

2011 ACCA - Clariden Leadership Institute CFO Leadership Program

The CFO Program: Changing Role of the CFO - Integrating Finance and Strategy

FACULTY DIRECTOR

**Led by Professor John R. Percival, Wharton School of the University of Pennsylvania
Awarded Anvil Award for Excellence in Teaching from the Wharton School
Awarded Core Teaching Award in the Wharton Excellence MBA Program**

Dr. John Percival is a Professor of Finance at the Wharton School of the University of Pennsylvania. Since joining Wharton in 1971, he has been active in leading the development and teaching of various Executive Education programs and is the lead faculty on popular executive education programs at Wharton, including *Integrating Finance and Strategy for Value Creation* and *The CFO: Becoming a Strategic Partner*. Dr. Percival was previously the Associate Vice Dean and Associate Director of Wharton's MBA program. He has consistently been recognized for his excellence in teaching and thought leadership.

Dr. Percival was recipient of Anvil Award for Teaching Excellence and also Core Teaching Award in the Wharton Executive MBA Program. He has taught executive education programs at other prestigious Universities including Carnegie-Mellon, Columbia, and INSEAD (Fontainebleau, France).

Apart from University teaching activities, he has also authored many influential articles which appeared in publications such as the Finance Times, the Journal of Finance and Quantitative Analysis, the Journal of Economics and Statistics, and the Journal of Risk and Insurance among others.

Dr. Percival is also currently the CEO of JRP Associates. He has been commissioned to provide consulting and developed programs for many Fortune 500 companies such as GE, Pfizer, AT&T, Ford, DuPont, Price Waterhouse, Merck, Ciba, Pitney Bowes, IBM, Fiat, Chubb, Hartford, American Skandia, Sun Life, Siam Cement, Scientific Atlanta, Ford, Progressive, Bankers Trust and many other companies. He has also provided consulting for the public sector, including Federal Trade Commission, Commonwealth of Pennsylvania, U. S. Department of Labor and many others.

About this CFO Leadership Program

ACCA (Association of Chartered Certified Accountants) and Clariden Leadership Institute have partnered to jointly organize the "The CFO Program: Changing Role of the CFO - Integrating Finance and Strategy", which will consist of a CFO Panel Discussion and Networking Cocktail Reception, in a bid to provide comprehensive critical insights, knowledge, and platform for finance leaders and executives to collectively learn from renowned Finance professor from Wharton, the thought leaders across Asia, and network with high caliber of peers - to prepare them to deal with the increasing challenges of CFOs and finance executives to think more strategically to grow their businesses

THE CFO PROGRAM: CHANGING ROLE OF THE CFO - INTEGRATING FINANCE AND STRATEGY

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Awarded **Anvil Award for Excellence in Teaching** from the Wharton School
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PROGRAM SUMMARY

Program:	The CFO Program: Changing Role of the CFO - Integrating Finance and Strategy	Regular Tuition Fee:	\$4,250
Dates:	4 – 6 July 2011	Early Bird Fee:	\$3,950
Location:	Shangri-La Hotel, Singapore		

(Register & pay on or before 8 June)

(Group discount of 10% for 2 or more participants from the same organization)

Program Essence: This comprehensive 3-day CFO leadership program: The Changing Role of the CFO - Integrating Finance and Strategy, is designed for **CFO and senior finance executives** to provide you with strategic perspectives, frameworks and processes to help you become a long-term strategic thinker and value creator in your organization. You will gain a deeper understanding of strategy, how to link finance and strategy, and how to communicate your financial perspectives and analysis in a more meaningful and effective way to other non-financial leaders of the strategy team. You will be engaged in concepts and group discussions on case studies developed by **Harvard Business School**, and other real-world case studies. This program will also equip you with the essential tools to assess mergers and acquisitions, the new EVA metrics for value creation and key determinants for major investments. You will also be invited to hear insights from the key thought leaders in a CFO panel discussion and network with peers in an invitation-only networking cocktail reception.

PROGRAM INTRODUCTION

In today's world, CFOs are more involved to play an increasing key role in strategy formulation and implementation of growth opportunities for their companies. As CFO or senior finance leader, you are called upon to identify and assess profitable business ventures, mergers and acquisitions, and shape internal growth strategy.

You need to gain a deeper understanding of business strategy, to link finance and strategy, and to be able to communicate your financial perspectives and analysis in a meaningful and more effective way to other non-financial leaders of the strategy team. In fact, more than 50% of the 440 senior finance executives surveyed from around the world reported that their department now plays a larger role in strategy development and execution than five years ago, according to a KPMG survey.

This leadership development program: The Changing Role of the CFO - Integrating Finance and Strategy, is designed to provide you with strategic perspectives, financial strategies, and communication techniques to help you contribute more to strategy development and value creation in your organization.

WHO WILL BENEFIT MOST

This strategic leadership development program is designed for:

- CFO, Senior Vice President of Finance, Senior Finance Director, Senior Financial Controller, Head of Treasury, Vice President of Finance, Finance Director
- Other Senior-Level executives who interact with Finance
- Finance executives who participate in the strategy formulation and planning in their companies

HOW YOU WILL BENEFIT

Through this CFO leadership development program, participants will be able to:

- Think strategically to create profitable and value-creating growth for your organization
- Develop financial strategy to perform financial analysis in a more effective way
- Communicate and present your business case more effectively with non-financial senior executives
- Understand the changing role of Finance in risk management
- Gain strategic and financial perspectives through Harvard Case Studies and Real-Life Case Studies

PROGRAM OUTLINE

DAY 1 - MORNING

The Changing Role of CFO

- Looking forward vs. looking back
- Finding growth: Growth vs. Margins
- Changing nature of risk management: Financial, Operational, and Enterprise Risk Management
- Strategy formulation and strategy execution

AFTERNOON

Competitive Advantage and Strategic Execution

- Choosing KPIs and communicating their importance to Senior Management
- Competitive advantage
- Cost of capital culture
- Case study: Asahi Glass

DAY 2 - MORNING

New Metrics for Value Creation

- New metrics: EVA Margin, EVA Momentum
- Knowing when to change: profitability without growth
- Case study: Dell, Coca Cola

AFTERNOON

Key Determinant of Success for Major Investments

- Focusing on key determinants of success
- Real options thinking
- Communicating a recommendation effectively to internal stakeholders
- Case study: Airbus A3XX

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- KPMG Survey

“CFOs bring an important perspective to the table. They have a perspective that the other people at the table don’t. By blending their financial perspective, they can find more effective ways of achieving the strategy”

- John Percival, Professor of Finance, Wharton

DAY 3 - MORNING

Finance Strategy and Operating Strategy

- Capital structure, dividend policy
- Share repurchases, financial restructuring
- Communicating financial strategy effectively to internal stakeholders
- Case study: Diageo plc

AFTERNOON

Mergers and Acquisitions: Financial and Strategic Perspectives

- Effective financial due diligence
- Knowing the walk-away price
- Post-merger integration
- Communicating a recommendation effectively to internal stakeholders
- Case study: Bridgestone

PANEL DISCUSSION

CFO PANEL DISCUSSION ON DAY 2 (4.00 - 5.00 pm)

CFO Panel Discussion: "Transformational Role of the CFO - Creating value and becoming a strategic business partner"

- Integrating financial competencies with strategic insights to create value
- Transforming today's CFO into a financial leader and strategic leader in the light of the new global economic environment
- Understanding CFO's role in risk management today
- Effective communication with the CEO and other C-Level suites
- CFO becoming the strategic partner and advisor to the CEO - to create shareholder value

Moderated by **Prof John Percival**, Professor of Finance, **Wharton** with key panellist members including:

Mr Julian Starr, who is currently spearheading Global Cross Border business for **PayPal** - formerly CFO of PayPal

Mr Gautam Banerjee, Country Managing Partner, **PwC LLP**
(panellist members subject to change)

Following the CFO Panel Discussion, join us for an invitation-only networking cocktail reception, to be attended by invited VIP guest members and press (limited to the first 30 enrolled participants)

NETWORKING COCKTAIL

DAY 2 (5.00 - 6.30 pm)



You are invited to join us for some fun in an exclusive invitation-only networking cocktail reception, to be attended by invited VIP guest members and press.

Network and exchange friendly conversations with high caliber of peers and thought leaders cross

Asia in an exclusive setting at Shangri-La Hotel, Singapore

Limited to the first 30 participants enrolled in the program!

Contact us at (65) 6827 9765
or email us at
admissions@claridenglobal.org
to enroll or
to register your interest

10% group discount is available for 2 or more participants from the same company.

A Joint CFO Leadership Program between ACCA and Clariden Leadership Institute

The CFO Program: Changing Role of the CFO - Integrating Finance and Strategy

2011 Application Form

4 - 6 July 2011
Shangri-La Hotel, Singapore

Company Information

Company Name _____
Address _____ Industry _____
City/State _____ ZIP/Postal Code _____ Country _____

General Information

Last Name _____ First Name _____ DR MR MRS MS
Job Title _____ Department _____
Email _____ Work Phone _____ Mobile _____
Nationality _____ Date of Birth _____ How do you learn about this program _____
List the last academic institution you graduated _____ College / University _____ Degree Granted _____ Year _____

Please provide a brief description of your organization/business unit: _____

Please explain your objectives or goals by attending this program: _____

What is your most challenging situation that you would want this program to address: _____

Invoice Information (if different from above)

Attention Invoice to _____ DR MR MRS MS
Job Title _____ Work Phone _____ Email _____
Address (if different from above) _____

Early Bird Fee (Payment received on or before 8 June 2011) : S\$3,950
Regular Fee (Payment after 8 June 2011) : S\$4,250

1. **Early Bird fees will only be valid if payment received on or before 8 June 2011, after which regular fees apply**
2. Group of 2 or more participants from the same company will receive a 10% discount off the total tuition fees
3. Full payment is due in full upon receipt of invoice. Full payment is mandatory to confirm admission.
4. Fees include lunch, refreshments and program materials
5. Clariden Global reserves the right to alter the program, dates and locations if necessary

I would like to receive more information on hotel accommodation during this program using Clariden Global corporate rate

Payment Methods

By Cheque / Bank Draft: Made payable to **Clariden Global Pte Ltd** and mail to: **152 Beach Road, Level 28 Gateway East, Singapore 189721**

By Telegraphic Transfer to
Bank Name: DBS BANK
Bank Branch Code: 027
Bank Address: 6 Shenton Way, DBS Building, Singapore 068809
Bank Account No: 027-903583-8
Bank Account name: Clariden Global Pte Ltd
Bank SWIFT Code: DBSSGSG

All bank charges borne by participants. Please ensure Clariden Global receives the full invoiced amount

Invoice will be issued accordingly upon receipt of the application form

Cancellations & Substitutions Policy

Substitution with a qualified candidate is allowed by providing at least 3-day advance notice to Clariden Global.

NUMBER OF DAYS BEFORE PROGRAM	CANCELLATION FEES
More than 30 days	10 % of tuition
15 - 30 days	50 % of tuition
Less than 15 days	100 % of tuition

Senior HR Manager Information

Last Name _____ First Name _____ DR MR MRS MS
Job Title _____ Work Phone _____ Email _____

Approving Manager

Last Name _____ First Name _____ DR MR MRS MS
Job Title _____ Work Phone _____ Email _____

I confirm that my organization is sponsoring this executive for the program indicated in this application form. Date _____
 I have also read and accepted Clariden Global's cancellations & substitutions policy.