

**16 CPE  
Credit Hours!**

# Moving from Controller to CFO

**By Turning Your Finance and Accounting  
Department Into a Best-Practices Operation**

**An intensive two-day seminar featuring:  
Best Practices to Improve Your Accounting and Finance Department  
Critical *Must Have* Skills to Move from Controller to CFO**

## **Focusing on ... Best Practices**

- Finance as a Strategic Business Partner
- Financing Growth: Strategies for Raising Capital
- Effective Management of Working Capital and Cash Flow
- Streamlining Receivables and Payables—Latest Technology
- Expense Management Best Practices—Rightsizing and Outsourcing
- Accelerated Closing Techniques and Software: Two Day Closings
- Financial and Non-Financial Benchmarks that Drive Profits
- Corporate Ethics as a Strategic Advantage

## **Focusing on ... Leadership Skills**

- Leadership Styles, Ethics and Situational Leadership
- Corporate Accountability: What the CEO and Board Expect from the CFO
- Cultivating Accounting/Financial Talent: Core Values, Core Competencies
- Developing Effective Accounting Managers and Controllers

**A practical seminar designed for financial professionals  
on the fast track to top management including:**

- Corporate, Divisional, and Plant Controllers and their Staff
- Chief Accountants, Budget Directors, Internal Auditors
- Financial Analysts, VPs and Managers of Finance
- Auditors and Consultants who have corporate clients
- **Anyone who would like to improve their Finance and Accounting Department**

**Washington, DC**  
April 21-22, 2008

**Seattle, WA**  
April 24-25, 2008

**Cincinnati, OH**  
May 15-16, 2008

**Houston, TX**  
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# **NCCE**

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register online at **www.nccetraining.com** to reserve your place!

# Moving from Controller to CFO

## By Turning Your Finance and Accounting Department into a Best-Practices Operation

**An intensive two-day seminar featuring:**

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### **Best Practices to Improve Your Accounting and Finance Department Critical *Must Have* Skills to Move from Controller to CFO**

This training session is designed for financial and accounting professionals who are committed to turning their firm's finance and accounting department into a world-class, best-practices operation while also mastering many of the skills necessary to move into the CFO position.

At this practical and intensive two-day seminar, you will examine the typical CFO career path, responsibilities and various compensation structures. You'll learn how the CFO can serve as top management's strategic business partner. You will leave this seminar understanding both the strategic planning process and how to write a compelling business plan that will be accepted by investment bankers.

Next, you will examine several proven strategies for raising capital for your firm. You will learn how to evaluate your firm's true value drivers and how this impacts the investment banking process. You will then review different funding strategies including debt structures, mezzanine financing, venture capital, and private placements vs. IPOs. You will also learn where to obtain funding.

Then, you will learn the most effective methods of managing your firm's working capital. You'll examine state-of-the-art methods for safe, web-based customer collection procedures; learn how P-cards can safely streamline purchasing procedures and paperwork; discover matching procedures for EFT settlements; and review techniques to safely minimize DSI and best practices to manage cash and liquidity.

You will also learn what leading, world-class companies are doing to

reengineer their finance and accounting departments, streamline operations, increase productivity, and reduce costs. You will review metrics to determine overstaffing and examine cost-cutting solutions including; the latest business processing outsourcing procedures for finance and accounting, web-enabled financial applications, shared services opportunities, and how to reduce system complexity and excessive transaction processing. You will also review accelerated closing techniques *and software* that leading-edge organizations employ for 48-hour monthly closings.

CFO leadership requires a commitment to ethical practices including those now legislated by the Sarbanes-Oxley Act. You will review key sections of this new legislation and also see how the new emphasis on corporate accountability and ethics can actually be used to a strategic advantage by your firm.

Next, you will learn how to use both financial and non-financial benchmarks to drive both profits and corporate behavior. You will learn techniques to measure customer satisfaction and return on customer (ROC). You will also understand the customer relationship management process and related metrics.

You will conclude your two-day seminar with an examination of the CFO leadership skills, styles and techniques that are necessary to propel you to the top. This practical, nuts-'n'-bolts seminar is designed to give you the knowledge and tools you need to stay on the fast-track to top management and turn your finance and accounting department into a world-class operation!

Class sizes are limited! Call us today at **800-635-9615**  
or register online at **[www.nccetraining.com](http://www.nccetraining.com)** to reserve your place!

# **Key Benefits of Attending**

Attend NCCE's seminar **Moving from Controller to CFO** and you will improve your organization's finance and accounting department while improving your professional skills.

## **Understand the CFO Position**

### **Understand the Strategic Planning Process**

- ◆ Use S.W.O.T. Analysis
- ◆ Determine Your Organization's Core Competencies and Path to Growth
- ◆ Utilize Different Strategic Planning Models

### **Draft Effective Business Plans**

- ◆ Understand the Essential Components of a Business Plan
- ◆ Review Software to Guarantee Effective Business Plans

### **Raise Capital for Your Organization**

- ◆ Understand Investment Bankers
- ◆ Identify Your Firm's Key Value Drivers
- ◆ Evaluate Debt vs. Equity Pros and Cons
- ◆ Understand Mezzanine Financing
- ◆ Identify Venture Capital and Strategic Alliance Opportunities
- ◆ Learn about the IPO Process
- ◆ Identify Capital Raising Sources

### **Effectively Manage Working Capital**

- ◆ Learn Accounts Receivable and Payable Best Practices
- ◆ Safely Eliminate 75% of the A/P Paperwork
- ◆ Use Corporate P-Cards; EFT Settlements, Web Based Supplier Catalogs, More!
- ◆ Use Inventory Cycle Counting Techniques
- ◆ Go Beyond JIT Inventory Practices
- ◆ Manage and Project Cash and Liquidity Requirements

### **Control the Finance and Accounting Department's Expenses**

- ◆ Study Finance and Accounting "Rightsizing" Metrics and Techniques

- ◆ Evaluate Outsourcing to Streamline Your Department
- ◆ Reengineering the Accounting Department: Success vs. Failure and Why

### **Close Divisional and Company-Wide Books – In Just Two Days**

- ◆ Understand Rapid Soft Closing Techniques
- ◆ Examine Software Designed for a 48-Hour Monthly Closing

### **Examine the New Emphasis on Corporate Ethics**

- ◆ Study the Relationship Between Ethics and the Cost of Capital
- ◆ Review Key Provisions of the Sarbanes-Oxley Act
- ◆ Learn What the Board and CEO Expect from the CFO
- ◆ Draft a Meaningful Corporate Officer's Code of Conduct
- ◆ Understand the New Role of the Audit Committee and its Membership Requirements

### **Use Financial and Non-Financial Benchmarks That Drive Profits**

- ◆ Gauge Profitability with both GAAP and Economic Metrics
- ◆ Measure and Analyze Customer Satisfaction
- ◆ Use Customer Relationship Management Metrics

### **Develop Your Leadership Style and Skills**

- ◆ Understand the Six Keys to Leadership
- ◆ Determine Why the Controller Lacks Organizational Impact
- ◆ Develop Talent in Your Department from the Bottom Up
- ◆ Learn How to "Brand" Yourself and Maximize Your Value
- ◆ Find and Get that Open CFO Job!

# Comprehensive Seminar Agenda

## CFO Job Function and Overview

- Job Function, Company Size and Organizational Chart
- Career Path; Compensation Structures
- Auditor to CFO and Sarbanes-Oxley Restrictions

## Finance as a Strategic Business Partner

- Understanding the Strategic Planning Process
  - Goals, Mission Statement and the CFO
  - Internal vs. External Growth
  - S.W.O.T. Analysis: Core Competencies, Financial Analysis, Trend Analysis, Resources
  - Strategic Planning Models
- How to Write a Business Plan that Prompts “Buy-in”
  - Executive Summary: Goals and Objectives
  - Company History, Detailed Objectives, Management Team
  - Description of Service or Product
  - Marketing Potential, Marketing Strategy, Competitors
  - Three to Five Year Financial Projections and Required Capital
  - Understanding Exit Strategies
  - Software for Business Planning

## Financing Growth: Strategies for Raising Capital

- Understanding the Investment Banking Process and Alternatives
  - Services and Sizes
  - What the I-Banker Expects from the CFO
- Evaluating Your Firm’s Value Drivers
  - Key Elements
  - Matching Sources to Value Drivers
- Overview of Financing Alternatives
- Debt Financing
  - Pros and Cons
  - Typical Debt Structures: Subordinated, Bridge, Secured, Asset Based, etc.
  - Mezzanine (Hybrid) Financing
- Equity Funding
  - Pros and Cons
  - Venture Capital, Private Placements and Exempt Offerings (Reg. D)
  - Strategic Alliances and Minority Equity Investments
  - Going Public
    - Overview of IPO Procedures
    - Venture Backed IPOs
- Resources – Where to Obtain Funding

## Managing Working Capital

- Accounts Receivable and Collections Best Practices
  - Credit and Collection Policy to Guarantee Payment
  - Credit Card Payment Systems to Reduce Problems
  - Safely Using the Internet for Customer Payments
  - Lockboxes; Pay-on-receipt Systems
- Accounts Payable Best Practices
  - Online purchase requisition systems
  - Web Based supplier catalogs
  - EDI and Advance Shipment Notifications
  - EFT Settlements, Two-way Matching
  - Safely Eliminating Multiple Approvals, Manual Checks and Multiple Copies
  - Corporate P-Cards: Pros and Cons
  - Eliminate 50% of Corporate Transactions
  - Setting Scopes and Control Procedures
  - Outsourcing Payables: Transaction Engines, Sources, Cost/Benefits
- Inventory Best Practices
  - Cycle Counting for Improved Performance and Control
  - Techniques to Minimize DSI but Always Meet Customer Demand
- Cash and Liquidity Management Best Practices
  - Projection Techniques and Software
  - Short-term Funding for the Operating Cycle; Investing the Surplus

## Expense Management: Best Practices for the Finance and Accounting Department

- Understanding Outsourcing
  - Business Process Outsourcing and Transaction Engines
  - The Economics of Offshore Outsourcing: India as a Back-office Operation
  - Finance & Accounting Opportunities: Payroll; Payables; Invoicing, More!
  - Human Resource and IT Opportunities (Overview)
  - Suppliers, Contacts and References
- Rightsizing the Finance and Accounting Department
  - Excessive Staffing: Metrics for Analysis
  - Shared Services Opportunities
  - System Complexity and Overemphasis on Transaction Processing
  - Web Enabled Finance Applications for Automatic Entries

## Seminar Agenda Continued

### Accelerated Closing Techniques and Software: Two Day Closings

- Estimates and Simplified Allocations
- Soft Monthly Closing Cycle Process
- Centralized Account Maintenance
- High Materiality Level for AJEs

### Understanding the New Emphasis on Corporate Accountability

- Overview of Sarbanes-Oxley Act: Sections I through XI
  - Overview of Certification and Enhanced Disclosure Requirements
  - Overview of Section 404
  - Audit Committee Qualifications and Responsibilities
- What's Expected from the CFO by the (1) CEO, (2) Board of Directors and (3) Audit Committee
- Corporate Officer's Required Code of Conduct
- Why Great Corporate Ethics Are a Strategic Advantage

### Financial and Non-Financial Benchmarks That Drive Profits

- Measuring Financial Performance
  - Efficiency Metrics
  - Profitability Metrics
- Measuring Non-Financial Performance
  - Measuring Customer Satisfaction
  - Establishing Efficiency Metrics
  - Measuring Return on Customer
- Understanding Customer Relationship
  - Management Metrics
  - Cost/Benefit Analysis
  - Using the 80-20 Rule

### CFO Leadership Skills and Styles

- Six Keys to Leadership
- Situational Leadership
- Evaluating the Controller — Is There a Lack of Organizational Impact?
- How to “Brand” Yourself and Maximize Your Value
- How to Develop Talent in Your Department from the Bottom Up
  - Core Values to Develop
  - Core Competencies to Develop
- How to Get that Open CFO Job

## Alumni Program

After you attend just one NCCE course, you are automatically upgraded to Alumni status. **All Alumni receive a \$100 discount off the full price of any NCCE seminar.** Simply let us know while registering that you are an NCCE Alumnus!

*The Alumni discount cannot be used in conjunction with any other discount.*

## To Register

In order to maintain the quality of your learning experience, class size is strictly limited. Contact us today to ensure your place.

**By Phone:** 800-635-9615  
**By Fax:** 850-222-4862  
**Online:** [www.nccetraining.com](http://www.nccetraining.com)  
**By Email:** [registration@nccetraining.com](mailto:registration@nccetraining.com)  
**By Mail:** NCCE, 967 Briarcliff Drive  
Tallahassee, FL 32308

Confirmations with hotel location and additional information will be sent within three days of receipt of payment to each registrant.

### Tuition:

**Base Fee:** \$1,395 per attendee, payable in advance to NCCE. We accept checks, MasterCard, Visa, Discover and American Express.

### Discounts:

**Early-bird:** \$150 discount if payment is made by the date specified on the registration form.

**Multiple Registrations:** \$100 discount for two or more people from the same organization.

**Group Discount:** Contact NCCE to learn about group discounts for 5 or more registrants.

*Discounts may not be combined.*

### Course Schedule:

	Day 1	Day 2
Registration	8:30 a.m.	N/A
Morning Session Begins	9:00 a.m.	8:30 a.m.
Lunch (On Your Own)	12:00 p.m.	12:00 p.m.
Afternoon Session Begins	1:00 p.m.	1:00 p.m.
Session Concludes	5:00 p.m.	4:30 p.m.

## About NCCE

Since 1984, the National Center for Continuing Education (NCCE) has produced and marketed continuing professional education and executive training in major cities throughout the United States. We provide critical business information to Fortune 1000 managers, attorneys, CPAs, healthcare administrators, engineers and business owners nationwide.

## Continuing Education Credits

This seminar is recommended for 16 hours of Management Advisory Services credit. The National Center for Continuing Education is registered with the National Association of State Boards of Accountancy (NASBA), as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for

CPE credit. Complaints regarding registered sponsors may be addressed to the National Registry of CPE Sponsors, 150 Fourth Avenue North, Suite 700, Nashville, TN, 37219-2417. NASBA web site: [www.nasba.org](http://www.nasba.org). For more information on administrative policies including complaint and refund, contact our office at 800-635-9615.



## **Course Materials**

Your tuition fee includes a comprehensive workbook that will serve as a valuable reference tool long after you've completed the course. Your workbook offers a wealth of easy-to-use charts, tables, illustrations, detailed point-by-point checklists, flow charts and other 'must have' working tools to help you:

- Transform your finance and accounting department into a best-practices operation and
- Move from controller or manager to CFO

## **Who Should Attend?**

Financial professionals on the fast track to top management including:

- Corporate, divisional and plant controllers and their staff
- Chief accountants, budget directors, internal auditors and staff accountants
- Financial analysts, VPs and managers of finance
- Auditors and consultants who have corporate clients
- Anyone who would like to improve their finance and accounting department

**Course Level: Basic**

**Prerequisites: None**

## **Transfers and Cancellations**

If you are unable to attend your session you may send a substitute or transfer to another NCCE seminar. Transfers are valid for one year. Written notice of any registration change must be received at least one business day before the seminar begins.

A full refund will be given if the registration is cancelled in writing at least 14 days prior to the seminar date. Registrations cancelled less than 14 days before the seminar are subject to a \$300 cancellation fee. In fairness to all attendees, registrants who do not cancel in advance and do not attend are liable for the entire fee.

### **More Dynamic NCCE Seminars**

NCCE offers several seminars to help you advance your career including:

- Modern CEO Leadership
- Mergers, Acquisitions and Business Valuation
- Modern Financial Modeling
- Budgeting and Financial Analysis Using Excel™
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- Business Valuation and Modeling Using Excel™

For complete information, call **800-635-9615** or visit **www.nccetraining.com**.

## **Your Seminar Will Be Led By One of Our Expert Faculty**

### **Miles Hutchinson, CPA**

Miles Hutchinson has been a Certified Public Accountant for over 27 years. His job responsibilities have ranged from independent financial auditor with PricewaterhouseCoopers to Chief Financial Officer of a one-billion-dollar real estate development company. Miles brings a seasoned, diverse and creative viewpoint to the seminars he runs and draws on his personal experience to illustrate the best practical solutions to typical CFO problems.

### **John C. Draut, MBA**

John Draut is an adjunct professor of business with Benedictine University, Aurora University and Saint Xavier University and has led seminars for the American Management Association. He has held CFO, COO, controller and VP of Finance positions with large multi-national firms, small privately held corporations and foreign parent operations. John also assists small to medium sized firms develop strategic and business plans, control costs, improve profits, improve internal control, and manage accounting operations.

### **Rick Van Es, MBA, CPA**

Rick Van Es is a management consultant and University of Notre Dame alumni. Rick has been the president of an automotive electronics manufacturer, serving earlier as CFO of that organization. In his role as CFO, he negotiated and raised all of the funds for a management buyout, completed several mergers, acquisitions and divestitures, led an initial public offering and implemented many useful cost accounting reports based on product line profitability and direct costing.

## **Custom Training Programs**

If you have a group of 12 or more employees, then NCCE's in-house program might be the cost effective solution for your training needs. Bring this or any of NCCE's seminars in-house and insure that your staff has up-to-date skills, knowledge and training they need. Custom programs can be tailored for any of NCCE's financial seminars.

NCCE in-house seminar clients include Hewlett-Packard, Oracle, Harley-Davidson, Deloitte & Touche, General Mills, the US Small Business Administration and law firms such as Weil, Gotshal and Manges, and King & Spalding.

**For more information or to schedule a custom program, please telephone NCCE at 800-635-9615.**

# Moving from Controller to CFO

## SEMINAR INFORMATION

<input type="checkbox"/>	<b>Reston, VA</b> April 21-22, 2008 Course Number 08C02DC	Sheraton Reston Hotel 11810 Sunrise Valley Dr. 703-620-9000	Early-bird Deadline March 7, 2008
<input type="checkbox"/>	<b>Bellevue, WA</b> April 24-25, 2008 Course Number 08C02SE	Embassy Suites Hotel Bellevue 3225 158th Ave. SE 425-644-2500	Early-bird Deadline March 7, 2008
<input type="checkbox"/>	<b>Cincinnati, OH</b> May 15-16, 2008 Course Number 08C02CI	Hilton Cincinnati Netherland Plaza 35 West Fifth St. 513-421-9100	Early-bird Deadline March 31, 2008
<input type="checkbox"/>	<b>Houston, TX</b> May 20-21, 2008 Course Number 08C02HN	Houston Marriott West Loop 1750 West Loop South 713-960-0111	Early-bird Deadline March 31, 2008
<input type="checkbox"/>	<b>Dallas, TX</b> May 22-23, 2008 Course Number 08C02DA	Wyndham Garden Hotel 8051 LBJ Freeway 972-680-3000	Early-bird Deadline March 31, 2008
<input type="checkbox"/>	<b>King of Prussia, PA</b> June 12-13, 2008 Course Number 08C02PH	Sheraton Park Ridge Hotel 480 North Gulph Rd. 610-337-1800	Early-bird Deadline April 28, 2008
<input type="checkbox"/>	<b>Northbrook, IL</b> June 19-20, 2008 Course Number 08C02CH	Hilton Northbrook 2855 North Milwaukee Ave. 847-480-7500	Early-bird Deadline April 28, 2008
<input type="checkbox"/>	<b>Phoenix, AZ</b> June 26-27, 2008 Course Number 08C02PX	Embassy Suites Phoenix Airport 2333 East Thomas Rd. 602-957-1910	Early-bird Deadline April 28, 2008

## REGISTRATION INFORMATION

This form may be duplicated for additional registrations.

### Registrant(s):

SAL NAME TITLE COURSE NUMBER

SAL NAME TITLE COURSE NUMBER

### Company/Firm:

COMPANY/FIRM NAME TELEPHONE NUMBER

MAILING ADDRESS FAX NUMBER

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### VIP Information:

To ensure prompt and accurate registration, please enter the VIP# found to the left of your mailing label:

Your VIP  
Authorization Code

### Registration Fees:

Early-bird (\$150 discount*)	\$1,245
NCCE Alumnus (\$100 discount*)	\$1,295
Multiple (\$100 discount*)	\$1,295
Single after early-bird deadline	\$1,395

**\*Discounts may not be combined.**

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**TOTAL PAYMENT** \$ \_\_\_\_\_

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**OUR GUARANTEE TO YOU:** We guarantee this is the best seminar of its type in the Nation. If you are not satisfied, please notify the instructor by the first day's lunch break. Should you decide to withdraw, you will receive a full refund of the seminar fee.

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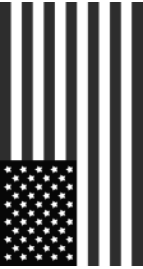
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## **Moving from Controller to CFO** **By Turning Your Finance and Accounting Department Into a Best-Practices Operation**



**United We Stand**

If the addressee is no longer with this company, please route this brochure to their replacement or an employee in the Finance and Accounting department.