

CIMA

Chartered Institute of
Management Accountants

China CFOs : Next Decade

中国CFO 未来十年

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The past and future: Global Trend

- In 1998 KPMG predicted that the physical finance department would disappear by 2010*
- Where are we now?



* *Finance of the future: a guide for business users*, KPMG Management Consulting 1998

CIMA Centre of Excellence: key findings

- Evolution not revolution
- The finance department is alive and well – but now more dynamic
- Emphasis on business partnering



CFOs: adding value

创造价值



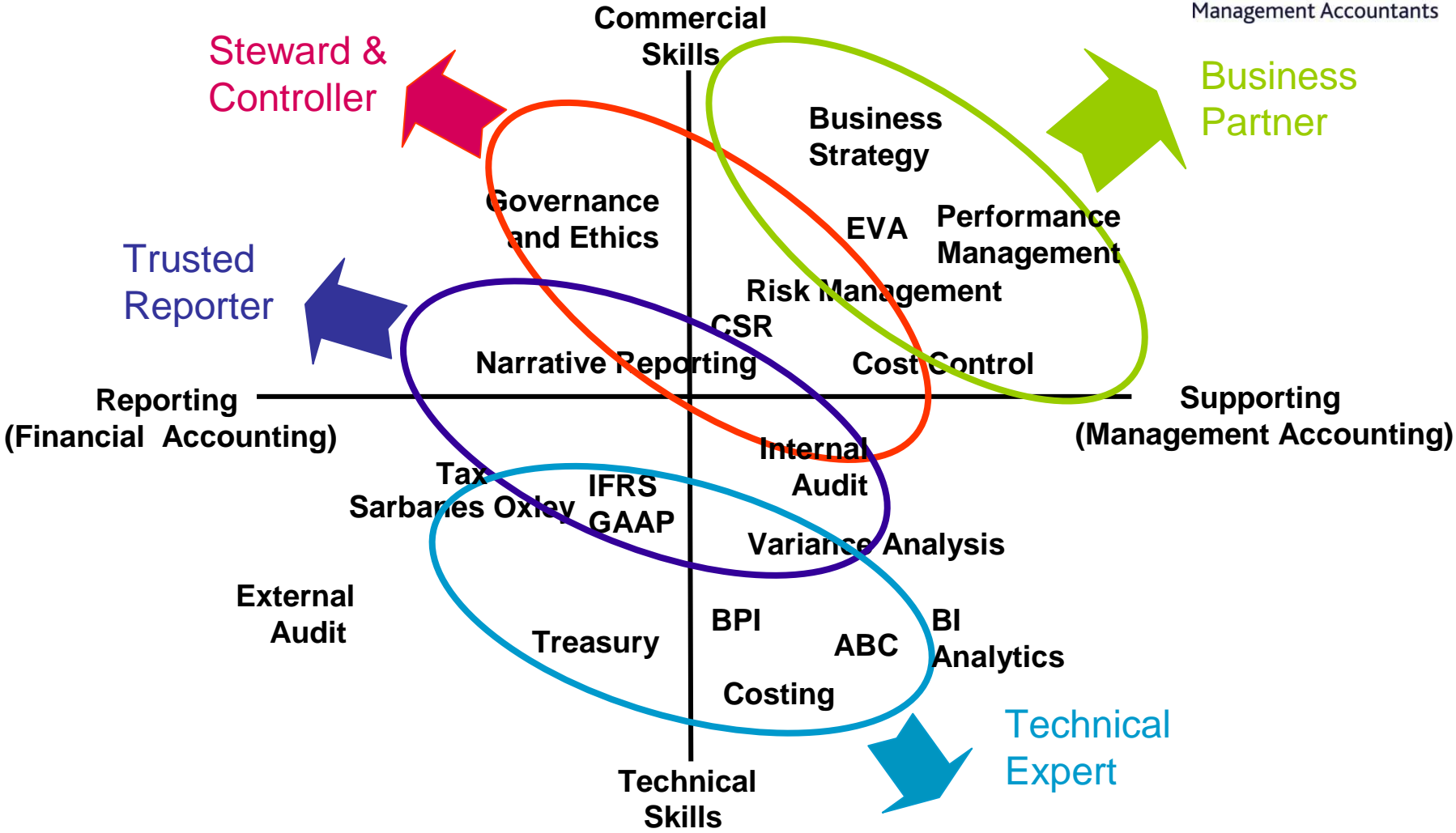
CFO Leadership CFO 领导力

- Develop a vision and roadmap for finance (aligning the CEO–CFO visions)
- Improve finance efficiency (how to cut out low value work, increase quality and reduce costs)
- Improve finance effectiveness (how to turn finance into a valued and trusted business partner)
- Build your team

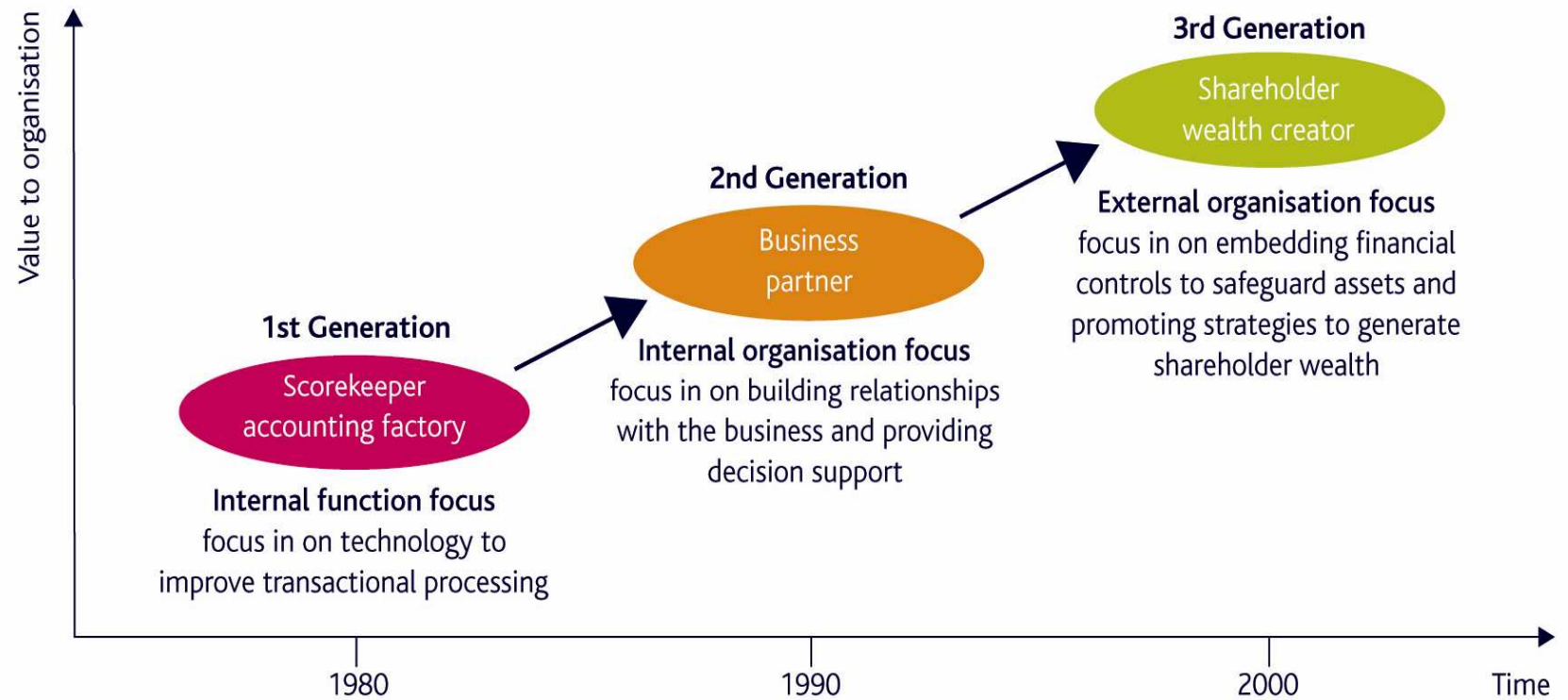
Management Accountancy's expansion:



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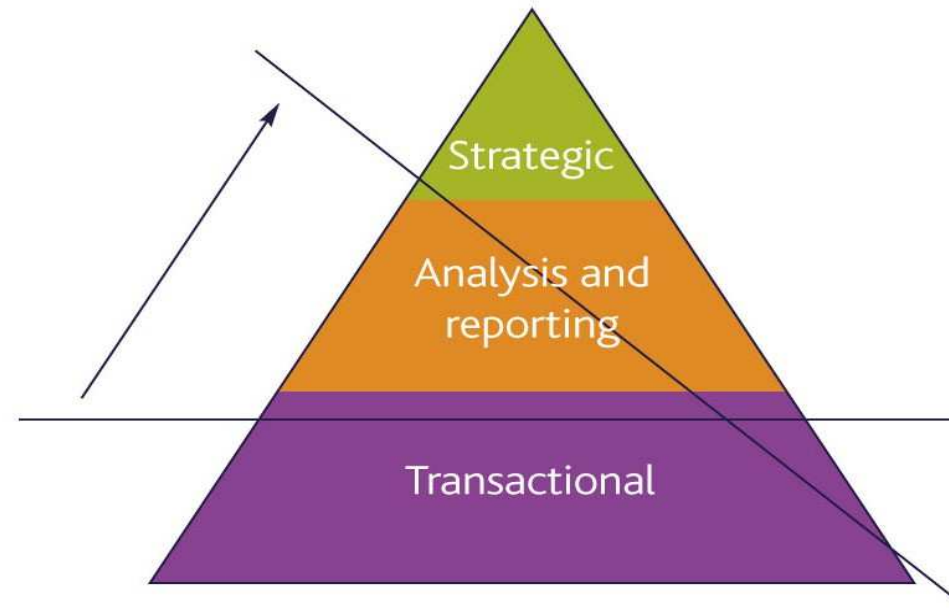
3rd generation business partners



Source: Capgemini 3G finance 2007

Shared service centres are raising the bar

Shared service centres are raising the bar

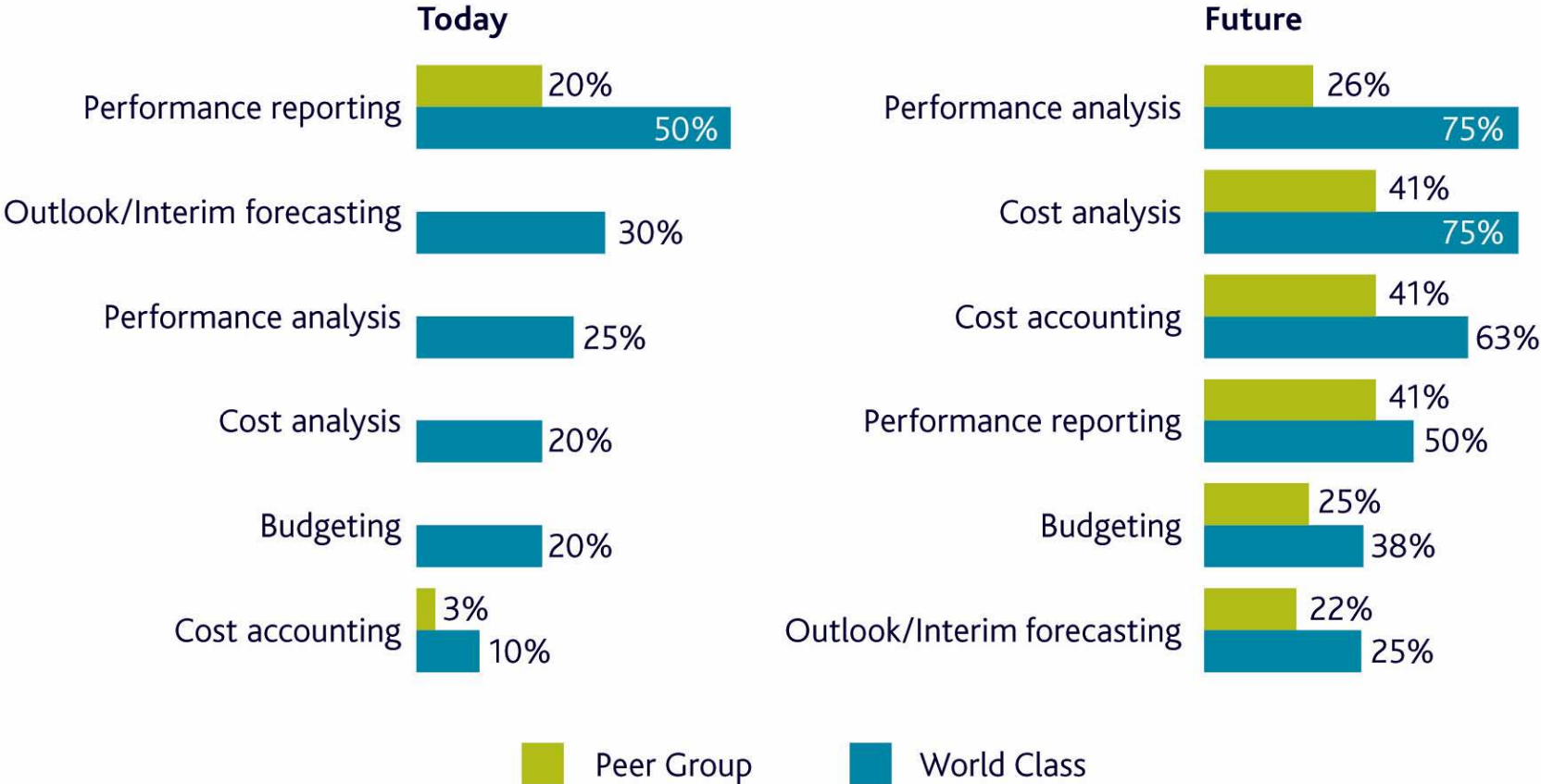


Source: CIMA, September 2007

Expansion in shared service centres



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Source: The Hackett Group

From back to front office

From back to front office



Source: CIMA, September 2007

Build your team

- Recruitment
- Retention
- Reward
- Recognition
- Replacement

A Golden Age for CFOs

- China 2020 GDP No.1 and Shanghai International Finance Center, etc.
- A holistic view on the word “finance” , the term in “corporate finance” is critical to future success
- The market need financially qualified business leaders and business aware finance leaders

CFO and Sustainability

- Developing sustainable business models
- Better decision making
- Good governance and Integrated Reporting (A4S)

About CIMA

- 183,000 members and students in 168 countries
- Largest professional body of management accountants
- The only professional accountancy qualification to be updated every four years
- Strong emphasis on ethics and continuing professional development
- Focus on best practice and gold standard training

<http://www.cimaglobal.com/decisionmaking>

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Improving decision
making in organisations
The opportunity to transform finance

Managing for Value
Analytics
Decision Making
Risk Management
Finance Transformation

A woman in a black blazer is shown in profile, looking upwards and to the right with her hand on her chin, appearing to be in deep thought. To her right is a white signpost with five directional arrows pointing in different directions. The arrows are labeled: 'Managing for Value' (blue), 'Analytics' (yellow), 'Decision Making' (green), 'Risk Management' (purple), and 'Finance Transformation' (red).

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Improving decision
making in organisations
Unlocking business intelligence

Four colorful padlocks (red, green, orange, and purple) are shown in a cluster, with their keys inserted and the padlocks are interlocked, symbolizing the process of unlocking business intelligence.

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Improving decision
making in organisations
The opportunity to reinvent
finance business partners

Three light bulbs are shown hanging from above. The central bulb is glowing brightly, while the two flanking bulbs are unlit. The background is a solid green color.

Further information:

Finance transformation - the evolution to value creation can be found at:

www.cimaglobal.com/value

Incorporating ethics into strategy - developing sustainable business models:

www.cimaglobal.com/professional-ethics

Accounting trends in a borderless world can found at:

www.cimaglobal.com/accountingtrends

Finance transformation - the evolution to value creation can be found at:

www.cimaglobal.com/value

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