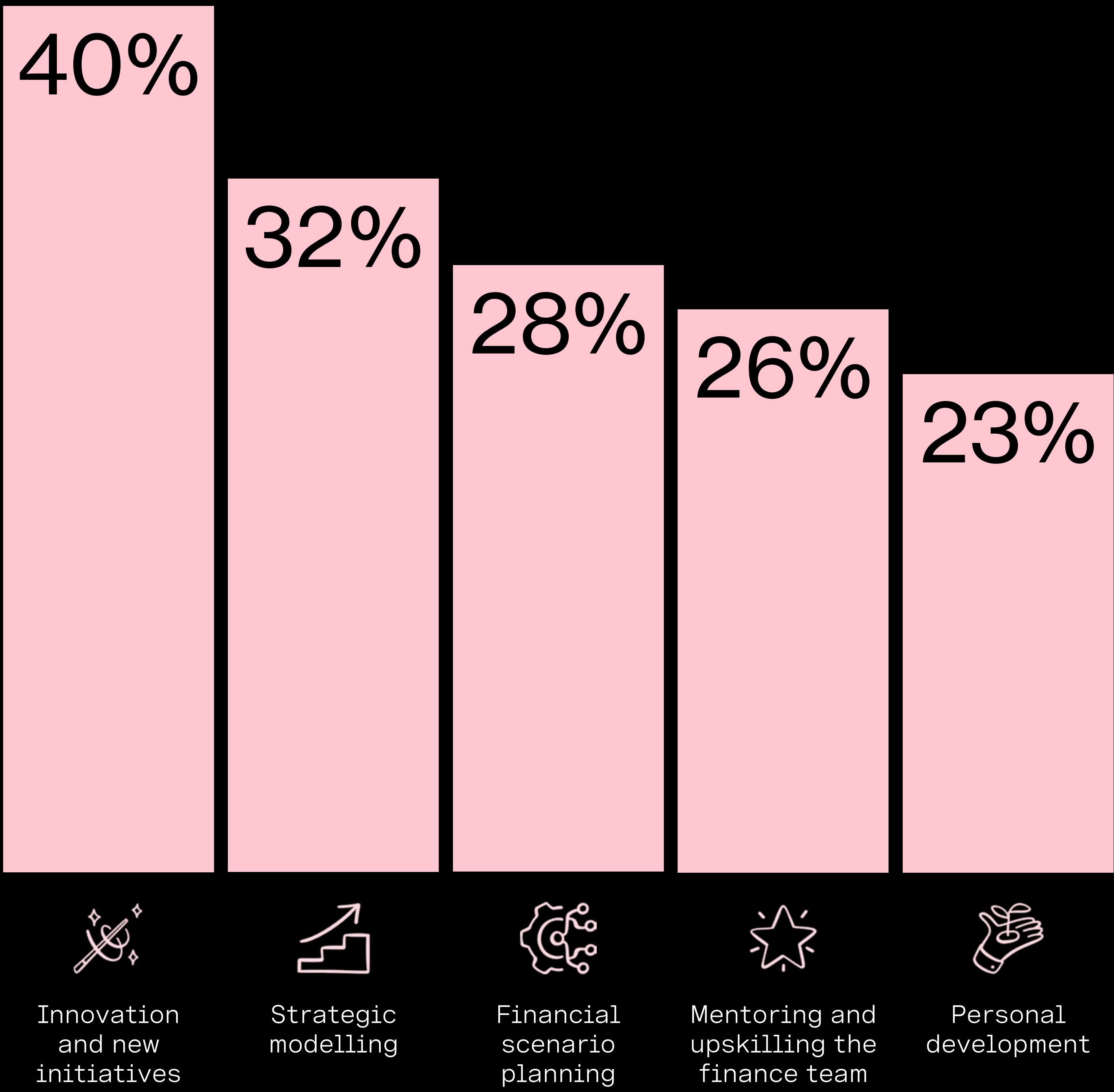
BUSINESSES ARE IN STRATEGIC DEBT.

HERE’S HOW THEY CAN GET OUT.

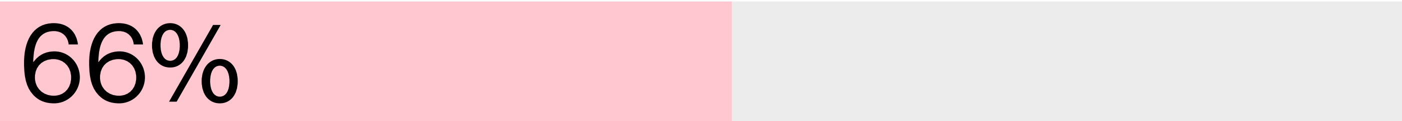
Scaling businesses understand the value of strategic finance, but are hampered by operational demands and low-value work.

Without integrated, automated finance systems, unempowered finance teams in Denmark cannot guide growth at scale. Finance leaders are strategic architects of growth. But unless businesses give them the right tools to work with, they are knowingly accumulating strategic debt.

What gets pushed aside by operational demands in Denmark:

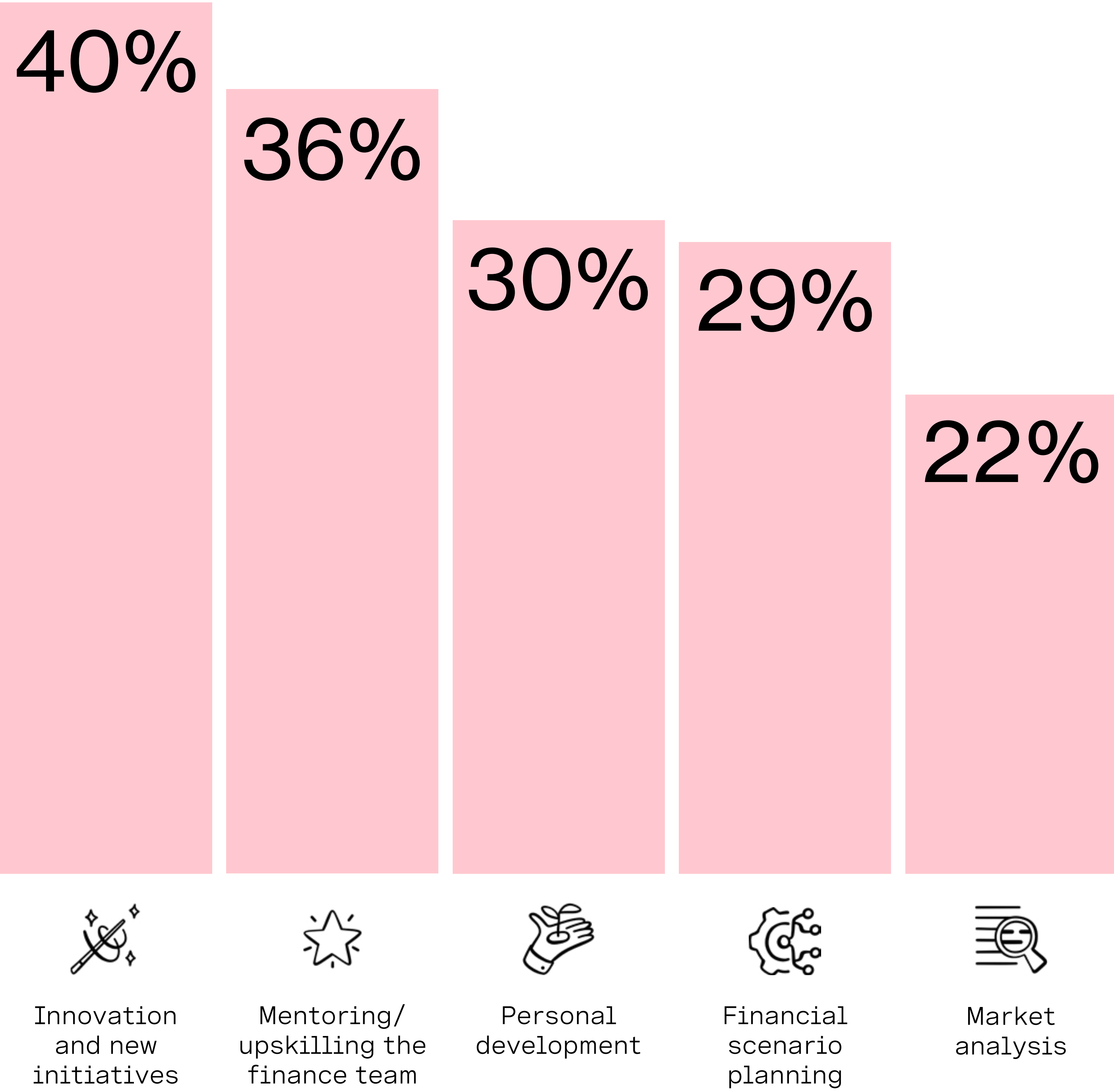


Scenario planning is how you prepare for risk. Forecasting is how you guide capital allocation. Team development is how you build institutional capability. Strategic modelling is how you identify growth opportunities.
And all of these are being pushed aside...for what?



say they spend too much time on low-value admin work

How Danish finance leaders would spend an extra 20% of time:



The gap between current reality and desired future is

a fundamental adjustment.

Finance leaders know that their teams should be building capability, not responding to system complexity.

They should be thinking three years ahead, not managing today's reconciliation problems.

They should be developing their people, not training them on how to work around broken tools.

Fixing this requires integrated, automated systems that deliver clean data, built-in compliance and real control from day one.

PLEO – BUILT FOR EUROPE

PLEO IS THE SPEND PLATFORM BUILT FOR HOW EUROPEAN BUSINESSES CLOSE THEIR BOOKS.

Founded in 2015 by Jeppe Rindom, Pleo became an integration-first business because of what he experienced as a CFO. Today, the finance teams of more than 40,000 businesses across 16 markets are in control and able to scale confidently and without the burden.

While others are still translating for European finance, Pleo is already native because we integrate with more finance tools than anyone else. We don't just connect to your stack, we live inside it – bringing unparalleled speed and connectivity.

If you recognise yourself in this research, you're not alone.

The situation of high-growth ambitions running into outdated finance infrastructure is endemic across Danish mid-market businesses.

Cross-border growth in Europe is uniquely challenging. As well as scaling a business, you're also navigating a fragmented financial infrastructure.

72%

of Danish finance leaders agree that managing compliance across multiple European markets is a significant challenge

66%

report that currency and FX management creates unpredictable costs

69%

say cross-border scaling can feel like launching a new business all over again

Every border brings new complexity: different tax regimes, payment methods, reporting requirements, entity management.

Traditional finance solutions were built for single-country operations. It's no surprise that they break when asked to handle European scale.

The answer is a fundamentally different approach: integrated systems designed from the ground up for how European businesses actually operate.

CLEAN DATA. EVERY TIME.

Automation is only as strong as the data behind it. Pleo captures, enriches transactions at the source.

By staying synced with your team's core data, we ensure every expense is mapped to the right person and department before it ever reaches the books.

SET THE RULES. STAY IN COMMAND.

Turn finance expertise into automated workflows with Pleo. Define rules and manage tags to direct data automatically.

Meanwhile, team-based visibility and saved views let finance focus on what matters: processing large volumes of data quickly and accurately before export.

YOUR BOOKS. CONNECTED.

Pleo's integrations automate bookkeeping for small and mid-market businesses by syncing every transaction, reimbursement and invoice.

Native by design and syncing to Europe's most-used finance tools, Pleo gives finance teams real-time visibility, smoother reconciliation and confidence in accurate, audit-ready books. Plus the ability to pay and manage expenses in multiple currencies with seamless accounting sync.

Get in touch with the Pleo team today about how you can scale without complexity.

Book a demo

ABOUT PLEO

Pleo is Europe's first and most trusted spend platform for financial strategists, meticulously built by a CFO to put an end to fragmented finance. Scattered tools and manual processes result in time waste, compromised data, and compliance risk.

Pleo empowers finance to focus their specialism where it matters.

Trusted by over 40,000 businesses across 16 markets, including Unity, Lyst, IDC and HelloFresh, Pleo unifies every aspect of company spending in one place. Smart cards, automated expenses, invoice payments, subscription management, real-time spend categorisation, and cash management: all connected, all visible, all built specifically for how European businesses operate.

Pleo integrates with over 100 accounting and workspace tools, giving finance teams the real-time visibility and AI workflow automation they need to lead with clarity, control, and confidence in every decision.

Powering billions of euros in spending each year, and having secured a record-breaking Series C in 2021, Pleo continues to set the standard for how finance leads and drives business growth across Europe and beyond.

METHODOLOGY

The data used in this report for Denmark was taken from a survey conducted among 250 finance decision makers and finance professionals in organisations with 50-1000 employees.

The interviews were conducted online by Sapio Research in June 2026 using an email invitation and an online survey.

For the market comparisons from UK (n-1000), ES (n-1000), DE (n-1000) and NL (n-400), research was undertaken in May 2026 in the same way.