

Managing Volatility

Facing Evolution

Navigating Complexity

Creating Value



## The Strategic Financial Leadership Programme

# Strategic Financial Leadership

In an increasingly volatile and complex world, there is increasing need for CFOs to set a clear vision to meet business expectations. Having understood the important role CFOs play in an increasingly challenging corporate set up, a three day programme has been exclusively tailor-made for the CFO who is keen to meet the demands of Business Leaders who want their finance organisation to deliver increasingly sophisticated levels of service and continue its evolution as a true partner in the business. The programme comprehensively focuses on the modern day challenges, the way in which finance leadership is evolving and the future role of the CFO.

In addition to the traditional finance leadership role, the course covers emerging challenges in the areas of regulation, globalisation, risk, transformation, stakeholder management, reporting, talent and capability, ethics, bribery, corruption and fraud.

The programme will highlight valuable insights into practices that are being adopted by CFOs globally, and will provide a useful forum for networking and sharing experiences. Delegates will be able to contribute to numerous group discussions, as well as drawing upon the extensive experiences of each other, the course director and the guest speakers.

By attending this course, you will learn about the importance of:

- Developing and communicating strategy, so everybody understands where finance is heading
- Optimising overall performance by business partnering and identifying growth opportunities
- Long-term planning and resource allocation (e.g. capital structure mix, M&A, dividends)
- Delivering a balanced finance operating model that is responsive, scalable and cost-effective
- Ensuring sound governance framework around information integrity, ethics, bribery and fraud
- Implementing new or changing regulations in a timely and cost-effective manner
- Motivating and retaining the right people
- Developing more influence with the executive board, business management and stakeholders
- Filtering and analysing data to communicate salient information

## Course Outline: Strategic Financial Leadership

### Introduction and Course Objectives

- Context of the global crisis and the ever increasing demands made on the CFO role
- Course Leader & Delegates
- 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
- Communicating strategy to non-financial colleagues
- Leading the finance agenda
- Aligning finance strategy to organization's strategy, operating plans and performance
- Making Strategy Work - Improving communication, tracking implementation, adapting

### Discussion:

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

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### Group Exercise: Creating a finance strategy

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## Challenges Faced by CFOs

- Embracing financial leadership
- Tackling the many roles
- Critical success factors
- Managing avalanche of data
- Delegating responsibility
- Managing through the downturn
- Identifying growth opportunities
- Regulatory challenges arising from geographical expansion and changing regulations
- Finance workforce effectiveness (organization, leadership and training)
- Operational efficiency (reliability, integrity, timetabling)
- Keeping pace with emerging technologies and business models
- Driving high performance: Benchmarking to assess quality and efficiency

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### Personal Work: Developing a framework for priorities

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## 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

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### Case Study: Enhancing quality and presentation of reports (internally and externally)

### Discussion: Check list for the modern day CFO

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## Reporting with Clarity and Purpose

### Relevant key performance measures

- Communication in fewer words to non-financial audience
- Report formats

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### Case Study:

Pulling it all together – expectations, outcomes and enhanced reporting

### Case Study & Discussion:

Working harmoniously alongside fellow board members

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## 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

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### Case Study & Discussion:

Developing professional relations with the CEO, stakeholders and auditors

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### 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

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### Discussion:

How to influence people within the business

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## Beyond Budgeting

### Strategic Budgeting and Business Partnering

- Linking planning process to the business life cycle and strategy
- Budgets and rolling forecasts
- Level of connection and challenge
- Quality of business decisions
- Managing expectations and maintaining credibility
- Periodic business review meetings

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### Discussion:

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

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## Corporate Finance

- Balance sheet optimization
- Capital planning & allocation (re-investment, M&A, debt servicing, dividends)
- Corporate financial decisions and working capital management
- Tax planning

Discussion:

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

Discussion:

Why first few days are most critical?

## Capitalizing on M&A opportunities

Defining acquisition criteria and planning 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 & Discussion:

Recent examples of worst takeover deals and what went wrong

## CFO's Responsibility and Role in Internal Controls

Integrated Internal Control Framework - The Big Picture

The Essential Elements of the Internal Control Framework to enhance CFO's role

The Impact of Information Technology and the Role of Internal Auditors and Audit Committees

## Business & Economic Environment

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

Exercise & 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 & Discussion:

Preparing the perfect pitch to banks and/or investors



## Leading Corporate Treasury

- Strategy, mission & authorities
- Understanding the core treasury elements (Funding, investment, currency & 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
- International Finance and multinational corporate financial decisions

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### Discussion:

Recent prominent cases where controls have been weak or have collapsed

### Exercises:

Treasury fundamentals / hedging instruments (Interest rate swaps/currency forwards)

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## 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

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### Discussion:

Achieving personal success

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## Corporate Governance

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

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### Case Study & Discussion:

Prominent failures in corporate governance

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## Fraud, Bribery and Corruption

### Fraud

- Motives and indicators of fraud
- Fraud prevention

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### Case Study & Discussion:

Warning signals and what to look for

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### Bribery & Corruption

- Definitions, regulations and prohibited practices

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### Case Study:

Conducting investigations into bribery, corruption and fraud

### Discussion:

Potential impact on business reputation

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End of course Quiz

Course summary and close

Course Director  
**Mr. Raj Gandhi**



Raj Gandhi is a 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 the 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.

London Capital Group is one of UK's rapidly expanding leading financial services companies specialising in online trading services for private, professional and institutional customers. Turn-over £30m. As the Group's first CFO at London Capital Group Holdings PLC, remit was necessarily broad and engaging. In carrying out his functions, he worked closely with the CEO to shape business and finance activities for controlled growth. Market capitalisation increased from £54m in 2006 to £95m in 2008 and dividends from 1.7p to 11p per share.

He worked with CEO to formulate Group strategy supported by realistic plans, budgets and profit targets including Dividends: Develop policy to pay dividends out of recurring profits which reflect earnings, cash flow and potential of the Group. Group Reporting: Present results to analysts, investors and stakeholders. Develop management information for planning and decision making. Acquisition: Cross border acquisition of company in distressed state. Treasury and Risk Management: Forge bank relationships. Diversify counterparty risk. Formulate/embed risk policy and framework. Governance and Compliance: Enhance executive board's remit and activities. Plan for the FSA regulatory "ARROW" Reviews. Meet with the FSA to explain newly formulated ICAAP. Refine/administer share option schemes. Compliance with AIM market rules.

At shell as Global Internal Audit Manager (Treasury, Trading & Shipping) he was responsible for extensive portfolio spread across Europe, Africa, U.S., Middle East and Asia. Which included 60% travel. Shell Treasury: Delivered fundamental structural change to the Group Treasurer's accountabilities and organization. Global audit responsibility covering three treasury centres and treasury departments in the UK and overseas. Annual treasury turnover \$3,300bn with approximately 100 treasury staff. Report on compliance against Shell Treasury Guidelines and Group Internal Audit standards.

Shell Trading and Shipping: Recruited externally to develop and deliver (from new) global audit committee structure for crude & products trading and shipping activities. Execute audits in the U.S., Singapore and London. Trading audits covered risk methodologies, operational controls & procedures. Shipping audits covered refits & maintenance and quality assurance.

Since becoming a trainer and independent consultant in 2009, he is currently a tutor for Institute of Directors UK and 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.

**Investment per participant: LKR 235,000**

**Course Dates: 25th, 26th and 27th of June 2015**

**For Registrations:**

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