



## **CFO Academy**

US\$6,800

**Singapore**

**15-19 Sep 2014**

The CFO Academy will give delegates a leading edge in financial planning and strategy. The course will explore how to successfully manage stakeholders' relationship, reporting, talent, governance, risks, treasury, liquidity and cash management as well as how to overcome critical issues like ethics, bribery, corruption and fraud.

### **Course Instructor**

The Instructor is FCCA and FCT with 25 years' experience in the financial services, energy and retail sector, who has built up expertise in finance, treasury, internal audit, risk and governance. He is the former CFO of London Capital Group Holdings plc, and other prominent roles include business analyst in group reporting/global audit manager (treasury) for Royal Dutch Shell plc and group treasurer of Empire Stores Group Plc. Since becoming a trainer and independent consultant in 2009, he has developed reputation for delivering highly pragmatic learning with a practitioner perspective. He is a founder and director of his own consultancy with clients globally.





## Course Description

### CFO Academy

Proactive financial leadership to meet growing challenges and demands in uncertain times

### Course Overview



The CFO Academy will give current and future CFOs in any industry a leading edge in financial management and strategy. This course explores how to successfully manage stakeholders' relationships, measure personal success, optimise funding, refine reporting, retain talent and enhance governance. You will also learn salient points on ethics, bribery, corruption and fraud.

This course provides valuable insights into proven best practices being adopted by CFO's across the Asia Pacific region and globally to tackle current-day challenges. The Academy draws upon extensive international experiences of the Course Director, a former CFO, Global Internal Audit Manager and Group Treasurer. It is a useful forum for networking and sharing experiences with your peers. Delegates will be able to contribute to numerous group discussions and exercises as well as leveraging the experiences of each other and the Course Director.



### View our 60 Second Interview with the Course Director

We took the opportunity to ask our expert Course Director a few questions on the current market challenges and how he became involved in this exciting industry. **This is what he had to say.**

### Summary of course content

- CFOs executive role, top questions and challenges
- Building and communicating strategy
- Optimising performance by business partnering and identifying growth opportunities
- Delivering a responsive, scalable and cost-effective finance operating model
- Filtering and analysing data to communicate salient information
- Long-term planning and resource allocation (e.g. capital structure mix, M&A, dividends)
- Most preferred funding sources (CFO trends)
- Corporate finance decisions and treasury matters
- Ensuring sound governance framework around integrity, ethics, bribery and fraud
- Implementing new or changing regulations in a timely and cost-effective manner
- Proactive risk management
- Influencing the executive board, business management and stakeholders
- Motivating and retaining the right people
- Measuring personal success

### Who should attend



This course has been specifically designed for the benefit of:

- CFOs and aspiring CFOs
- Finance Managers, Treasurers, Investor Relations Managers
- Financial Accounting Managers

#### Supporting Publication

**ASIAMONEY**

### Agenda

#### DAY ONE

##### Introduction and course objectives

- Context of the global crisis and the ever-increasing demands made on the
- CFO role
- Course objectives

##### Strategic development and the CFO

- Setting strategy and its links to financial objectives
- Building a strategic framework
- Strategy and the corporate life cycle
- Communicating strategy to shareholders and funders
- Understanding shareholder value and value drivers
- Setting priorities
- Successfully communicating strategy to non-financial colleagues
- Leading the finance agenda
- Aligning finance strategy to the organisation's strategy, operating plans and performance
- Making strategy work - improving communication, tracking implementation, adapting

##### **Discussions:**

- *CFO at the heart of strategic development*
- *Identify key input factors*

##### Financial strategy

- Finance vision, mission, goals and values
- Setting a strategy for the finance function
- Creating and protecting value, identifying value drivers
- Addressing key components (e.g. capital structure, gearing)
- Talent sourcing and selection
- Communicating and delivering the finance vision
- Setting targets for the operating business
- Main influences - business size and sophistication

**Group exercise:** *Creating a finance strategy*



## Challenges faced by CFOs

- Embracing financial leadership
- Tackling the many roles
- Critical success factors
- Managing an avalanche of data
- Delegating
- Managing through the downturn
- Identifying growth opportunities
- Regulatory challenges
- Finance workforce effectiveness
- Operational efficiency
- Keeping pace with emerging technologies and business models
- Driving high performance

*Personal work: Developing a framework for priorities*

## DAY TWO

### Performance reporting and analytics

- Advanced analytic tools and executive dashboard
- Addressing sustainability issues
- New IT enablers to improve end-to-end processes
- Information architecture, legacy systems and manual interfaces

*Case study: Enhancing quality and presentation of reports (internally and externally)*

*Discussion: Check list for the modern day CFO*

### Reporting with clarity and purpose

- Relevant key performance measures
- Communicating to a non-financial audience
- Report formats

*Case study: Pulling it all together*

- *Expectations, outcomes and enhanced reporting*

### Hazards in the boardroom

- CFO as a member of the board
- Board behaviours
- Group think
- When the board disagrees

*Case study and discussion:*

*Working harmoniously alongside fellow board members*

### Building relationships and influence

- Relationships



- Building relationships (CEO/Audit Committee Chair/Investors/Analysts/Banks)
- Working alongside the CEO and handling conflict or issues calling for judgment
- Relations with internal and external auditors
- Partnering with other corporate functions and business management

**Case study and discussion:**

*Developing professional relations with the CEO, stakeholders and auditors*

- Influential CFO
  - Personal effectiveness, presence and credibility
  - Communication skills and social interactions
  - Holding centre stage effectively
  - Close relationship (or rapport) with decision taker
  - Managing significant events such as cross border acquisitions
  - Managing a business discontinuity event

**Discussions:** *How to influence people within the business*

## DAY THREE

### Beyond budgeting

- Strategic budgeting and business partnering
  - Linking planning process to the business life cycle and strategy
  - Budgets and rolling forecasts
  - Quality of business decisions
  - Managing expectations and maintaining credibility
  - Business review meetings

**Discussion:** *Obtaining ownership, accountability and buy-in from the budget holder*

### Corporate finance

- Balance sheet optimisation
- Capital planning and allocation (reinvestment, M&A, debt servicing, dividends)
- Corporate finance decisions and working capital management
- Tax planning

**Discussion:** *International tax planning (Starbucks/Google) and impact on reputation*

### Crisis management

- Assessing situation, identify biggest problems
- Knowing your stakeholders, rebuilding credibility
- Honesty, openness, being positive, communicating clearly
- Scenario planning, risk assessments, Plan B
- Responsibility and accountability
- Use of advisers

**Discussion:** *Why the first few days are most critical?*

### Capitalizing on M&A opportunities



- Defining acquisition criteria and planning the acquisition process
- Financial and commercial due diligence
- Valuing and evaluating the target
- Deal negotiation financing the deal
- Taking charge and integrating the business

**Case study and discussion:** *Recent examples of worst takeover deals and what went wrong*

## DAY FOUR

### Business and economic environment

- Managing the complex needs of all stakeholders
- Tackling volatility and uncertainty
- Scenario modelling

**Exercise and discussion:** *Tackling future challenges*

### Sources of funding

- Credit conditions
- Cost and availability of funding
- Pros and cons of bank loans, bonds, asset backed financing, etc.
- Most preferred funding sources (Survey)

**Exercise and discussion:** *Preparing the perfect pitch to banks and/or investors*

### Leading Corporate Treasury

- Strategy, mission and authorities
- Understanding the core treasury elements (funding, investment, currency and interest rate risk)
- Alignment of strategy and policy with overall business strategy
- Profit centre vs. Value-added centre vs. Cost centre
- Working capital and the Cash Conversion Cycle
- Critical treasury risks
- Derivatives and complex financial instruments

**Discussions:** *Recent prominent cases where controls have been weak or have collapsed*

**Exercises:** *Treasury fundamentals/hedging instruments (interest rate swaps/currency forwards)*

### Measuring personal success

- Optimising personal contribution to business initiatives
- Maintaining quality and personal reputation
- Market overview and recruitment trends across Asia
- Top measures of success

**Discussion:** *Achieving personal success*

## DAY FIVE

### Corporate governance



- International governance frameworks
- Main principles and legal responsibilities
- CFO's role in corporate governance and system of internal control

**Case study and discussion:** *Prominent failures in corporate governance*

### **Business ethics**

- Identifying an ethical framework
- Corporate culture and personal responsibility
- Appreciating importance of behaviors
- Connecting business values and ethical values
- Setting the ethical framework

**Exercise and discussion:** *Tackling ethical dilemmas*

### **Fraud, bribery and corruption**

- Fraud
  - Motives and indicators of fraud
  - Fraud prevention

**Case study and discussion:** *Warning signals and what to look for*

- Bribery and corruption
  - Definitions, regulations and prohibited practices

**Case study:** *Conducting investigations into bribery, corruption and fraud*

**Discussion:** *Potential impact on business reputation*

### **End of course quiz**

#### **About the instructors**

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#### **Venue**

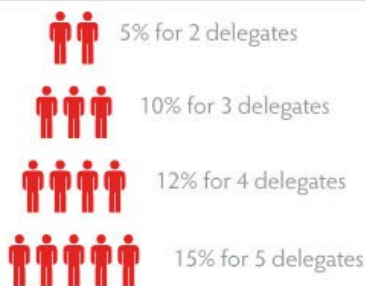
### **4-5 Star Hotel in Singapore, Singapore,**

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Due to the variation in delegate numbers, we will send confirmation of the venue to you approximately 2 weeks before the start of the course. Course fees include training facilities, documentation, lunches and refreshments for the duration of the programme. Delegates are responsible for arranging their own accommodation, however, a list of convenient hotels (many at specially negotiated rates) is available upon registration.

### Group booking discounts\*



\*Available for delegates from one organisation attending the same course

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