Chief Financial Officer (CFO) Academy

Research shows that the CFO role at today's leading companies is evolving. Alongside their traditional mandate to provide financial insights and analysis, CFOs describe a greater involvement in supporting and even developing strategy, guiding key business initiatives. CFOs must be versatile individuals with the talent to meet a continually changing set of circumstances.

Today's CFOs must still attend closely to cash flows, controls, costs and risk. At the same time, they continue to seek profitable growth – both in mature markets and in those that hold the promise of rapid growth.

CFO Academy aims at helping CFOs and their successors to expand their knowledge and master their skills vital for success in their strategic role.

Why is it important to participate?

- CFO Academy is a forum where one can obtain new information and share experience.
- CFO Academy trainers are experts in finance, strategy and leadership development.
- CFO Academy is highly interactive and includes business cases, discussions, individual and group work.
- CFO Academy participants will attend round tables, regularly organized for EY VIP clients on hot topics.
- The modular format of the program allows participants to apply knowledge and skills they learned between the modules of the program.

Who should attend

- CFOs and their successors, heads of economic planning and finance departments, chief accountants and their deputies
- Finance executives who are interested in the growth of business value as well as who influence the development of strategy and consult non-financial executives (tops) in the assessment of the financial implications of operational and strategic decisions, as well as top-managers who are personnel reserve of a company.
- The program will also be of interest to holders of international qualifications such as ACCA, CFA, CIA, CPA, candidates and PhDs.
Chief Financial Officer (CFO) Academy

**Objectives**

The main objective of the program is to help CFOs in their role of CEO’s strategic business partner. During the program participants will find answers to the following questions:

► What strategies help companies to succeed in the market: whether it makes sense to reduce costs, or to increase them?
► How to apply strategy to operational level?
► How can CFOs help executives without financial background in their decision making process?
► How to choose optimal external sources of financing depending on the economic situation in the market: recession, trough, recovery and peak?
► How can knowledge of human psychology help to improve your personal effectiveness and effectiveness of your team?
► How to present the financial results of the company to Board of directors and investors? How to make your presentations effective and achieve your goals?

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<tr>
<th>Place and time</th>
<th>Module I</th>
<th>Module II</th>
<th>Module III</th>
<th>Module IV</th>
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<tr>
<td>Training sessions are conducted at EY Academy of Business from 9:30 to 16:00.</td>
<td>31 July-12 September</td>
<td>7-8 August</td>
<td>21-22 August</td>
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<td>Dates</td>
<td>16-17 October</td>
<td>6-7 November</td>
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<td>Days of the week</td>
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<td>Program fee*, KZT</td>
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<td>720 000**</td>
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* The fee includes: participation of one person in the program, study materials, lunch, tea and coffee breaks. VAT (12%) will be added to the fee.

** The fee is applicable when registering and paying for all 4 modules.
CFO Academy timetable

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<td>Day 1</td>
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<td>Day 3</td>
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Business Strategy and its Transfer to the Operational Level
CFOs’ Personal Effectiveness and Effectiveness of Their Team
Decision Making in Terms of Risk and Financial Strategies
Presenting Financial Results to Investors

Recommended training scheme

- Financial Analysis II: Valuation of Effectiveness of a Company’s Activity
- Investment Projects Evaluation II: Sources of Financing and Other Complex Questions
- Financial Modeling II: Financial Business Situation Forecasting
- Business Valuation
- Risk Management
- DiplFR (Rus) Preparatory Program
- CFO Academy
- CFA® Preparatory Program.
Module I “Business Strategy and its Transfer to the Operational Level”, 2 days

Objectives
► To discuss major global trends and factors that influence business strategies
► To study new approaches to the formation of competitive advantage
► To analyze the impact of strategy on increase of business value
► To review the principles of strategic positioning of the company
► To find the ways to achieve a balance between reducing costs and increasing value for clients in order to create competitive advantage and its growth
► To master mechanisms of applying strategy to the operational level
► To learn what the strategic fit of organization is, and how to create it
► To understand the company's commitment to strategy implementation
► To apply the strategic map for business budget planning.

Outline
Day 1 "Business strategy: evaluation of competitive advantage, reduction of costs against rising values"
► Participants' introductions. Program overview
► Introduction: the changing role of CFO. Focus on strategic management
► Major global trends and factors influencing strategies of companies (overview of world's leading business schools research).
  Discussion: the most important factors for your company
► Strategic Pyramid: vision, mission, values, strategy, goals, actions, motivation
► Criteria of successful strategy: the increase of business value and ROI
► Strategic positioning: “value/costs” graphics. Four types of strategic positioning. Productivity line
► Metrics of competitive advantage. Comparison of the analyzed company to its competitors
► Final facilitation of a group work (in mini groups) on the topic: drivers of competitive advantage growths on the axis “value/costs”. Discussion and prioritization. Conclusion.

Day 2 “Applying strategy to operating level”
Strategic planning stages
Strategic Map - logics of strategy description
► The financial component - economical results of the strategy
  ► Growth strategy: increase income opportunities or increase in value
  ► Productivity strategy: cost management, asset management
► The client perspective - the fundamental for strategy: specific customer value proposition
► Business processes and training/development - the ways to implement strategies
  ► Operational Management
  ► The process of client management
  ► Innovative Processes
► Intangible assets - strategic fit
  ► Human capital
  ► Information capital
  ► Organizational capital
Transferring objectives of strategic map into specific indicators: The Balanced Scorecard (BSC)
Programs to achieve strategic goals - initiatives
Case study: making decisions on funding strategic initiatives
Module II “CFOs’ Personal Effectiveness and Effectiveness of their Team”, 2 days

Objectives
► To understand the purpose, elements of coaching and the benefits of its use
► To know the rules of goal setting in coaching
► To learn the key competencies of the coach
► To learn the types and criteria of an effective feedback
► To understand and practice the process of using coaching at work.

Outline

Day 3 “CFO’s personal effectiveness and effectiveness of their team”
Coaching and it’s elements
The benefits of on-the-job coaching
Coach competencies:
► Establishing rapport
► Presence
► Active listening
► Ability to ask strong questions
Process of coaching:
► Effective goal setting and definition of responsibilities
► The structure of coaching session
► T-GROW model
► Effective feedback
► Reaction to feedback, SARAH model
► SBI/BI feedback model.

Day 4 “CFO’s personal effectiveness and effectiveness of their team”
Working with values and beliefs
Overcoming the barriers in coaching
► Working with risks
► Resistance from the employee
Manager as coach:
► Relationship between employer and employee
► Coaching in the context of the organization.

Practice part: Each participant will have an opportunity to conduct an individual coaching session, receive feedback from other participants and from the trainer.
Module III “Decision Making in Terms of Risk and Financial Strategies”, 2 days

Objectives
► To get acquainted with fundamental principles of strategic risk management
► To understand the role of CFO in strategic risk management (SRM)
► To study decision traps that are barriers to effective SRM
► To work out steps of risk management process (business case)
► To get acquainted with the practical application of the optimization approach to funding structure
► To learn multi-criteria methods of financial decision
► To get acquainted with financial planning models, depending on the economic environment and business strategy: rapid growth, development and decline.

Outline
Day 5 “Strategic Risk Management for CFO”
► Strategic Risk Management (SRM): process characteristics
  ▶ Principles of risk determination
  ▶ Key steps in the process of SRM
  ▶ Determining responsibility for SRM
► Role and key tasks of CFO in strategic risk management
  ▶ CFO as a strategic advisor to organization
  ▶ The necessity for decision-making together with non-financial managers under uncertainty
► Decision making in high risk environment: what the CFO needs to know
  ▶ Decision making criteria
  ▶ Why we make mistakes
  ▶ Types of cognitive traps
  ▶ Influence of organization framing
► Assessment of maturity level of SRM: CFO involvement
  ▶ Areas of risk segmentation
  ▶ Scale of SRM maturity
  ▶ Questions for self-assessment CFO

AVS Business case: risk management features and potential problems

Day 6 "Financial Strategies"
Sequence of making strategic financial decisions
Debt and its influence on net profit and return on equity volatility
Financial structure and degree of financial leverage (DFL)
Criteria for optimal financing structure for different strategies
► Increasing shareholder value
► Minimizing risks associated with capital structure
► Sufficient funding of projects / assets
► Maximizing return on capital
Historical approaches to determining the optimal financing structure
► Trade-off theory
► Pecking order theory
Additional factors taken into account when making funding decisions. Influence of cost structure and operating leverage on funding decisions
Financial planning models for different development strategies
► Normal growth: models of internal and equilibrium growth
► Aggressive growth. Selection of the optimal structure of financing investment projects. Adjusted Present Value (APV)
► Cost reduction. Working capital management: cash cycle duration

Multicriteria methods of decision-making
Module IV “Presenting Financial Results to Investors”, 2 days

Objectives
► To get recommendations on preparing to present company’s financial results to investors
► To get acquainted with the principles of visual and auditory information perception
► To practice skills in selection of relevant set of financial indicators characterizing different aspects of business
► To review the rules of presentation
► To practice stress management techniques that are helpful during presentation
► To get peer and expert feedback and assess personal presentation skills.

Outline

Day 7 “Presenting financial results to investors”
► Module overview, its goals and objectives
► Presentation development
► Your goal and its influence on structure and presentation of the material
► A preliminary analysis: audience, place, time, format
► How to “sell” presentation: what do people “buy”?  
Presentation goals development: 
► Brainstorming and gallery of ideas
► Grouping of goals and justification for their selection
Presentation structure and contents
► How do people remember things?
► Rules of composing presentations
► Variants of presentation structure
► How to finish presentation effectively

Practice (group work): selection and grouping of necessary financial indicators characterizing operation of the company. Preparation of a presentation for investors: goal, structure, contents
► Analysis of results

Feedback

Day 8 “Presenting financial results to investors”
Presentation technique:
► Channels of information transmission. Professor Mehrabian rule
► Visual component: eye contact, posture and gestures
► Visual aids: projector and flipchart
► Audio component: volume, tempo, intonation
► The verbal component: vocabulary

Dealing with stress:
► Reasons and symptoms of stress
► Working with psychological/physiological reasons

Practice: presenting financial results of the company to investors, presentations of mini groups, video recording, analysis and feedback

Conclusion
► Module wrap up
► Program wrap up