



CFO VISION 2015

November 11–13, 2015

Workshop Descriptions

CAPITAL

Capital markets 2016: Preparing for the unexpected

Gauging the dynamics of the global financial markets can be an exercise in frustration. When can we expect interest rates to rise? Will corporate earnings decline? Are the financial markets overvalued? Those are just some of the questions many CFOs wrestle with as they decide how much risk to take on their balance sheets and how to allocate cash. In this session, a panel of capital markets specialists will examine how the economic landscape is affecting strategies for raising and deploying capital and what could influence those decisions in 2016.

CAREER

Communicating a vision that resonates and inspires

As CFO, you have a vision for both the finance organization and your company. But if you asked a member of your team or a C-suite peer, would they be able to articulate it? In this interactive session, we will leverage the storytelling techniques of The TAI Group to help you deliver your vision in a way that resonates and offers a clear call to action. We will also discuss how to frame a finance communication plan that can align the finance team with your agenda, enhance your reputation, and convey the power of finance to the organization.

CRISIS

Building cyber resiliency: Tools, techniques, and metrics that matter

Cyber threats, it seems, are everywhere. Governments and businesses are frequently breached. Intellectual property is stolen. Data is compromised almost daily. But despite the risks, most organizations' performance and growth rests on connectivity and data-sharing. For CFOs, the question is how to support optimal business performance while also taking sound measures to limit financial and reputational damage associated with cyber incidents. This session will offer CFOs insights into that process, including the tenets of an enterprise-wide cyber plan, basic metrics that measure a company's cyber risk profile, and the tools that can assist in being more secure, vigilant, and resilient.

DECISIONS

From M&A to capital structure: How should you make the big decisions?

CFOs often are faced with difficult, complex, and gut-wrenching decisions. Whether they are trying to unlock additional shareholder value through M&A, transform their business model, or identify new markets to enter, these decisions can be undermined by group think and bias. In this session, Michael Roberto, trustee professor of management at Bryant University, will outline what critical decision-making really entails and will introduce tools to help you make informed choices that lead to better results.

DISRUPTION	<p>Navigating strategic risks, fueling strategic opportunities</p> <p>Strategic risks—everything from black swans to political upheavals and financial crises—threaten to disrupt the assumptions at the core of organizational strategy. Traditionally, many have viewed risk through a lens focused on hedging or mitigation, but risk can also point to opportunity. This session will take an interdisciplinary approach and outline tools, such as scenario planning and risk sensing, that can help companies identify and respond to strategic risks. We will also discuss how analytics can be used to leverage insights and gain a competitive advantage.</p>
GROWTH	<p>Strategist CFO: What is your orientation for engaging in the strategy process?</p> <p>CEOs and boards increasingly want CFOs to deliver a finance organization that not only gets the numbers right, but also helps shape company strategy. But when asked what they want from a strategic CFO, their answers vary widely. Based on the knowledge gained from more than 700 Deloitte CFO Transition Lab sessions, the four orientations of the strategist CFO model—responder, challenger, architect, and transformer—can help align CFOs’ actions with CEO and board expectations. In this session, we will define these orientations and discuss how each influences the scope of the CFO’s role and involvement in formulating strategy.</p>
INFRASTRUCTURE	<p>Business ecosystems: Where technology, innovation, and finance converge</p> <p>Many businesses are moving beyond traditional industry silos and coalescing into richly networked ecosystems driven largely by digital technologies and increased connectivity. This is creating new opportunities for innovation and competitive advantage, as well as new challenges. In this session, we will present the emerging concept of business ecosystems; discuss the choices companies face in building and joining ecosystems; and highlight the technologies that are sparking this trend. We also will tie recent developments to topics such as portfolio realignment and supply chain management.</p>
TRANSACTIONS	<p>Revenue recognition: Are you prepared?</p> <p>Although the FASB has proposed a year’s extension of the compliance deadline for the new revenue-recognition standard, many finance departments are already dealing with the consequences and costs. In this session, we will discuss how companies are preparing for the new rules, what aspects they are finding most challenging, how they are evaluating potential changes to contract terms to simplify adoption, and how they are estimating the impact on their financial statements. This session will offer the opportunity to share leading practices and discuss unintended consequences.</p>