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National Executive Development Webinar Series

The Future Role of the Corporate Finance Executive

Presented in partnership with:



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Introduction

Presenter:

Eric Krell, Financial Writer and Researcher

Panelists:

Gordon Cummings, MBA, FCMA

*Michael Conway, CA, ICD.D, Chief Executive
and National President, FEI Canada*

Moderator:

*Christian Bellavance, VP Research and
Communications, FEI Canada*



Finance executive priorities

To meet future demands, finance executives will need to identify, assess and act on:

- The drivers for change
- The business challenges
- The impact on finance executives

Priorities: Drivers of change

Drivers of change	Business challenges	Impact on finance executives
Economic, environmental and geopolitical volatility		
Technological advancements and breakthroughs		
Demographic shifts		

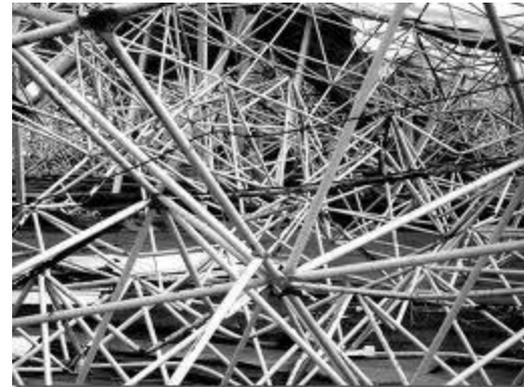
Change driver I:

Economic, environmental and geopolitical volatility

- 1. Economic disruptions:** Crisis overload
- 2. Environmental disruptions:** Threats, opportunities and regulatory change
- 3. *Geopolitical disruptions:*** Welcome to the “Age of Upheaval”

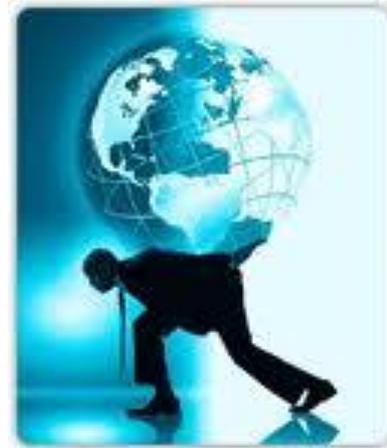
Change driver II: *Technological advancements and breakthroughs*

- 1. Data Deluge: “Zettabyte Management”**
- 2. Growing reliability *and* complexity: Tangled systems**
- 3. Cyber security:**
Is WikiLeaks a preview?



Change driver III: *Demographic shifts*

- 1. Aging:** Declining providing ratio in developed countries
- 2. Immigration:** Increasing competition for talent
- 3. Location:** Adjusting to the “New Urbanism”



Priorities: Business challenges

Drivers of change	Business challenges	Impact on finance executives
Economic, environmental and geopolitical volatility	Effectively identify and respond to threats, challenges and opportunities	
Technological advancements and breakthroughs	Identify and deliver actionable information to decision-makers	
Demographic shifts	Greatly improve valuation, management and deployment of intangible assets	

Challenge I:

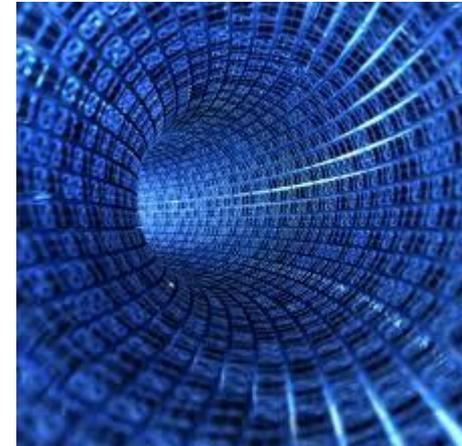
Getting risk management right

- Redefining risk management: Threats, challenges *and* opportunities
- Expanding scenario planning
- Focusing on risk communications *and* risk culture



Challenge II: *Harvesting insights from data*

- Expand and strengthen management of internal data
- Identify more *leading* indicators
- Improve accuracy and speed of forecasting and planning



Challenge III: *Human capital management*

- The need to value, manage and deploy people in a way that provides the greatest flexibility to reconfigure cost structures
- The need to more effectively and more precisely value, monitor and measure intangible assets



Priorities: Impact on finance executives

Drivers of change	Business challenges	Impact on finance executives
Economic, environmental and geopolitical volatility	Effectively identify and respond to threats, challenges and opportunities	Growing leadership role in enterprise risk management efforts
Technological advancements and breakthroughs	Identify and deliver actionable information to decision-makers	Upgrade financial and performance management capabilities
Demographic shifts	Greatly improve valuation, management and deployment of intangible assets	Greater rigor in the management of human capital

Risk management questions

- Is the organization's risk management capability sufficiently holistic?
- Is the risk culture effective?
- Are scenario planning processes integrated into business processes and culture?

Performance management questions

- How can the organization protect and harness its proprietary data?
- How can the organization transform raw data into useful and more forward-looking insights?
- How can finance executives invest more time looking ahead to gauge risks in the near future and less time tracking and reporting past performance?

Human capital management questions

- How can the organization derive greater innovation and value from the workforce?
- How can the organization better understand, quantify and manage people risks
- What are the best measures for managing intangible assets within the organization's human, relational and structural capital?

The Future Role of the Corporate Finance Executive

Any participant who would like a copy of the 2020 Vision paper when it is finalized in March 2011 may send an e-mail to info@cma-canada.org with the following in the Subject Line: **“Attention Andrea 2020 Vision”**.

