



U.S. CFO Program  
The Four Faces of the CFO



# CFOs Play Four Critical Roles in Companies

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

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

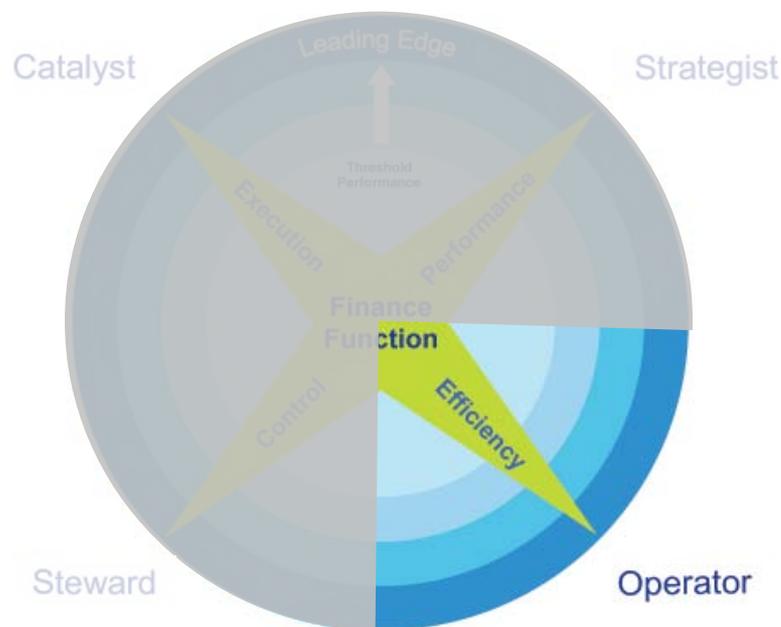


Protect and preserve the critical assets of the organization and accurately report on financial position and operations to internal and external stakeholders

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

# Operator

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



What is the key **Focus of an Operator**?

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

What are the key **Roles of an Operator**?

- 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

What **Competencies** does an Operator typically have?

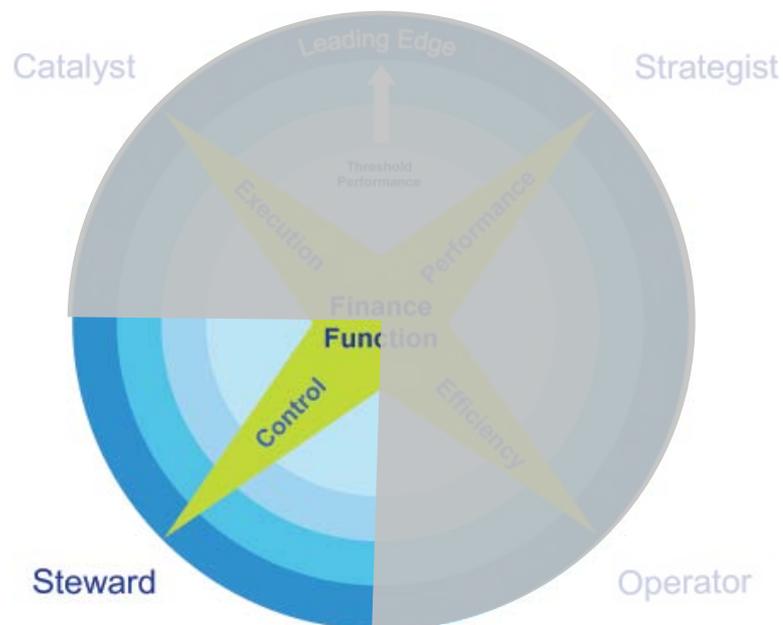
- Leverage system capabilities, program/project management, problem solving and adopting a cross-border attitude
- Strong leadership skills including an understanding of key information systems and human resource issues
- Strong understanding of the company's business model and industry
- Understanding of risk and controls to properly manage and help mitigate risk

What are some of the **Critical Issues** an Operator may face?

- 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 toward International Financial Reporting Standards (IFRS)

# Steward

The objective of the Steward is to protect and preserve the assets of the organization



What is the key **Focus of a Steward**?

- Accounting and control
- Risk management and preserving assets

What are the key **Roles of a Steward**?

- 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

What **Competencies** does a Steward typically have?

- Accounting and reporting, compliance, applying good judgment
- Knowledgeable of operational and fraud risks
- Understanding of controls and related control frameworks (COSO, COBIT, etc.)

What are some of the **Critical Issues** a Steward may face?

- 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.)

# Catalyst

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



What is the key **Focus of a Catalyst**?

- Disciplined execution of strategic choices
- Changing organization behavior and establishing a value attitude

What are the key **Roles of a Catalyst**?

- Gaining business alignment to successfully identify, evaluate and execute strategies by partnering with senior management
- Being a business partner with other executives such as the CIO, CMO, Head of HR and business unit leaders
- Implementing a process to define optimal targets and to measure the performance of the strategic initiatives through a Balanced Scorecard and/or KPI framework

What **Competencies** does a Catalyst typically have?

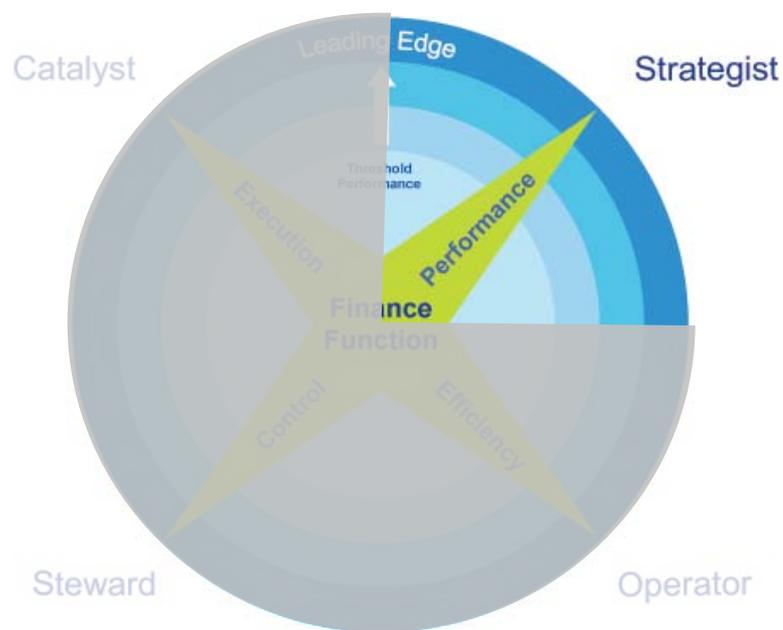
- Business perspective, change and conflict management, organizational agility and facilitation
- Strong communication and change management skills
- Strong leadership and business partnering skills
- Creating a culture of risk intelligence to manage risk for proper execution of business strategies
- Understanding of key performance measurements to measure success of strategic and operating initiatives

What are some of the **Critical Issues** a Catalyst may face?

- Establishing structure of enterprise accountability for results, driving enterprise execution
- Gaining acceptance from business management as the organization's catalyst
- Maintaining enterprise accountability while business models continue to change through extended business relationships, outsourcing models and global expansion

# 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



What is the key **Focus of a Strategist**?

- Helping to set the future direction of the company in order to enhance business performance and shareholder value

What are the key **Roles of a Strategist**?

- Leveraging financial perspective to frame the acquisition of capital, undertake M&A and other investments, strategic decision-making, integration of performance management
- Create a capital and risk management lens to support the effective execution of the strategic initiatives of the Company
- Establish, implement and monitor management's intervention strategy when risk issues exceed defined thresholds of risk tolerance

What **Competencies** does a Strategist typically have?

- Critical thinking, analysis and presentation of data, global financial perspective, strategic agility, dealing with ambiguity
- Capital formation and structuring experience
- Merger targeting, due diligence and integration experience

What are some of the **Critical Issues** a Strategist may face?

- Providing a financial perspective on innovation, M&A and profitable growth, acquiring capital and translating expectations of the capital markets into internal business imperatives
- Providing the information and tools necessary for the organization to make sound business decisions
- Strategic M&A wave—speed and the need to get ahead of the curve
- Difficult capital markets and lining up M&A funds
- Merger integration execution
- Balancing risk tolerance with changing business model and M&A opportunities



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