



# CFO Mentor

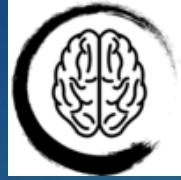
**BUILDING VALUABLE BUSINESSES**



# CFO MENTOR

## VALUE BUILDING BASICS

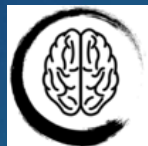
<b>Strategy</b>	<b><u>Strategic: Planning and implementation</u></b> Provide inputs for the long term strategy development and implementation And structuring of the organisation to achieve organisational goals
<b>Planning</b>	<b><u>Financial Planning and Analysis:</u></b> Coordination, compiling and monitoring of Opex and Capex budgeting, analysis of actual results, problem identification/rectification and continual improvement.
<b>Management</b>	<b><u>Financial Management:</u></b> Ensure that all elements for effective financial management are put in place including treasury, cash flow planning and cash management
<b>Risk</b>	<b><u>Financial Risk Management:</u></b> Monitor financial risks to which the organisation may be exposed including insurable risk cover, reputational and contractual risk.
<b>Reporting</b>	<b><u>Financial Reporting:</u></b> Ensure the organisation meets it's monthly, quarterly, annual and ad hoc financial reporting requirements to the relevant internal and external stakeholders
<b>Control</b>	<b><u>Internal Control Systems:</u></b> Implement and monitor appropriate financial and internal control systems to ensure that all transactions comply with legislation as well policies and Procedures. Assist in safeguarded
<b>Procurement</b>	<b><u>Procurement Services and Administration:</u></b> Establish and maintain a supply chain management function and policies and procedures that promote sound financial management in the organization
<b>Organisation</b>	<b><u>Organisational Audit:</u></b> In partnership with the Chief Executive Officer, coordinate the year-end internal and external organizational audits
<b>Payroll</b>	<b><u>Payroll Management and Administration:</u></b> Remuneration computation and administration tax legislation and retirement funding and management of deductions and statutory obligations
<b>Staffing</b>	<b><u>Management of Staff in the Finance Division:</u></b> Supervise Finance staff in the performance of their delegated duties carry out accounting and control duties satisfactorily
<b>Tax</b>	<b><u>Tax Planning and Compliance:</u></b> Optimising the corporate and financial structures to minimise tax and ensure tax compliance.
<b>Stakeholders</b>	<b><u>Stakeholder Relations:</u></b> Managing the flow of financial information and relationships to all financial and other stakeholders including investors, bankers, suppliers, labour and other stakeholder
<b>Ethics</b>	<b><u>Company Ethics ,Legal and Statutory Compliance:</u></b> Ensure the company and its directors and management are in compliance with the statutory, legal and moral obligations



# VALUE CREATION MATRIX

FOCUS	PEOPLE	PROCESSES	SYSTEMS
<b>STRUCTURES</b>	Owners , Directors, Business Partners, <b>CFO</b>	Agreements, Directives, Policies, Procedures, Budgets	Boards, Meetings, Legal Entities
<b>STRATEGIES</b>	Owners , Directors, Business Partners, <b>CFO</b>	Projects , initiatives , Communications	Business model, Value Creation,
<b>PERFORMANCE</b>	Directors, Managers, Internal /External Auditors, <b>CFO</b> ,	FP&A, Modelling and Forecasting, Auditing, Analysing	Excel, Modelling systems, Audit reporting,
<b>TRANSACTIONS</b>	Managers, Controllers, Clerks, Employees, <b>CFO</b> .	Reporting, Reconciling, Processing, Collecting, Collating , Storing	ERP systems, Accounting systems , Storage systems
<b>COMPLIANCE</b>	Directors, Managers,, Legal Counsel , Auditors, <b>CFO</b> .	Registration, Returns , Review	Internal Controls Audit trails, Reporting systems

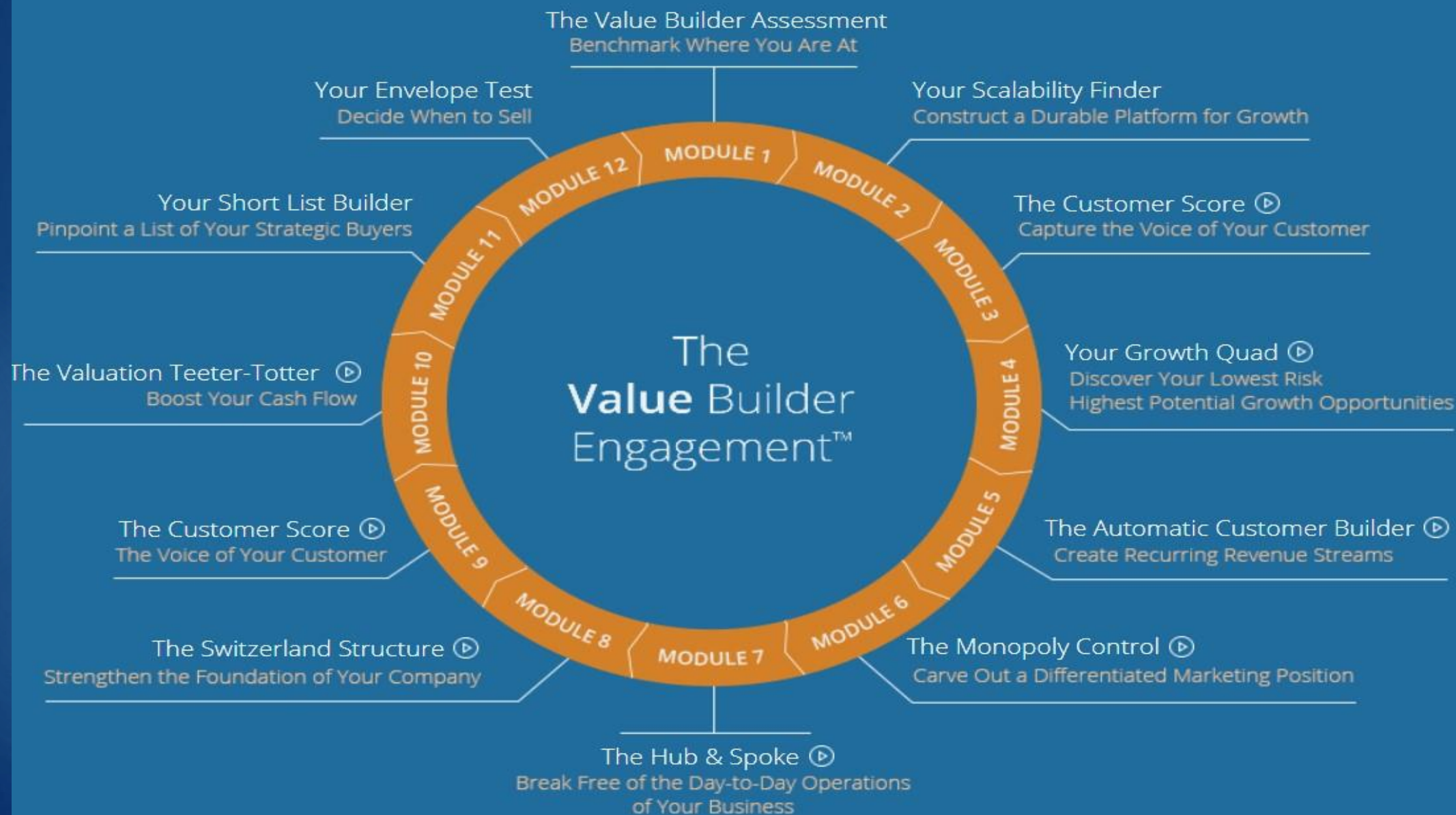
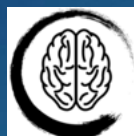




## Find the gold – Scan across the value chain for value optimising initiatives

Business partners are uniquely positioned to identify value improving initiatives – the potential value upside is significant

		Value drivers							
		1. Growth (Revenue)	2. Margin (EBITDA)	3. Tax	4. NWC	5. Fixed asset Turnover	6. Interest	7. NIBD	8.-10 Risk
Value chain	Supplier	Partner agreement	Total cost of ownership	Optimise VAT	Optimise payment terms	Contract negotiation		Vendor financing	02 Sourcing strategy
	Resources	Store floor optimisation	Performance benchmark	Operating model	Performance agreement	Make-or-buy analysis		Optimise covenance	Capacity risk analysis
	Process	Time to market analysis	ABC analysis	Optimise indirect tax	Optimise supply chain	Business case processes	Negotiate finance terms	Liquidity mgt	Process risk mgt
	Product	01 Portfolio strategy	Product profitability		Stock utilisation	Optimise production planning			Product substitution risk
	Customers	03 Pricing studies	Customer profitability		Debtor mgt.			Factoring	Debtor liquidity risk
	Shareholders			Optimise tax structure			Capital structure	Dividend policy	Clear company risk profile





Define and embed a BP mindset

Capability development sprints

Manage the project and change

