

# CFO First 100 Days Program

Module synopsis



# CFO First 100 Day Program Modules

CFO competency area	Module	Description
Trusting the numbers	Financial reporting	<p>This module equips CFO's with insights into the key financial reporting considerations for their organisation's industry. The discussion will include the latest financial reporting trends as well as non-financial information that CFO's need to understand to excel in their new role.</p> <p><b>Key areas of focus include:</b></p> <ul style="list-style-type: none"> <li>▶ ASIC key areas of focus for the reporting period ahead.</li> <li>▶ Financial reporting hot topics including impairment and measurement of assets, presentation of liabilities, consolidation/ joint ventures and disclosures of significant judgements, estimates and assumptions.</li> <li>▶ Future accounting changes and implications for business.</li> </ul>
Trusting the numbers	Tax management	<p>This module looks to provide CFO's with valuable tax management insights to enhance the tax function performance across the organisation. This includes taking a deep dive into issues associated with tax regulation, corporate governance, increased transparency, limited resource pools and shorter financial close cycles. It also assists CFO's understand where their business sits in the tax life cycle – planning, provision, compliance and controversy.</p> <p><b>Key areas of focus include:</b></p> <ul style="list-style-type: none"> <li>▶ Establishing an effective corporate governance model and efficient operating model.</li> <li>▶ Managing relationships with key stakeholders, including internal partners and tax authorities.</li> <li>▶ Identifying, evaluating and implementing tax planning opportunities.</li> <li>▶ Optimising the use of tools, technology and resources.</li> </ul>
Providing insight and analysis	Role of the CFO and finance function	<p>In a challenging growth environment, the finance function has an important role to play in driving growth, promoting robust governance and controls and operating efficiently. This module looks at the role of the CFO in leading and creating change to ensure a high performing finance function that contributes value to the business.</p> <p><b>Key focus areas include:</b></p> <ul style="list-style-type: none"> <li>▶ Balancing and prioritising finance priorities to deliver results to the business.</li> <li>▶ Establishing an effective operating model for the finance function.</li> <li>▶ Operational change and delivering a blueprint for the finance function.</li> </ul>

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Providing insight and analysis	<b>Fraud, bribery and corruption</b>	<p>The potential threats and costs associated with fraud, bribery and corruption have never been higher. This module assists CFO's to understand potential areas of exposure, their role in mitigating risks, preparing for implications and how to actively detect and respond to fraud.</p> <p><b>Key focus areas include:</b></p> <ul style="list-style-type: none"> <li>▶ Understanding fraud and corruption, potential risks, current trends and evolving threats.</li> <li>▶ Understanding foreign bribery and corruption laws and the implications for your business.</li> <li>▶ Detecting potential threats and red flags, knowing how to mitigate risk and respond accordingly.</li> <li>▶ Investigating fraud and corruption and developing a response to incidents.</li> </ul>
Leading key initiatives	<b>Risk management</b>	<p>Risk plays an increasingly important and complex role for today's CFO. It is vital for CFO's to understand the risk appetite of their organisation, how to identify risk and how to mitigate risk to protect, and create shareholder value. This module provides insight into the leadership role that the CFO can play in measuring, managing and minimising risk while balancing the risk profile to taking advantage of business opportunities.</p> <p><b>Key areas of focus include:</b></p> <ul style="list-style-type: none"> <li>▶ Understanding the risk landscape, key trends and potential threats.</li> <li>▶ Supporting your risk framework assertions to the board.</li> <li>▶ Understanding the key risk areas that drive results.</li> <li>▶ Identifying your current risk profile.</li> <li>▶ Transforming risks strategy, controls and governance within your business.</li> </ul>
Leading key initiatives	<b>People in an age of disruption</b>	<p>The ability to motivate teams and lead major change initiatives within the finance function and across the business requires specific competencies, particularly in the current times of disruption which require organisations to respond in an agile fashion. This module covers the megatrends impacting organisations today and the way CFO's can excel in their role as a strategic change leader, with insights to help leading high profile change management teams.</p> <p><b>Key focus areas include:</b></p> <ul style="list-style-type: none"> <li>▶ Explore the primary forces driving disruption megatrends and their impact on the future of work.</li> <li>▶ Navigating the organisation through change programs responding to strategic challenges such as disruption.</li> <li>▶ Raise awareness around the challenges major transformation programs face and key strategies to drive a positive ROI on change initiatives.</li> <li>▶ Delve into the most common issues we find with failing major change programs, and how CFO's can help to avoid those pitfalls.</li> </ul>

CFO competency area	Module	Description
<b>Funding, enabling and executing strategy set by the CEO</b>	<b>Driving value through integration</b>	<p>This module highlights the causes of integration failure and ultimate value erosion – and then explains the ‘integration blueprint’ required for success. A typical integration governance structure includes the CFO within the Integration Steering Committee – providing regular oversight on behalf of the Board and charged with making critical decisions. The content in this module provides CFOs detail around the common pitfalls and leading practices for a successful integration.</p> <p><b>Key focus areas include:</b></p> <ul style="list-style-type: none"> <li>▶ Top reasons for value erosion – the failure to deliver the underlying business case.</li> <li>▶ Requirements for a successful integration – a Strategic and Operational Framework including synergy and integration cost identification.</li> <li>▶ The Integration approach. Following on from the pre-deal due diligence work, a focused approach to 100 day planning with key areas of focus for days 1-30, 30-100 and 100 and beyond is key to a successful transition.</li> <li>▶ Leading practices and case study examples bring theory into practice.</li> </ul>
<b>Funding, enabling and executing strategy set by the CEO</b>	<b>Capital and funding strategies and trends</b>	<p>This module addresses the key aspects of capital and funding strategies, including both debt and equity capital raising to assist CFO's understand the key drivers of their future funding requirements. This includes indentifying which local and offshore markets are the best funding sources to support your business strategy, the optimal debt and equity mix, best practice due diligence &amp; information preparation, requirements for external ratings, the financing process strategies to adopt and ensuring the best terms are delivered.</p> <p><b>Key focus areas include:</b></p> <ul style="list-style-type: none"> <li>▶ How to successfully undertake a capital management review, identifying if the business has adequate funding to meet its strategic goals.</li> <li>▶ Understanding all your capital options and the benefits and drawbacks of each.</li> <li>▶ Understanding debt, including knowing the optimum debt level for the business and considering all possible sources of debt financing (local and offshore).</li> <li>▶ Knowing the relevant factors to consider when refinancing, including assessment and review of funding requirements, establishing and prioritising funding objectives and criteria and development of information packages and financial models.</li> </ul>

CFO competency area	Module	Description
<b>Funding, enabling and executing strategy set by the CEO</b>	<b>Mergers &amp; acquisitions</b>	<p>This module provides insight around the important role CFO's play in driving business growth through M&amp;A. It is vital for CFO's to have a clearly articulated growth strategy, be rigorous in evaluating risk and astute in assessing investment opportunities, to gain a competitive advantage through acquisition strategies.</p> <p><b>Key focus areas include:</b></p> <ul style="list-style-type: none"> <li>▶ Identifying and understanding the key M&amp;A growth objectives for your business set by the board and CEO.</li> <li>▶ Understanding the current deal environment, key trends and key success factors to drive a competitive advantage.</li> <li>▶ Managing the M&amp;A process, identifying, realising and delivering synergies, mitigating risks and effectively communicating with stakeholders.</li> <li>▶ Integration and separation planning, driving organisational change.</li> </ul>
<b>Development of business strategy</b>	<b>Planning your digital response</b>	<p>In responding to continuous and enterprise wide disruption enabled by data and technology, the CFO must consider digital implications across transactions, enterprise strategy, tax, accounting, technology and operations.</p> <p><b>Key areas of focus include:</b></p> <ul style="list-style-type: none"> <li>▶ Current trends in digital for the CFO.</li> <li>▶ The importance of agile innovation.</li> <li>▶ Capitalising on opportunities and minimising threats.</li> <li>▶ Assessing existing IT capability and adapting to change.</li> <li>▶ Adopting a holistic approach to digital.</li> <li>▶ How CFOs can achieve significant returns from digital transformations.</li> </ul>

CFO competency area	Module	Description
Development of business strategy	Purpose and strategy	<p>The definition of Purpose is “an aspirational reason for being that is grounded in humanity and inspires a call to action”. This session will introduce the notion that Strategy should be developed in light of the organisation’s Purpose. It will outline the commercial benefits that accrue from this approach.</p> <p>To establish a workable strategic plan, it is crucial for CFO’s to have a thorough understanding of their organisation, industry, and the competitive and regulatory environment. This module will show how CFO’s can identify risks and opportunities to inform the development, implementation and monitoring mechanisms for your Strategy in the context of Purpose.</p> <p><b>Key areas of focus include:</b></p> <ul style="list-style-type: none"> <li>▶ The benefits of being Purpose-Led.</li> <li>▶ Understanding a best practice strategic plan development framework and how to put into action.</li> <li>▶ Understanding your industry, competitive and regulatory environment and how to formulate strategies for success.</li> </ul>
Communication to the external market place	Stakeholder communications	<p>Stakeholders will form impressions through not only what is reported by senior company executives, but how it is delivered. This module provides insights around the key aspects of stakeholder communication to ensure CFO’s can clearly, effectively and persuasively communicate financial information to different stakeholders; such as the media, institutional and retail shareholders, investors and transactional partners.</p> <p><b>Key focus areas include:</b></p> <ul style="list-style-type: none"> <li>▶ How to structure effective communications so that key messages flow, are logical, clear and resonate with your target audience.</li> <li>▶ Ensuring CFOs have the skills and knowledge to be able to use persuasive and emotive language effectively to drive desired responses.</li> <li>▶ Coaching CFOs around delivery of key messages, ensuring they can connect with the target audience and know how to leave a good impression.</li> </ul>



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The Group of 100 is Australia's peak body for CFOs and senior finance executives.

A primary goal of our organisation is to ensure that Australia's commercial and regulatory environment is one which advances the interests of Australian business and which encourages private and public enterprises to grow and compete in today's highly competitive environment.

Established in 1982 the Group of 100 views its role as one which actively contributes at the national level to the development and delivery of good policy. In particular as it applies to business regulation, governance, financial reporting, taxation and capital markets.

Our members and the major enterprises they represent are drawn from the public and private sectors of the economy. Many of our members are global in their operations, reach and influence.