



CFO of the Future

Driving the Business Forward

For Finance Managers, Management Accountants or Business Analysts who want to make a difference and "Show them the Money!"



What makes a leading edge finance team?

What focus, skills and techniques will best practice finance teams be using by 2012?

"Very good, focused and good pace moving from concept to practicality." S. Patel

Conducted as a highly successful and popular series since 2005 in Australia, these workshops are filled with the latest strategic business management techniques that help transform a backward looking scorekeeper accounting function to a proactive preemptive decision support team that anticipates and predicts, then assists management to create that future.

Get a fresh perspective with the latest thinking, practical tips and techniques for positioning the Finance team as a strategic partner to and in the senior management team.

Reassess the focus on the conformance aspects of controllership and set a new path for greater focus on the performance aspects of value adding and improving organisation results through better resource utilisation and skills.

Teaching Methodology

The workshop will be delivered using a three tiered approach and the structure for each session is as follows:

- 1) Technical overview and review of research into the topic area under discussion;
- 2) Practical application of management principles in the review of case studies, worked examples and interactive exercises;
- 3) Discussion of outcomes and implementation issues.

Why should you attend?

If you are a finance manager, management accountant or business analyst seeking to reengineer yourself or your accounting function or a CFO who wants to step up to become a 21st Century Controller, these hands-on workshops are critical for your professional development as it provides you with tools and examples to assist you step up within your business.

Learn from the internationally recognised authority in this area who represented Australia in the International Federation of Accountants' (IFAC) Professional Accountants in Business (PAIB) Committee.

"Broad and deep subject matters delivered at a good pace." A. Olding



Part A

Module 1 - Leading Edge Finance Team - CFO 2012 Skills & Techniques

Module 2 - CFO as Corporate Strategist

Module 3 - Redefining Your Budgeting and Management Reporting Practices

Part B

Module 4 - Towards the Measure that Matters

Module 5 - CFO as Strategic Revenue and Strategic Cost Manager

Module 6 - Sustainability Management & Reporting

Module 1 - Leading Edge Finance Team - CFO 2012 Skills and Techniques: Repositioning the CFO from Scorekeeper to Strategic Business Advisor

Travel through the 23 strategic business management tools and techniques that can be used to make the finance team more focused and ensure that they are proactive and not looking backwards, including revitalising the budgeting approach, developing hierarchies of performance reporting and better cost management approaches.

Learning Outcomes

- Using IFAC CFO 2010 plus ICAEW 'Finance 2020' to present a vision of what a world class finance team needs to do to catch up and push ahead in its positioning
- Setting the sights high on the role and skills for positioning the CFO as the navigator of the ship: balancing the demands from both internal management and external stakeholders
- CFO as Finance Director
- Building effective Finance teams
- What are the latest strategic business management tools for the new decision support role for finance teams
- Set the scene, create the vision of what an award winning finance team do and the new skills and methodologies to get there

Content

- Strategic budgeting – rolling forecasts
- Balanced scorecard / corporate metrics scorecard
- Triple Bottom Line Reporting
- At or moving towards One Day Reporting
- Report on a Page (ROAP)
- Enhanced Capital and reduced Operating spend focus
- Strategic Revenue Management & Pricing
- Target pricing & target costing: manufacturing to a price
- Total life cycle costing / stewardship
- Full product / service costs
- Total Working Capital Management
- Process Mapping / Business Process Reengineering
- Benchmarking – internal and external
- Customer Profitability Analysis
- Cube Management
- Channel Management
- Activity Based Costing / Management
- New Transfer Pricing Models eg Service Level Agreements
- Expense Reduction Analysis (ERA)
- Managing & Accounting for Quality
- EVA / SVA / MVA / VBM
- Knowledge Management
- Real Options Analysis : Strategic Predictive Analysis

Three threads run through each topic...

- Leadership: their people and themselves in constant change
- Stewardship: governance, ethics, long term business sustainability
- Strategy: Strategy development and value add

Module 2 - CFO as Corporate Strategist: Latest Strategic Planning and Corporate Repositioning Tools

The IFAC PAIB CFO 2010 research concluded the CFO would have one important role going forward - as the Chief Strategist of the organisation, the real strategist behind the board's plans. This workshop focuses on the tools and techniques for the CFO to achieve this position.

Learning Outcomes

- Assess the latest strategic business planning tools and techniques
- Learn how to position the CFO as an influential and active participant in the strategic planning processes for your organisation
- Conduct the Strategic Business repositioning exercise for your business through use of the 'Visioning Tomorrow Today' exercise
- Work through the Blue Ocean Strategy model for assessing the current and future competitive positioning of your business: assess if your business is strategising for a blue ocean of uncontested operations or a blood red ocean of price and cost competition
- Conduct a 2 X 2 SWOT analysis on your business and then learn how to develop the 3 X 3 SWOT Action Plan with up to ten strategic business transformation projects
- Conclude by developing your Strategic Scorecard for the business covering the four elements of the IFAC Strategic Scorecard of Strategic Position, Strategic Options, Strategic Implementation and Strategic Risks
- What does your pandemic planning model tell you and how prepared is your organisation for that event?

Content

- The Blue/Red Ocean strategy approach will be explained and adapted to your organisations strategic position and business plan
- Review the Visioning Tomorrow Today strategic planning techniques and its applicability to your organization
- Conduct a 2 X 2 SWOT Analysis and 3 X 3 SWOT action plan to develop 10 strategic programs for your business going forward
- Prepare a strategic score card and operational scorecard for your business.

Module 3 - Redefining Your Strategic Budgeting and Management Reporting Practices: Developing Rolling Forecasts and Accelerated Performance Reporting

20th century 'line by line' budgeting is no longer used by progressive 21st century focused businesses: as the quote says "The Annual budget is DEAD: long live the rolling forecast". Budgeting for periods past the current year and updating them for important subsequent events are now a common place, as is the technology to facilitate this. Best practice is: Day 1 monthly performance reporting, quarterly major reviews and very focuses KPI based metrics.

Learning Objectives

- Learn how to assess the utility and effectiveness of your current budgeting and reporting methodology
- See the latest techniques in rolling quarterly forecasts to better present management with their dual control and planning focus – use case studies to see how rolling quarterly forecasts change the focus and content of budgets and subsequent performance reporting
- Assess the relevance of the 'Beyond Budgeting' & 'Better Budgeting' models for your Organisation – commonly called the Strategic Budgeting Model
- Using case studies, understand the process review techniques to move to Day 1 end of month performance reporting throughout your organisation
- See the models & resources to get a better 'bang for your bucks from budgeting'

Content

- Revisit your current budget model
- Consider how to 'sell' and then adopt a rolling quarterly forecast model for upstream and downstream reporting
- Focus on improved daily and weekly performance reporting to control performance and yet achieve a more strategic budget
- View the techniques to regularly report at DAY 1 end of month

Module 4 - Towards the Measures that Matter: Developing Effective Business Performance Metrics / Reports on a Page and Scorecarding your Performance Using a Reporting Pyramid

Be introduced to the 'Measures That Matter' Research findings and its consequences for your organisations external and internal reporting frameworks. Tom Peters called for more focus on the Non Financial metrics as they are the real drivers of corporate performance. Boards of directors are complaining they are being swamped with financial reports that don't inform them of the real performance of the business and distract them from looking for that 'smoking gun' that is their role.

Learning Objectives & Content

- Learn how to develop and then implement your KRA – KPI – KPM hierarchy at all levels of the organisation: see how to cascade reporting frameworks down through the organisation
- Understand what is effective board reporting and then cascading down through senior management and finally operational reporting
- Formulate your Report On A Page (ROAP) metrics and populate with information
- Construct your business reporting schema & view various examples of best practice business reporting, both in the selection & then presentation of information
- Consider the application of the 'Measures That Matter' research findings to your organisation
- Consider the application of the Balanced Scorecard and other Non Financial Indicator models in your organisation
- View over 30 scorecards, dashboards or flash reports

Module 5 - CFO as Strategic Revenue and Strategic Cost Manager - CFO as guardian of the P & L Statement – managing both sides of the P & L

Too many accountants are cost controllers, squeezing the lemon and constraining initiative.

This workshop shows how the CFO needs to be both revenue supporter (creating and expanding the right businesses) and yet cost monitor as well as the various tools to achieve this balance.



Learning Objectives

- What are the latest strategic revenue techniques for optimising revenue performance of your business: strategic pricing, target pricing, product lifecycle pricing, premium pricing: when to discount and when not.
- View the latest effective cost and discretionary expense control and management tools including expense reduction analysis, overhead valuation analysis, service level agreements
- How to introduce these approaches into your existing organisation and use new change management techniques

Content

- Consider the practical application of the following strategic revenue techniques: strategic pricing, target pricing, product life-cycle pricing, premium pricing: when to discount and when not.
- View the latest effective cost and discretionary expense control and management tools including expense reduction analysis, overhead valuation analysis, service level agreements.

Module 6 - Sustainability Management & Reporting: Latest Developments Towards a New Triple Bottom Line

Sustainability is no longer a 'feel-good' marketing exercise but is rapidly becoming a compelling corporate 'license to operate' issue or imperative. IFAC is moving towards an accounting requirement on the reporting of an organisation's sustainability initiatives: the measurement, management and reporting of your organisation's position and commitment to sustainability is becoming a major risk management issue.

Learning Objectives

- Understand what is Sustainability and TBL
- Appreciate the benefits of TBL reporting and management
- View the latest IFAC proposals & samples of best practice reporting
- Work through the latest GRI (Global Reporting Initiative) model, version 3 and show its applicability to your organisation
- View the latest government authorities pronouncements on the social/community & environmental reporting
- A hands on workshop that will help reposition the finance team in the collation and reporting of this important area of performance management

Content

- The Sustainability debate and Sustainability journey so far
- Who's doing what and who's requiring what
- The latest Sustainability reporting models including the latest GRI G3 model
- How to incorporate the external and internal accountability from the triple bottom line measures
- Develop your organisations TBL framework and select the measures to report.

Benefits of Attending

This series of workshops provides participants with a combination of concepts and practical application using case studies. Attendees will learn the 'what' and 'why' and then 'how' to effect these change management repositioning of the finance team.

Participants will also be able to identify and appreciate the change management techniques that have worked for leading edge transforming finance teams.



Who should attend?

- * CFO - Current and Pending
- * Business Analysts
- * Financial Controllers
- * Divisional Controllers
- * Finance Managers
- * Management Accountants
- * Strategy and Business Planning Managers

About the Course Leader: John Petty (FCPA,FCA)

John Petty, has access to the latest practices from Australia and overseas, and is the internationally recognized accounting authority in this area. He has implemented best practices in corporate board and management reporting in over 100 companies and has won the "Articles of Merit" award for distinguished contribution to the accounting profession research four times in the last ten years.

John's experience includes heading the finance function of leading corporations in Australia as CFO before venturing out to start his own business. In addition to his accolade, John has also won the prestigious "Entrepreneur of the Year Award" for the business he successfully managed and subsequently sold.

Thereafter, John spends most of his professional time as business consultant and has coached numerous Award Winning Finance Teams in Australia. His clients range from new start-up SMEs to large Australian corporations.

If you are interested in this programme, please fill out the form below.

PARTICIPANT INFORMATION SHEET

This sheet is for FP Consultants only – your information will not be sold or distributed.

TELL US ABOUT YOURSELF

First Name: _____

Last Name: _____

Company: _____ Designation: _____

Address: _____

Professional Membership Bodies: _____ Membership No: _____

Industry: _____ Email: _____

Tel No: _____ Fax: _____ HP: _____

TOPICS OF INTEREST

Finance

- Financial Reporting
- Audit
- Internal Controls
- Taxation
- US GAAP

Legal & Compliance

- Insolvency
- Liabilities
- Intellectual Property

Corporation Governance Risk & Compliance (GRC)

- IT Risk and Governance
- Operational Risk Management
- Internal Audit Management
- Internal Control Management
- General Compliance Framework

Sarbanes-Oxley (SOX)

- SOX
- JSOX
- IT Compliance

You may specify topics other than those mentioned above: _____

Investments

- Financial Investment
- Bonds
- Stocks
- Treasury
- Commodities

Trade & Internationalization

- Free Trade Agreement (FTA)
- Market Research
- Business Consultation

Strategic Business Planning & Performance Management

- CFO Strategic Business Management
- Change Management
- Project Management
- Resource Management
- Branding
- Marketing
- Selling

Soft Skills

- Leadership Building
- Communication
- Relationship Management



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