

"...redefines the role of finance in the modern organisation and will be beneficial for every CFO and finance manager.."

Gary Crittenden, CFO - American Express

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Jeremy Hope MA, FCA

Jeremy Hope, MA, FCA is one of the world's top thought leaders in the field of performance management. He is the author of a number of articles and books on performance management and associated leadership issues. His article on Beyond Budgeting with colleague Robin Fraser won the prestigious IFAC (International Federation of Accountants) award for best accounting article of 1998. His article "Who Needs Budgets" in the Harvard Business Review in February 2003 was also highly regarded. He has given many keynote speeches at major conferences and hundreds of seminars on these topics

- He began his career as a chartered accountant and has since had experience in venture capital and business management.
- He is a co-founder of the Beyond Budgeting Round Table and has led its research programme since 1998.
- He has written four books on performance management (Transforming the Bottom Line (1995), Competing in the Third Wave (1997) (both with Tony Hope), Beyond Budgeting (2003) (with Robin Fraser) and Reinventing the CFO (2006) – all published by the prestigious Harvard Business School Press). He has two new books that will be published in 2011.
- He has done consulting work with many organizations around the world including the World Bank (USA), Telekom Malaysia (Malaysia), Resorts World (Malaysia), Aljazeera (Qatar), CIBC (Canada), Scottish Enterprise (UK) and Transport for London (UK).
- He has done workshops in over 40 countries around the world.

'MEGA GURU EVENT'

Reinventing the

CFO

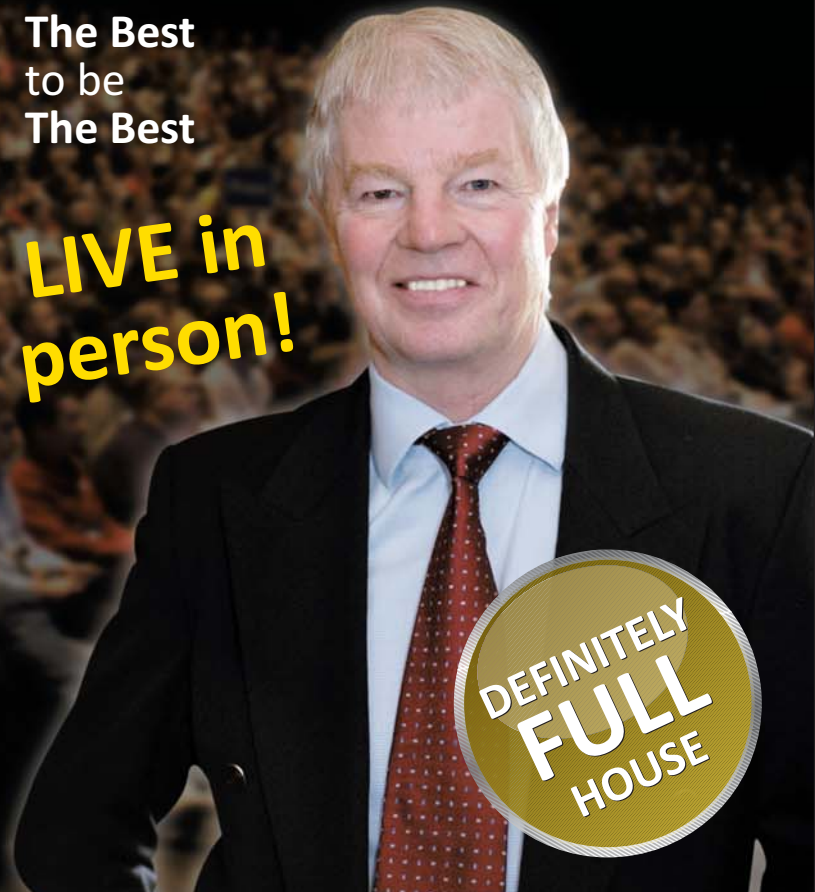
How Financial Managers can transform their roles and add Greater value

11 March 2011 | PC Hotel Karachi | 9 am to 5 pm

(Advanced Executive Education)

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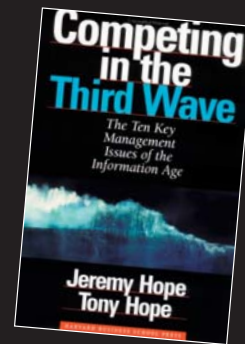
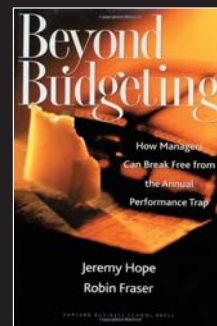
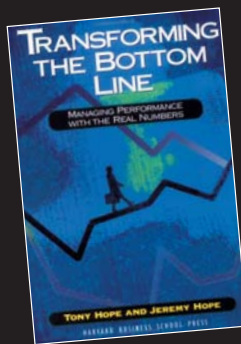


Reinventing the CFO

How Financial Managers can transform their roles and add Greater value

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Scope

Chief Financial Officers and Financial Managers are under greater pressure than ever before. While they aspire to be business partners, their departments have shrunk over the past ten years from around 3 percent to 1 percent of revenue – world-class organizations are around 0.6 percent - and their people are stretched to breaking point. This means that they continue to struggle with the basic accounting tasks.

Over two-thirds of their time is spent on transaction processing and month-end routines; there are simply too many journals, too many spreadsheets, too many errors, and too many disconnected systems. Budgeting takes too long, is too expensive, and adds too little value. They typically focus on functions and activities rather than processes and cost incurred rather than value created. The result of all these failings is increasing levels of detail and complexity.

In today's rapidly changing business climate the CFO's role has never been more important. His or her management colleagues (including the board) desperately need fast, frequent and relevant information to make important decisions daily and weekly. They are also demanding answers to difficult questions: How can we cut costs without affecting customer value? Which products, business segments and growth initiatives should we invest in? Which products and customers are strategic and profitable? Is our strategy working and, if not, what action should we take? Which business teams are performing well and which are performing poorly? How are we performing today and what does the near-term future look like? Most CFOs struggle to answer these (and many similar) questions.

Despite this gloomy picture, there are many examples of CFOs who have made a real difference to the success of their organizations. These executives have built highly competent teams that satisfy the needs of their management colleagues in a consistent and uncomplicated way. But, perhaps above all, they have time to spend with their staff and with important stakeholders including non-executive directors and investment analysts.

This Reinventing the CFO Masterclass is a high value and in time workshop that will enable you to - Learn from best-in-class organizations such as Toyota, Handelsbanken, Southwest Airlines, Statoil, American Express, GE, Unilever and many others. This one-day workshop will enable you to raise your game and take on more of a leadership role. It could be the defining moment in your career.

Programme

Session 1 – CFO as Champion of Change

You need to rise above the basic accounting routines and become a change leader that can transform Finance into a best-in-class operation. You need to make an honest assessment of how effective you are and prepare a vision and roadmap of where you want to be in a few years from now. And you need to take your team with you on the journey. This workshop will teach you:

- How to build a case for change
- How to develop a vision and roadmap for improving Finance (aligning the CEO-CFO visions)
- How to focus on improving Finance *efficiency* (how to cut out low value work, increase quality and reduce costs) and *effectiveness* (how to turn Finance into a valued and trusted business partner)
- How to build your team
- How to use IT to build a best practice performance management system
- How to design and use a Finance Scorecard to set goals and action plans for Finance and measure performance progress

Case examples include Cisco Systems, GE, Handelsbanken and American Express

Session 2 – CFO as Warrior against Waste

- The 10% cut. How Finance can eliminate many unnecessary costs
- The 20% cut. How Finance can use benchmarking and stretch goals to drive down costs
- The 30% cut. How Finance can use process mapping and cost driver analysis to eliminate waste
- The 40% cut. How Finance can help the CEO to reshape the organization, reduce bureaucracy, increase transparency and improve the control system

Case examples include Cisco Systems, Toyota, Handelsbanken

Session 3 – CFO as Architect of Adaptive Management

- How Finance can move 'beyond budgeting' to rolling reviews and forecasts
- How Finance can change the way targets are set from annual to relative goals
- How Finance can change resource allocations from annual budgets to 24/7 availability

Case examples include Handelsbanken, American Express and HCL Technologies

Session 4 – CFO as Master of Measurement

- How Finance can align measures, goals and actions with strategy using the Balanced Scorecard
- How Finance can improve the speed, frequency and relevance of measures and reports
- How Finance can produce reports "on a page" that tell people where they are daily and weekly
- How Finance can use KPIs, trends and relative measures to provide many more performance insights

Case examples include Southwest Airlines, Telekom Malaysia and HCL Technologies

Case examples



Handelsbanken



IN THE POST-CAPITALIST SOCIETY, IT IS SAFE TO ASSUME THAT ANYONE WITH ANY KNOWLEDGE WILL HAVE TO ACQUIRE NEW KNOWLEDGE EVERY FOUR OR FIVE YEARS OR ELSE BECOME OBSOLETE!
Peter F. Drucker, Post Capitalist Society

Too many CFOs have failed to heed Drucker's advice to keep their knowledge up-to-date. They remain prisoners of dysfunctional systems and mental models that were developed for a role that is fast becoming obsolete.

Ex CEO of General Electric Jack Welch neatly encapsulated this changing climate when he said that... "we had constructed over the years a management apparatus that was right for its time. It was right for the 1970s, a growing handicap in the 1980s, and it would have been a ticket to the boneyard in the 1990s. Of the original 36 'excellent' companies listed in Peters and Waterman's book In Search of Excellence (1982), only two remained in the Forbes top 100 companies in 2002."

The need for a tightly linked financial rigor and strategic insight has never been greater. The call for urgent waves of change provoked by mergers, acquisitions, LBOs, and bankruptcies. . .and, globally, by rapidly emerging markets, falling trade barriers, and intense competition has gained prominence in the boardrooms worldwide.

Despite the gloom and doom, there is an increasing number of organisations that are building first-class finance operations that support a management culture of learning and improvement. At top organisations, CFOs (*some of whom we will be discussing about*) are multi-faceted visionaries who work with the CEO as the navigator, anticipating risks and charting the course to new corporate destinations.

TWO VISIONS FOR IMPROVING THE FINANCE OPERATION

Vision A

- Increase targets, measures and controls vs.
- Improve financial and accounting expertise vs.
- Tighten top-down planning and control vs.
- Manage costs through tighter budgets vs.
- Measure to tighten accountability vs.
- Manage risk through better procedures vs.

Vision B

- Reduce targets, measures and controls
- Improve business analysis skills
- Enable local managers to respond to events
- Eliminate costs that add no value
- Measure to learn and improve
- Manage risk by raising competencies

Words such as *CLARITY, SIMPLICITY, TRANSPARENCY* and *ACCOUNTABILITY* best describe this vision. This is how finance becomes a valued and trusted business partner. This Masterclass explains how Vision B has been implemented at a number of leading organisations around the world. The CFO can be its champion and, in some cases, even its leader.

Highlighted by proprietary information from "Beyond Budgeting Round Table's" study and interview of many high profile CFOs from benchmark companies worldwide like the World Bank, Unilever, American Express, GE Capital, Toyota, Ahlsell, Handelsbanken and many others, *REINVENTING THE CFO* is a groundbreaking "Executive Masterclass" which offers a proven blueprint for financial professionals making the enormous shift from "number cruncher" to strategist, value creator and business partner to compete in the *NEW WAVE*.

How you will benefit

This workshop is aimed at existing and aspiring CFOs (including finance directors, controllers, analysts as well as strategic planners and anyone responsible for improving the finance and planning operations) who want to improve their knowledge and performance. It is applicable to both the private and public sector.

What you will gain

Based on many insights into how the best CFOs have improved their finance operations this series provides the opportunity for you to take a career step-change in knowledge and performance. It will cover a wide range of topics including leadership, strategy, profitability, planning and measurement.

"Today's CFO must be a change agent and catalyst for driving business growth within a strong controllership environment. Reinventing The CFO helps define that vision with numerous best practices."

Jim Parke - CFO, GE Capital

"As we push ahead with our reform effort to improve developmental effectiveness through better alignment of resources to strategic priorities and more explicit accountability for results, Reinventing the CFO offers an excellent guide and companion for the journey. Much of our change agenda incorporates Jeremy Hope's observations, not least around simplification, measurement and adaptive management."

John Wilton - CFO, World Bank

"Radical decentralisation and adaptive financial management have been the twin pillars supporting the remarkable success of Handelsbanken over the past 35 years. No one outside the bank has understood this better and in greater depth than Jeremy Hope as this workshop demonstrates. Reinventing the CFO shows how finance can really make a difference to long-term performance by liberating people from the tyranny of targets and top-down controls. Every CFO should attend this."

Lennart Francke - CFO, Svenska Handelsbanken

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Personal message from Jeremy Hope!



I am looking forward to my first visit to Pakistan in March 2011. Finance professionals are at the heart of every strong economy and I hope to educate and inspire your finance community to raise their aspirations and their performance. The business world is going through a time of great change and this is creating many more opportunities to build businesses and generate new wealth. Technology is levelling the playing field so that location, infrastructure and climate are less important. But to benefit from these opportunities requires not only visionary leaders but also numerate managers who understand how to underpin decisions with careful analysis and thoughtful advice. There are many global role models that we can look to for guidance and I shall be providing many examples of their 'best practices' in my lectures. My only requirement of those listening to my presentations is that they come with an open mind and be prepared to change their ways of working to embrace new ideas and better practices."

Jeremy

For onsite customized programs by **Jeremy Hope**

Please contact **Muhammad Faheem**
muhammad.faheem@terrabizgroup.com

Cell: +92 343 206 6050

Phone: +92 21 3455 8539

Registration details:

Early Bird Fee (per participant)

Registrations with payment before 20th February, 2011

Rs. 15,500/-

Normal Fee

Registrations with payment after 20th February, 2011

Rs. 17,500/-

Group Registration:

Registrations with payment according to the respective dates:

Number of Pax:	Before 20 th February, 2011	After 20 th February, 2011
5 or more	Rs. 12,500/- (per participant)	Rs. 14,500/- (per participant)
10 or more	Rs. 11,500/- (per participant)	Rs. 13,500/- (per participant)
15 or more	Rs. 10,500/- (per participant)	Rs. 12,500/- (per participant)

For registration contact

Qazi Waqas Ahmed / Asim Rajput
+92 345 303 7045 / +92 321 898 0681

Tel.: +92 21 3455 0431 & 3455 0319

Fax: +92 21 3455 7264

register@terrabizgroup.com

terrabizgroup@gmail.com

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We are a business information firm, having managed and organized events of various calibers during the last 3 years of our operations. Among our more recent event are MIT Entrepreneurship Forum Pakistan, TerraBiz and OPEN jointly organized a conference on Corporate Innovation and Entrepreneurship 2010, Karachi in December 2010, 3rd Women in Business Leadership Conference in Lahore on 25th November 2010 in Lahore with PSTD, Entrepreneurship 2010 – Changing the Mindset conference with MPF, 2nd Women in Business & Leadership Conference WIBCON 2010, in April 2010 which we managed for PSTD. ICAP in collaboration with TerraBiz organized a highly successful CFO Conference 'Rising CFO' in March 2010 which was attended by 600 delegates.. We also managed the MAP Conference in November 2009, Lahore with high appreciation from all over the country.

TerraBiz Human Capital Management Conferences which were held in Karachi and Lahore in April 09 and July 09 respectively, and the Compensation & Benefits Day in June '09 also received a very good feedback from the HR professionals in the country. We also organized the 11th Convention of the Management Association of Pakistan in December last year in Karachi. MAP convention has become the benchmark against which all business conferences are measured. We also organized the first ever conference on Digital Marketing in Pakistan titled Marketing 2.0 which saw the confluence of the top three names in the world of digital marketing - Google, Yahoo and Microsoft, represented by their senior executives from abroad. Global Head of Mobile Marketing P&G was also one of the speakers. TerraBiz has also organized some events with Google Pakistan.

TerraBiz was responsible for producing a series of highly successful road shows on the promotion of investment in Pakistani capital markets in different cities for its client the Central Depository Company. As part of our operations, we also regularly facilitate international trainers to conduct public workshops in Pakistan. A few of them were 'Six Thinking Hats' with Dr. Sunil Gupta, Life Time Master Trainer of Edward de Bono Tools, Nick Blasdale Introductory Management Skills, Advanced Presentation Skills and Media Relations by Simon Bucknall, HR Balanced Scorecard with Alan Fell; Employer Branding with Dr. Olga Kampaxi, and many others.

Our recent training workshop participants list includes SSGC, OGDCL, KESC, KAPCO, Pakistan Security Printing Corporation, State Bank, National Bank, MCB Bank, RBS, HSBC Bank, Allied Bank, NIB Bank, Faysal Bank Limited, HABIB Bank Limited, Samba Bank Limited, SILKBANK Limited, Mobilink, Ufone, Zong, Warid Telecom, Wateen Telecom, Telenor, World Call Telecom, Siemens, Haleeb Foods, National Foods, Cadbury, Getz Pharma, Sanofi Aventis, Novartis Pharma, GSK, PharmEvo, Macter Pharma, Sight Savers, Syngenta, Engro Corp, Coca Cola Beverages, Unilever Pakistan Limited, Tapal Tea Pvt. Ltd, CDC, HUBCO, Aga Khan University, IBA Karachi, Shirazi Trading, Ali Gohar & Company (Private) Limited, Atlas Engineering Limited, Attock Refinery Ltd, B|BRAUN Pakistan, Byco Petroleum Pakistan, Clariant (Pakistan) Ltd, Colgate-Palmolive (Pakistan) Ltd, Dalda Foods (Pvt) Ltd, First Imrooz Modaraba, Geo Television Network, ICI Pakistan Limited, InfoTech Private Limited, INTERNATIONAL INDUSTRIES LTD, Metro Cash & Carry Pakistan (Pvt.) Ltd, Packages Limited, Tetra Pak Pakistan, Transworld, et al.

Who must attend

This workshop is designed for CFOs, Vice-Presidents, Directors, Managers, Department Heads and Senior Executives, Entrepreneurs and Business Owners from any sector or industry who care to raise their bar on worldclass finance function. Typical audience include...

- Chief Executive Officer
- Managing Director
- Chief Financial Officer

- SVP Finance
- VP Finance
- Financial Director

- Chief Accountant
- Strategic Planner
- Business Planner

- Senior Executive Finance
- Budget Manager
- Finance Manager

- Planning Manager
- Change Manager
- Financial Controller