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Four faces of the CFO

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The CFO Program

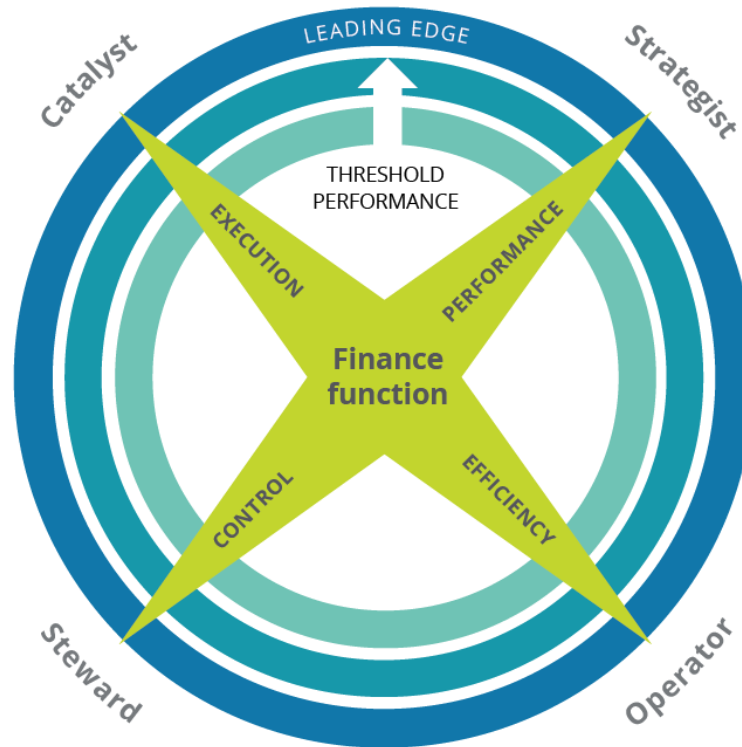
CFOs play four critical roles

Catalyst

Catalyze behaviors across the organization to execute strategic and financial objectives while at the same time creating a risk intelligent culture

Steward

Protect and preserve the critical assets of the organization and accurately report on the financial position and operations to internal and external stakeholders



Strategist

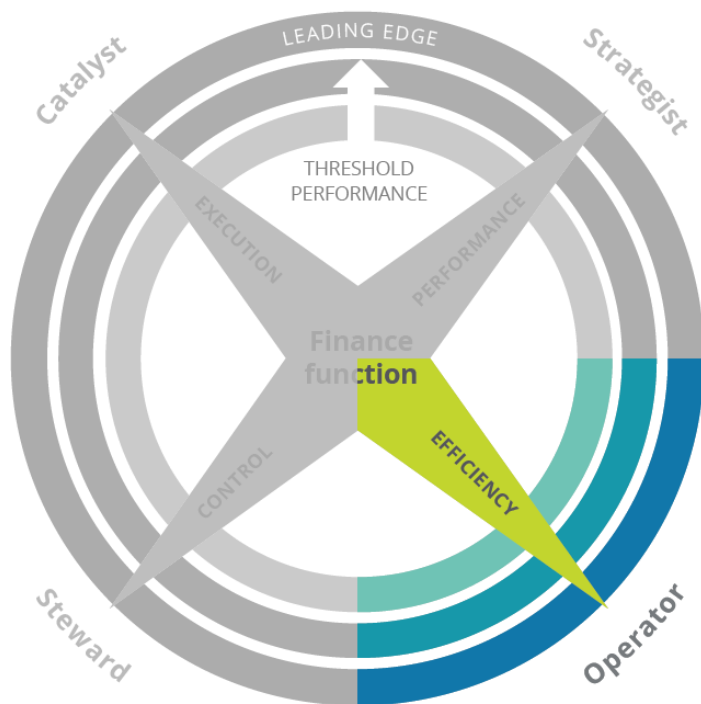
Provide financial leadership in determining strategic business direction, M&A, financing, capital market and longer-term strategies vital to the future performance of the company

Operator

Balance capabilities, talent, costs and service levels to fulfill the finance organization's core responsibilities efficiently

1. Operator

The objective of the Operator is to balance capabilities, talent, costs and service levels to fulfill the finance organization's responsibilities.



Key focus

Efficiency and effectiveness of operations including overall risk management of the finance operation

Add value to the revenue owners

Key roles

Dynamically balance cost, risk and service levels in delivering on the finance organization's responsibilities

Define and adapt finance's operating model

Development of finance talent

Competencies

Leverage system capabilities, program / project management, problem solving and adopting a cross-border attitude

Focus on what matters both inside and outside of finance

Strong leadership skills including an understanding of key information systems and human resource issues

Strong understanding of the company's business model and industry

Understanding of risk and controls to properly manage and help mitigate risk

Critical issues

Ensure finance and accounting function operational efficiencies are in place and allow attention on value enhancing activities

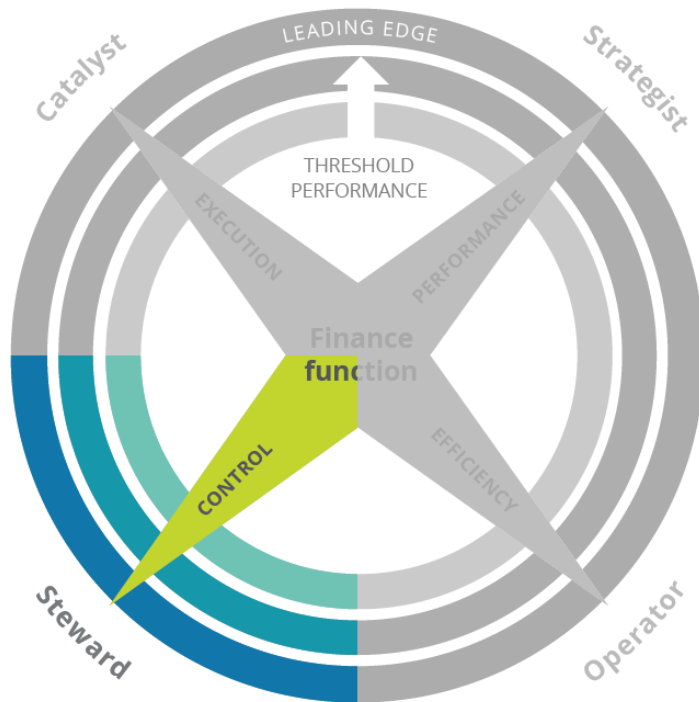
Developing and evolving the finance operating model and talent management in financial disciplines as the business model continues to change while remaining efficient and effective

Determining how to allocate scarce or limited finance resources to drive the greatest return on investment while managing risk

Ability to adapt to global markets and operations (shared services) and the evolution towards International Financial Reporting Standard (IFRS)

2. Steward

The objective of the steward is to protect and preserve the assets of the organization.



Key focus

Accounting and control
 Risk management and preserving assets
 Partner with functional and business unit owners in the risk management identification process

Key roles

Ensure company compliance with financial reporting and control requirements
 Ensure adequate assessment and mitigation of risk, and compliance with applicable regulatory or other legal requirements
 Manage business complexity while minimizing risk as the business executes on its strategies and initiatives

Competencies

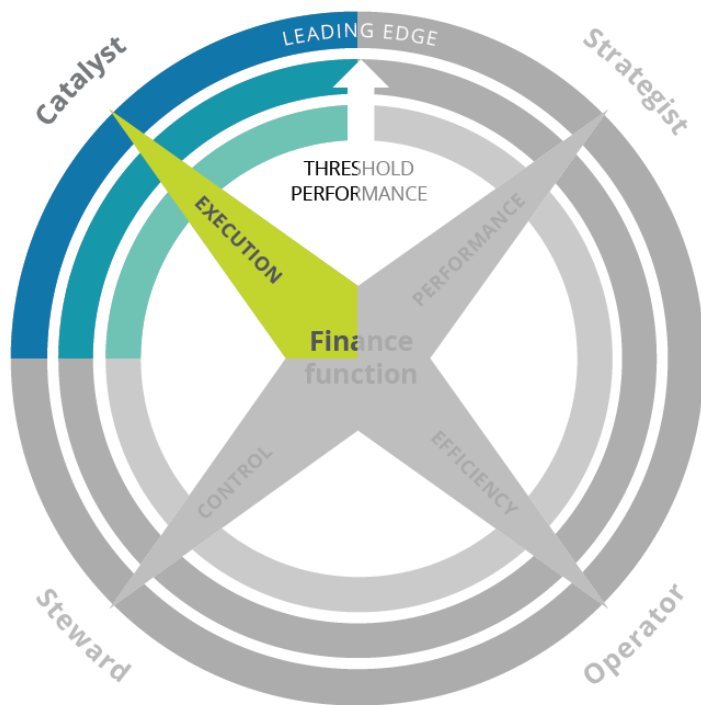
Accounting and reporting, compliance, applying good judgment
 Objective nature and ability to effectively communicate risks and potential solutions across the organization and to the Board
 Knowledgeable of operational and fraud risks
 Understanding of controls and related control frameworks (COSO, COBIT, etc.)

Critical issues

Information and data quality, optimizing controls
 Increased regulatory enforcement across domestic and global operations
 Span of control over international operations and differing operating models and cultures
 Understanding effective governance models over growing business complexity, global reach and overall marketing, sales and product complexity (i.e. extended business relationships, royalty agreements, distributorships, etc.)

3. Catalyst

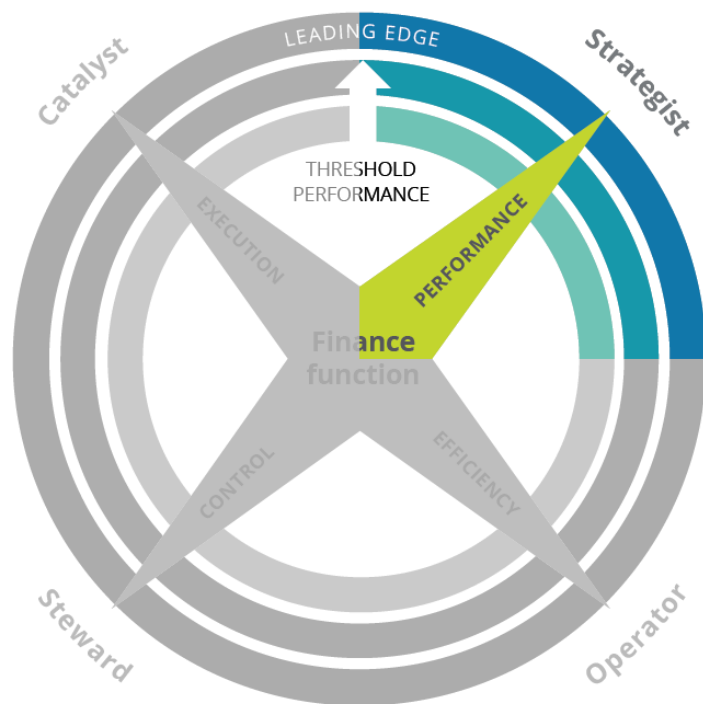
The objective of the Catalyst is to stimulate behaviors across the organization to achieve strategic and financial objectives.



Key focus	Key roles
<p>Disciplined execution of strategic choices</p> <p>Changing organization behavior and establishing a value attitude</p>	<p>Gaining business alignment to successfully identify, evaluate and execute strategies by partnering with senior management</p> <p>Being a business partner with other executives such as the CIO, CMO, General Counsel or CLO, Head of HR and business unit leaders</p> <p>Implementing a process to define optimal targets and to measure the performance of the strategic initiatives through a Balanced Scorecard and/or KPI framework</p>
Competencies	Critical issues
<p>Business perspective, change and conflict management, organizational agility and facilitation</p> <p>Strong communication and change management skills</p> <p>Strong leadership and business partnering skills</p> <p>Creating a culture of risk intelligence to manage risk to proper execution of business strategies</p> <p>Understanding of key performance measurements to measure success of strategic and operating initiatives</p>	<p>Establishing structure of enterprise accountability for results, driving enterprise execution</p> <p>Gaining acceptance from business management as the organization's catalyst</p> <p>Maintaining enterprise accountability while business models continue to change through extended business relationships, outsourcing models and global expansion</p>

4. Strategist

The objective of the strategist is to provide leadership with respect to aligning financial and business strategies such as M&A, the investments and capitalization of the company.



Key focus	Key roles
<p>Helping to set the future direction of the company in order to enhance business performance and shareholder value</p>	<p>Leveraging financial perspective to frame the acquisition of capital, undertake M&A and other investments, strategic decision-making, integration of performance management</p> <p>Create a capital and risk management lens to support the effective execution of the strategic initiatives of the Company</p> <p>Establish, implement and monitor management's intervention strategy when risk issues exceed defined thresholds of risk tolerance</p>
Competencies	Critical issues
<p>Critical thinking, analysis and presentation of data, global financial perspective, strategic agility, dealing with ambiguity</p> <p>Capital formation and structuring experience</p> <p>Merger targeting, due diligence and integration experience</p>	<p>Providing a financial perspective on innovation, M&A and profitable growth, acquiring capital and translating expectations of the capital markets into internal business imperatives</p> <p>Providing the information and tools necessary for the organization to make sound business decisions</p> <p>Strategic M&A wave – speed and the need to get ahead of the curve</p> <p>Difficult capital markets and lining up M&A funds</p> <p>Merger integration execution</p> <p>Balancing risk tolerance with changing business model and M&A opportunities</p>



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