



Workshop

Career Management:

essere protagonisti della propria storia professionale

Torino, 27 febbraio 2013

L'evoluzione del mercato del lavoro

L'evoluzione del ruolo del CFO e le competenze del futuro



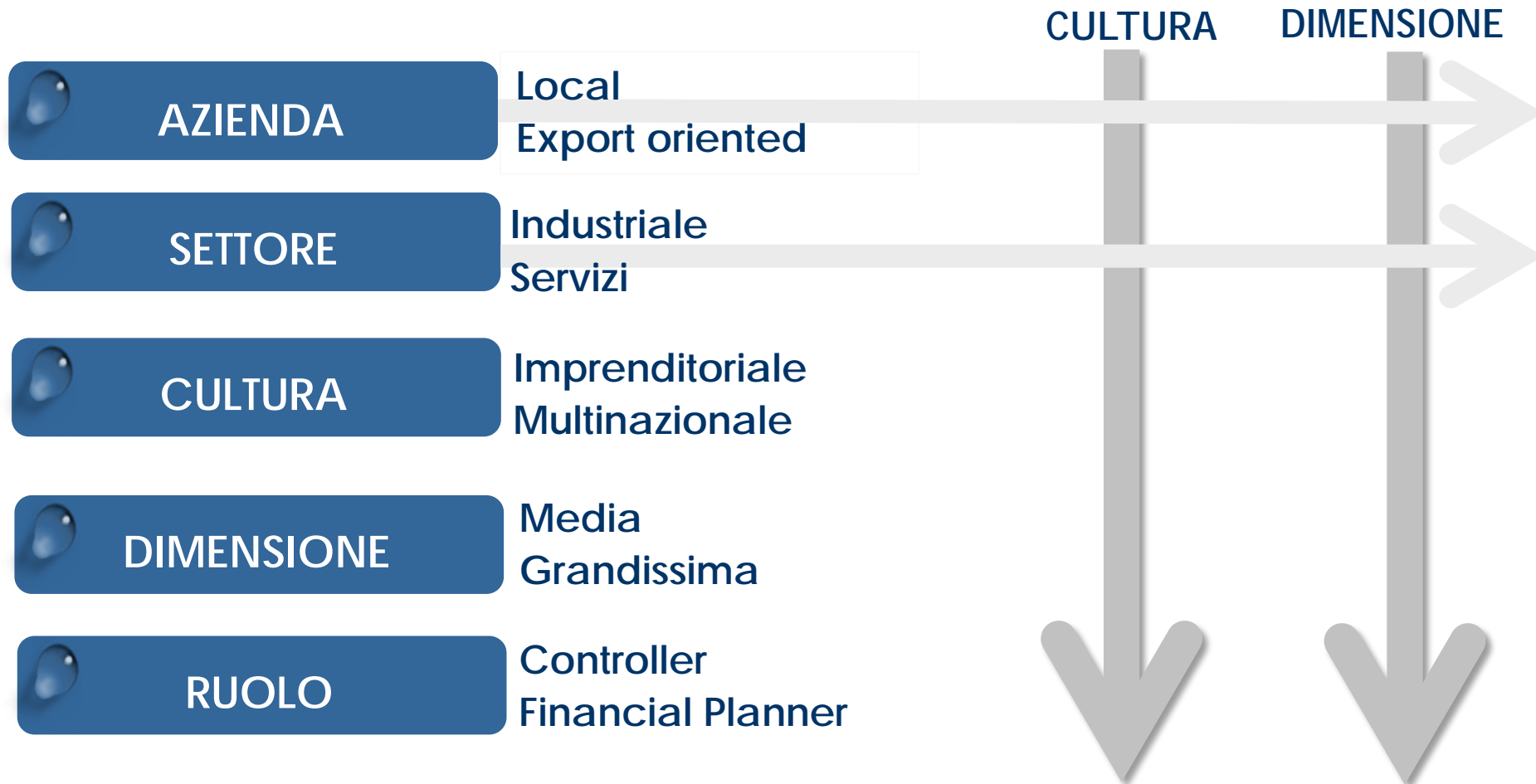
Fabio Ciarapica

Director PRAXI ALLIANCE Ltd

- ✓ GOVERNANCE
- ✓ FINANCIAL PLANNING
- ✓ RISK
- ✓ TECHNOLOGY
- ✓ CHANGE MANAGEMENT
- ✓ PEOPLE MANAGEMENT



CFO: Interpretazione del Ruolo/Contesti operativi



CFO: Interpretazione del Ruolo/Contesti operativi



CFO: i «talenti» necessari BUSINESS ACUMEN, BUSINESS OUTLOOK «QUANTIFICARE IL FUTURO»

❑ RUOLO/STATUS

- ✓ Da factotum a Controller
- ✓ Da Controller a CFO
- ✓ Da CFO a CEO
- ✓ Da CEO a CRO (Chief Restructuring Officer)

❑ BUSINESS

- ✓ Business work flow
- ✓ Business development
- ✓ Business control
- ✓ Crisis Management

❑ PROFILO MANAGERIALE

- ✓ Da Staff a Business Partner
- ✓ Da Business Partner a Business Driver
- ✓ Da Business Driver a Business Strategist
- ✓ Turnaround Manager

❑ ORGANIZZAZIONE

- ✓ Cost control
- ✓ Piattaforme tecnologiche
- ✓ HR downsizing/rightsizing
- ✓ People management

CFO: Riflessioni sui comportamenti del ruolo

La variabile finanziaria è l'elemento strategico nella visione del business, non più un elemento solo gestionale -per quanto evoluto-.

Quante aziende si possono permettere oggi di non essere «finance driven»?

- ❑ L' investment management non è solo di supporto ma è necessario per il Business Development
- ❑ Il Crisis Management è tanto su *figures* (credito,liquidità) che su *people* (rinegoziazioni clienti/fornitori interni/esterni!)
- ❑ Il CFO ha rapporto diretto con i Mercati e gli Azionisti

PER L'ATTUALE CFO NON SOLO DEVONO

EVOLVERSI TECNICAMENTE LE **COMPETENZE**

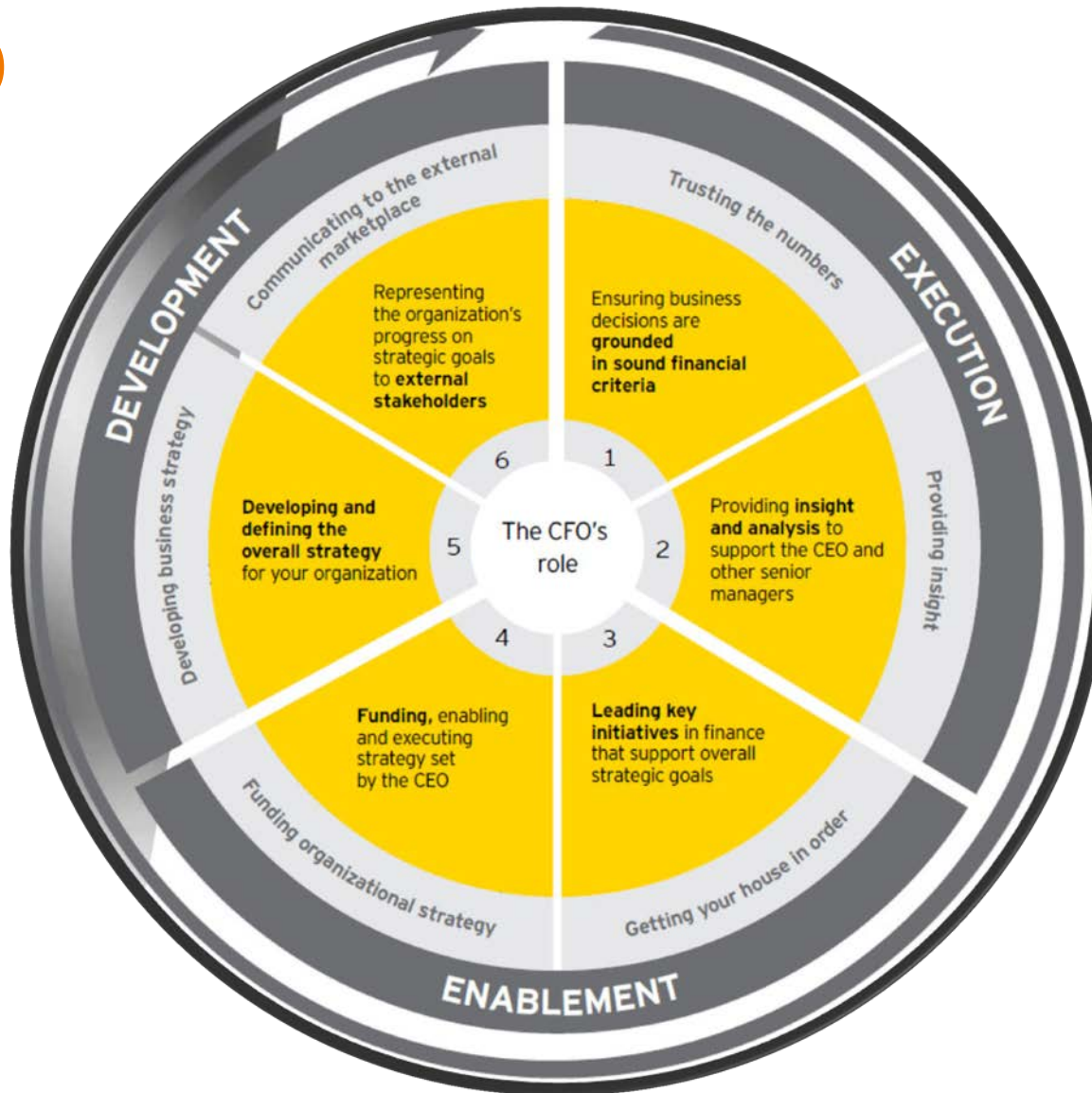
MA OCCORRE UN NUOVO REPERTORIO DI **CAPACITÀ E SOFT SKILLS**

E DI **COMPORAMENTI ORGANIZZATIVI MANAGERIALI**



CFO

L'evoluzione del ruolo CFO



L'evoluzione del ruolo CFO

ESEGUIRE e PRODURRE

1) VERIFICARE I NUMERI

Leggere la profittabilità/numeri in
VISIONE COMMERCIALE

2) ANALIZZARE E COMPRENDERE

COMUNICARE le info finanziarie e aree di rischio

3) GESTIRE I FLUSSI

Condurre e allineare sulle visioni i diversificati
stakeholder, con **LEADERSHIP**

We believe there are core skills, areas of knowledge, experiences and relationships to cultivate in order to excel in each of these six areas of the role:

Ensuring business decisions are grounded in sound financial criteria



Core skills	Core knowledge
<ul style="list-style-type: none"> Taking a commercial view in partnership with the business Identifying commercial, financial and economic risks from business propositions Establishing profitability of business propositions Providing robust but constructive challenge to business stakeholders Communicating clearly the financial implications of proposals 	<ul style="list-style-type: none"> Knowledge of the organization's business Detailed knowledge of products/service lines Awareness of the market and commercial environment Knowledge of investment appraisal Knowledge around approaches to profitability analysis
Key experiences	Key relationships
<ul style="list-style-type: none"> Business case appraisal Benefits tracking and realization Experience in pricing and profitability analysis Cost management Planning and forecasting 	<ul style="list-style-type: none"> Chief Executive Officer/Chief Operating Officer Business unit heads Heads of key support functions: Risk, IT, Operations, HR, Marketing and Sales Finance business partners Audit Committee

Providing insight and analysis to support the CEO and other senior managers



Core skills	Core knowledge
<ul style="list-style-type: none"> Communicating financial information effectively Assessing drivers of profitability Identifying and communicating areas of risk Forecasting future performance based on knowledge of past performance Identifying corrective action where required 	<ul style="list-style-type: none"> Knowledge of the organization's business Detailed knowledge of products/service lines Awareness of market trends, risks and issues Forecasting of key performance indicators (KPIs) in relation to the strategic plan Business performance management Knowledge of competition performance
Key experiences	Key relationships
<ul style="list-style-type: none"> Financial planning and reporting Accounting and reporting for projects and other non-recurring initiatives Experience in identifying non-financial drivers of financial performance Experience of identifying issues and corrective actions Operating at Executive level Markets trends analysis 	<ul style="list-style-type: none"> Chief Executive Officer/Chief Operating Officer Business unit heads Heads of key support functions: Risk, IT, Operations, HR, Marketing and Sales Finance business partners Strategy Director Corporate Development Officer

Leading key initiatives in finance that support overall strategic goals



Core skills	Core knowledge
<ul style="list-style-type: none"> Leadership skills to drive through change in finance Setting and communicating the vision and strategy for finance Ability to engage with business stakeholders to determine the appropriate role for finance Bringing together disparate stakeholders within finance and the business Sponsoring delivery of major change in the finance function 	<ul style="list-style-type: none"> How finance should be organized to deliver value to the business Understanding of finance processes and implications for the operating model The components of the finance operating model and the interdependencies Finance systems and implications for change Drivers of cost and value in finance
Key experiences	Key relationships
<ul style="list-style-type: none"> Delivery of major change in finance Finance process improvement Designing changes to finance operating models Involvement with delivery of finance systems Engaging with internal customers around service delivery transformation 	<ul style="list-style-type: none"> Chief Executive Officer Business unit heads Heads of key support functions: IT, Marketing, Risk, Operations, HR Senior finance managers Business unit finance teams

L'evoluzione del ruolo CFO

RENDERE POSSIBILE e SVILUPPARE

4) FINANZIARE LE STRATEGIE ORGANIZZATIVE

COMPRENDERE i «valori» guida e trasformare i numeri in obiettivi

Funding, enabling and executing strategy set by the CEO



Core skills	Core knowledge
<ul style="list-style-type: none"> Funding the organization's operations Prioritizing investments Developing strategic plans to achieve corporate goals Understanding the key value drivers Turning strategic plans into operational plans and targets (including defining KPIs) Designing the implementation program Monitoring progress against strategy 	<ul style="list-style-type: none"> Capital management Project financing Financial risk management Operational risk management Strategic and operational planning Performance management systems Program management Change management
Key experiences	Key relationships
<ul style="list-style-type: none"> Involvement in determining funding requirements Securing funding for operations and major projects Management of working capital Implementing financial risk management strategy e.g., interest rate, foreign exchange and market risk Developing strategic plans Managing large and complex improvement/change programs Managing a merger or acquisition 	<ul style="list-style-type: none"> Chief Executive Officer/Chief Operating Officer Business unit heads Risk Director Operations Director External funding providers Key Investors Treasurer

Developing and defining the overall strategy for your organization

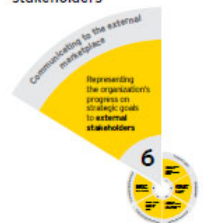


Core skills	Core knowledge
<ul style="list-style-type: none"> Translating corporate goals into a clear strategy Identifying financial and risk issues in relation to corporate strategy Delivering a workable strategic plan within known constraints Creativity/ability to think "out-of-the-box"/conceptually strong Analyzing portfolio of opportunities Visionary/story teller/ability to build trust and motivate people Effective communication of financial and risk issues to C-suite colleagues Providing robust financial challenge at C-suite level 	<ul style="list-style-type: none"> Strategic and operational planning Knowledge of the organization's business Detailed knowledge of products/service lines Business model design Scenario planning Good overview of the industry structure and challenges Strategic frameworks and theory Awareness of the market and commercial environment Aware of industry and organization risk profile Awareness of IT as an important business enabler
Key experiences	Key relationships
<ul style="list-style-type: none"> Strategy development Development and implementation of business plans Monitoring achievement of plans and targets and taking corrective actions where required Operational and financial risk management Product and market development 	<ul style="list-style-type: none"> Chief Executive Officer Chief Operating Officer Business unit heads Chief Information Officer Risk Director Marketing Director HR Director Strategy Director Corporate Development Officer

5) SVILUPPARE IL BUSINESS

Tradurre il portfolio di opportunità/obiettivi in **VISIONI STRATEGICHE** di lungo termine

Representing the organization's progress on strategic goals to external stakeholders



Core skills	Core knowledge
<ul style="list-style-type: none"> Clear communication of performance Perspectives on organization's performance relative to main competitors Detailed knowledge about main value drivers/key KPIs and initiatives to improve them Positive communication around management of key risks Taking a forward looking view Anticipating and responding to questions from media, analysts and investor community Responding positively to issues raised by industry regulators 	<ul style="list-style-type: none"> Knowledge of the organization's business and deep insight into the industry Detailed knowledge of products/service lines Awareness of the market and commercial environment Awareness of impact of local regional and global economies on financial performance Accounting technical knowledge to supervise Financial Statements
Key experiences	Key relationships
<ul style="list-style-type: none"> Preparation of financial information for external publication and communication to the capital markets Dealing with parties external to the organization Engaging with media Managing relationships with external auditors Managing resolution of key accounting and control issues 	<ul style="list-style-type: none"> Chief Executive Officer Chairman Executive and non-executive boards Other key governance committees e.g., audit, remuneration External auditors Media and Investor Relations Regulators

6) COMUNICARE

RAPPRESENTARE MEDIATICAMENTE sul mercato il posizionamento e la cultura aziendale

CFO: UN VISIONE WORLDWIDE (competenze ma anche capacità!)



NORDICS

CFO "RIMPIAZZANO" I CEO IN AZIENDE SEMPRE PIÙ DELOCALIZZATE.

FOCALIZZATI SU ANALISI LIQUIDITÀ E CASH FLOW.

ANALISI TRANSFER PRICING (CONSOCIATE, CONTROLLATE, PLANTS...) E ANALISI RIDUZIONE TASSAZIONI.

SU "PROGETTI" E NON SOLO "PROCESSI" (UN PLANT DA CHIUDERE, UN MERCATO DA APRIRE...).

NON SOLO GESTIRE BENE IL PRESENTE MA AVERE "VISIONI" FUTURE, BUSINESS OUTLOOK.

CO-OWNER (CEO) DEL PROCESSO STRATEGICO.

COUNTRY MANAGER COME MIX DI BUSINESS DEVELOPER E FINANCIAL CONTROLLER.

CAPACITÀ DI "RICONOSCERE LE OPPORTUNITÀ" DI BUSINESS NON LOCALI.

APPROCCIO DA "CORPORATION" ANCHE PER "MULTINAZIONALI TASCABILI" E MOLTIPLICITÀ DI SUBCONTRACTOR (GRANDE ANALOGIA CON IL CAPITALISMO ITALIANO).

COMPRESIONE DEI MEGATRENDS E MACROECONOMIA ANCHE PER MEDIE AZIENDE.

CONOSCERE ED EFFICIENTARE I PROCESSI MA TRAGUARDARE I TREND DEL CONSUMO E DEI MERCATI PER ANTICIPARE LA COMPRESIONE DEI FLUSSI DI CASSA.

COMPETITIVITÀ & SOSTENIBILITÀ



BRASILE

EVOLUZIONE RAPIDA NEGLI ULTIMI ANNI DEL RUOLO DA CAO A COO, IN UN MERCATO CHE CRESCE ORGANICAMENTE NEI CONSUMI DOPO ESSERE CRESCIUTO NELLE INDUSTRIAL OPERATIONS.

PASSO INTERMEDIO VERSO RUOLI DI CEO

LA CONOSCENZA DELLE TECNICITÀ FINANZIARIE SI DEVE SPOSARE CON LA SUPERVISIONE DELLE OPERATIONS E DI TUTTI I PROCESSI INTERNI, PER AMBIRE AD UN RUOLO APICALE



POLONIA

DA CONTABILE A CONTROLLER DELLE INDUSTRIAL OPERATIONS AI RAPPORTI COL SISTEMA CREDITIZIO



FRANCIA

OPERAZIONI DI LBO E INDEBITAMENTO
RAPPORTI CON PE E FONDI D'INVESTIMENTO
CORPORATE FINANCE
ANALISI CREATIVA DELLA FISCALITÀ



GRECIA

BRACCIO DESTRO DEL CEO
CRISIS MANAGEMENT
RISTRUTTURAZIONE DEBITO
RICERCA LIQUIDITÀ
COMUNICAZIONE ESTERNA D'IMPRESA
"COMPANY SPOKESMAN": SOFT SKILL
DIPLOMATICHE



SPAGNA

CFO OGGI ATTORE CHIAVE DEL DECISION MAKING PROCESS GRAZIE AL PRESIDIO DEI SISTEMI TECNOLOGICI.
DA "CUENTA-ALUBIAS" A "CRUSCOTTO" DIREZIONALE PER TUTTE LE FUNZIONI AZIENDALI DALLA VERIFICA DEL PASSATO ALLA PIANIFICAZIONE DEL FUTURO



GERMANIA

- NON PIÙ SOLO CONTROLLING (TIPICAMENTE TEUTONICO) E "NUMBER CRUNCHERS"
- CHANGE MANAGEMENT: STARTER DELLA OTTIMIZZAZIONE DI PROCESSI
- GUIDARE LA SCELTA DELLE TECNOLOGIE
- GUIDARE LE PERSONE



CHINA

- IN 5 SOLI ANNI DAL CFO GENERALISTA A ORGANIZZAZIONI MATRICIALI SEMPRE PIÙ GRANDISSIME CON LA FUNZIONE DIVISA IN 3 ACCOUNTING & TAX, MANAGEMENT ACCOUNTING, CORPORATE FINANCE & RELATION WITH BANKS.
- UNICO CFO TENDE A SCOMPARIRE, CON MAGGIORI SUPERSPECIALISTI (SENIOR DIRECTOR) A SUPPORTO DEL CEO "BUSINESS STRATEGIST"
- MAGGIORI ESIGENZE DI COOPERAZIONE IN TEAM PER I SENIOR EXECUTIVE

CFO parole chiave

«BEYOND THE FINANCE»

Da scorekeeper a strategist...

Competenze+Capacità

- Partecipa della GOVERNANCE, non solo «reporting to»
- Indirizzare il BUSINESS, non solo essere il «freno» ed il controller
- Co-formulare le STRATEGIE, non solo partecipare a...
- Quantificare il FUTURO, non solo certificare il dato passato e presente.
- Certificare la SOSTENIBILITA'
- Co-pilotare il Change Management non solo su sistemi e processi ma sulle resistenze culturali

CFO – some related links

<http://www.cfoworld.co.uk/>

<http://www.ey.com/GL/en/Services/Assurance/Finance-forte--the-future-of-finance-leadership>

<http://www.cfoworld.co.uk/in-depth/the-cfo-career/3264354/the-ambidextrous-cfo/>

<http://www.cfoworld.co.uk/news/people-management/3262904/poor-succession-planning-for-cfos-jeopardises-future-growth-new-study-finds/>

<http://www.cfoworld.co.uk/in-depth/change-management/3370988/what-cfos-should-consider-when-overseeing-change/>

<http://www.cfoworld.co.uk/in-depth/change-management/3364123/transformation-open-up-new-ideas-innovation/>

[http://www.ey.com/Publication/vwLUAssets/DNA_of_the_CFO_-_Quick_reference_guide/\\$FILE/At_a_glance_The_DNA_of_the_CFO_LR.pdf](http://www.ey.com/Publication/vwLUAssets/DNA_of_the_CFO_-_Quick_reference_guide/$FILE/At_a_glance_The_DNA_of_the_CFO_LR.pdf)

<http://strategieaziendaliealtro.blogspot.it/2013/01/httpwww.htm>

<http://www.cunef.edu>

CFO – some related LinkedIn Group



CFO
Knowledge



Business Intelligence &
Performance Management
(BI&CPM)

CFO Intellectual Exchange Network
(IXN)



Financial Executives
International (FEI)



Chief Financial Officer (CFO) Network –
The #1 Group for CFOs



Big Four Accounting Consulting
- Deloitte, Ernst & Young, KPMG,
PwC, Accenture, Capgemini
(Big4.com)



SAP Office of the CFO



Super CFO : Finance, Accounting,
Tax, IFRS, Startup, PE, CEO, CA,
CPA, CS, Networking,
Professionals



Florida QlikView Users Group

www.praxialliance.com



PRAXI
ALLIANCE

Worldwide
Executive Search
Network

Contatto:

Fabio Ciarapica
Director PRAXI ALLIANCE Ltd

Milano - T 0243002
italy@praxialliance.com
fabio.ciarapica@praxi.com

