

The Chief Financial Officer Programme

EXECUTIVE EDUCATION



London
Business
School

**Shift your perspective.
Transform your
organisation.**

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Programme overview

Refine your skills today to create a greater impact tomorrow.

In a progressively volatile and uncertain business environment, the modern Chief Financial Officer's (CFO) role is changing substantially. Finance leaders now play a crucial role in formulating and implementing strategies that impact the performance of their organisations. To succeed as a CFO, you will need to build strong skills in leadership, strategy and communication to be able to drive innovation and technological transformation – not just in the finance function but throughout your organisation.

London Business School's Chief Financial Officer Programme is a transformative learning journey designed to broaden your perspective and prepare you for the role of a strategic CFO. It enhances your skills to better align financial strategy with corporate strategy. The programme will enable you to leverage AI and analytics to improve financial decision-making and will further hone your ability to effectively communicate and collaborate across functions.

London Business School is located in the heart of London, a vibrant fast-paced multicultural environment, where you will connect with some of the world's most brilliant minds. Our eminent faculty is at the forefront of world-class thought leadership, research and teaching, and is known to influence government and business leaders around the world with their cutting-edge insights.

69%

of CFOs see their role fundamentally changing as finance tasks are automated.

Source: EY

58%

of CFOs say that combining state-of-the-art technology with process improvement will be a major focus for the future of the finance function.

Source: EY



Programme highlights

Learn. Refine. Transform.

The CFO Programme offers you a strategic toolbox to enhance your financial leadership and decision-making skills. It delves into the latest research and thought leadership on financial management to help you stay ahead in your career. You will interact with industry leaders and renowned academics to better understand the skills and capabilities needed to succeed as a CFO. The programme will enable you to navigate an increasingly challenging business environment and adapt seamlessly to the new normal.



World-leading faculty

Learn from LBS's world-leading finance, leadership and strategy experts.



Diverse peer network

Discuss, debate and explore key business and financial issues with a diverse and global peer network.



Comprehensive curriculum

Benefit from a future-focused curriculum, offering a seamless integration between finance, leadership and strategy.



Expert guest speakers and leading practitioners

Gain new perspectives, unique ideas, experiences and insights through exposure to financial industry experts.



Real-world case studies

Explore real case studies, surveys and academic evidence from leading global companies.



Individual business projects

Apply your programme learnings to a transformative individual project.



Strategic challenge

Develop an action plan for a business challenge you are currently facing and tackle it when you return to work.



Rewire learning

Work on two challenges developed to help you deep-dive into specific areas of the transformation agenda.



London – A global hub with international perspectives

Come together with peers from around the world to experience learning in the heart of London.



Alumni network

Join our 17,000-strong LBS Executive Education alumni network and build your connections across the global finance and business community.

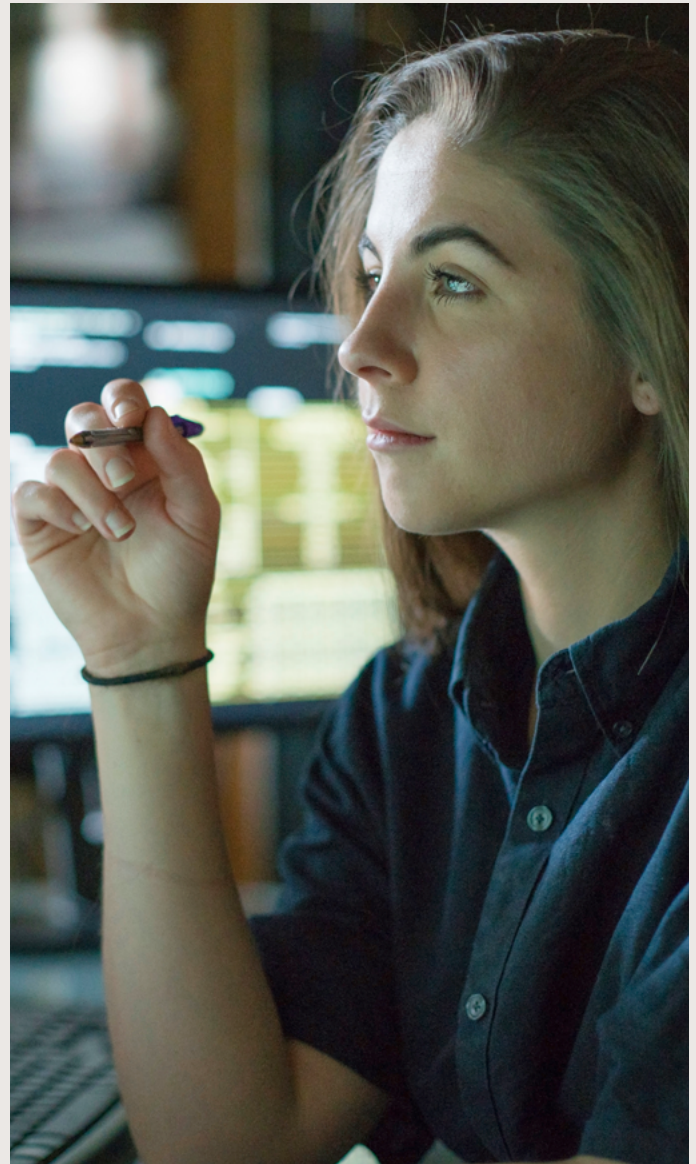


Programme benefits

Sharpen your decision-making. Elevate your impact.

For you

- Define a long-term, strategic vision that balances financial and non-financial performance objectives with business strategy.
- Enhance your ability to predict, measure and monitor financial and non-financial performance.
- Strengthen your technical skills and financial expertise.
- Analyse the latest trends and the external forces shaping your business to elevate your credibility as a trusted internal advisor and key decision-maker.
- Build, lead, motivate and sustain high-performing teams to accelerate impact.
- Enhance your strategic communication skills to gain influence and lead internal and external stakeholder groups with greater personal impact.



For your organisation

- Generate actionable strategic insights that improve the quality of decision-making across your organisation.
- Identify, evaluate, communicate and drive the implementation of strategic choices that lead to sustainable value creation and organisational growth.
- Lead change and transformation efforts that create lasting value for you and your organisation.
- Ensure the culture across your organisation is risk-aware and financially aligned.

Your learning journey



ENGAGE AND CONNECT

Live Kick-Off | Virtual

29 June 2022



MODULE 1: Financial Strategy and Management for the CFO

5 Days London

Week 2 | 4–8 July 2022



MODULE 2: AI for the CFO: The Business of AI

6 Weeks Online

Weeks 3–8 | 5 September–14 October 2022



MODULE 3: CFO's role in Strategic Innovation: Innovation through Design Thinking

6 Weeks Online

Weeks 9–14 | 26 October–6 December 2022



MODULE 4: CFO as Strategic Partner: Strategic Thinking

5.5 Days London

Week 15 | 15–20 January 2023



CLOSING MODULE

Live Close | Virtual

25 January 2023



The programme covers:

- The academic director's insights on relevant topics
- Individual strategic challenge and project: apply your learnings during the programme

Note: **Module 4** and **Closing Module** dates are subject to change.

London or Online

This programme can be delivered in-person at our London campus or online.

London (in-person)

- Experience our world-class Executive Education programmes at our central London campus.
- Immerse yourself in experiential activities, collaborative group exercises and face-to-face networking opportunities with your peers, guest speakers and our world-class faculty.
- For programme iterations running in-person and online simultaneously, you'll experience a format that bridges the gap between on-campus and virtual learning, enabling you to collaborate with your fellow participants both in London and around the world.
- Learn in the heart of London and access campus amenities.

Online

- Bring the LBS experience to you with live virtual learning led by our world-class faculty.
- Join a dynamic virtual classroom, where you'll be immersed in experiential activities and collaborative group work with your peers, while learning from and interacting with our leading faculty and guest speakers.
- For programme iterations running in-person and online simultaneously, you'll experience a format that bridges the gap between on-campus and virtual learning, enabling you to collaborate with your fellow participants both in London and around the world.
- After completion, online participants will have the chance to join us on campus for an exclusive day of networking with classmates and insightful sessions with LBS faculty.



Programme content

Sharpen your skills in strategic decision-making and financial agility to prepare for the digital age.

This six-month programme journey features two on-campus immersion modules of one week each and four multi-week virtual modules. The curriculum explores various themes that are crucial for a modern CFO. You will learn through virtual and in-person classes, guest lectures, group coaching sessions, live case studies and academic director check-ins.

Financial Strategy and Management for the CFO

- Aligning corporate and financial strategy
- Advanced financial statement analysis and value creation
- Using debt financing to create value
- Key capital structure issues and trade-offs
- The CFO's role in capital budgeting
- Project appraisal and company valuation
- Introduction to payout policy
- Dividends and share buybacks as value creation mechanisms
- Mergers and acquisitions: deal-making, valuation, financing structures and payment options, takeovers
- Identifying sources of competitive advantage and key value drivers
- Measuring and monitoring performance
- Alternative financing instruments
- Strategic risk management for CFOs: instruments and tools
- Strategic investment appraisal decisions and real options
- Initial public offerings
- Raising equity: seasoned offerings
- Corporate restructuring: diversification, LBOs, MBOs, leveraged recapitalisations
- Financial distress
- Long-term financial planning

AI for the CFO: The Business of AI

- What is AI and machine learning?
- The possibilities of AI
- Leveraging AI to create value
- Building AI capabilities

CFO's role in Strategic Innovation: Innovation through Design Thinking

- Innovation Imperative
- Defining your innovation challenge
- Generating ideas
- Structures and techniques for developing ideas
- Making it happen

CFO as Strategic Partner: Strategic Thinking

- Value creation through strategic thinking and planning
- Strategic decision-making and judgement
- Agile strategy execution
- Aligning the organisation
- Responsible leadership
- Leading through purpose
- Leading change and transformation
- Building powerful relationships: communication, networks and engaging with stakeholders
- Grow talent and teams

Virtual challenges : A new business transformation solution

Guided by our world-leading faculty, research and consultancy, London Business School is delighted to launch a new business transformation solution to help you navigate the key challenges facing your organisation today. Bringing together case studies from our global clients and practical workplace activities, each challenge takes 1–3 hours as an individual or a facilitated activity.

Benefits:

- A common language for change across the organisation
- A flexible, accessible and self-paced learning solution
- Relevant and contextual
- Consistent and at scale
- Highly engaging and impactful
- Designed for diverse learners
- Collaborative



Judgement in Leadership

Make informed judgement calls when there is little time to spare and few facts available.



Rewiring Learning

Understand how learning works, including different levels, principles and processes, and cultivate a positive attitude towards learning.

Is the Chief Financial Officer Programme right for you?

Accelerate your career and business growth.

If you are looking to enhance strategic financial decision-making to achieve sustainable value creation and organisational growth, then London Business School's CFO Programme is specifically crafted for you. Drive organisational transformation in a rapidly changing business environment and succeed in the multidimensional role of the modern CFO with this programme.

Participant profiles

Senior finance professionals who are new to the CFO role, preparing themselves for a CFO assignment or a similar strategic financial leadership position.

Background and experience:

- Senior-level executives with strategic and financial responsibilities
- At least 10 years' management experience
- From diverse industries, ranging from large organisations to startups



Experts in the field

Our renowned faculty features subject-matter experts who are widely recognised as skilled educators, groundbreaking researchers and award-winning authors.



Henri Servaes

Richard Brealey Professor of Corporate Governance; Professor of Finance

Professor Henri Servaes' areas of interest include corporate finance, corporate governance, corporate social responsibility and mutual funds. At London Business School, he teaches corporate finance, corporate governance and mergers & acquisitions.

He has been involved in consulting and executive education for Anglo American, Barclays, Bertelsmann, BG Group, Continental, Deutsche Bank, E.ON, The Financial Times (Lex Team), Freshfields, Mars, PwC and Suez, among others. Professor Servaes has also published articles in all leading finance journals. He is also a Research Fellow of the Centre for Economic Policy Research and a Research Associate of the European Corporate Governance Institute.



Michael Davies

Founder and CEO of Endeavour Partners

Michael Davies directs the Business of AI programme and runs the New Technology Ventures Program at London Business School. He works with leaders in technology to anticipate the future, navigate the resulting challenges and opportunities, and enable them to drive innovation. Davies has deep business and technology expertise in mobile and digital domains.

He is an expert in technology and business ecosystems, competition and collaboration and the management of innovation. Prior to founding Endeavour Partners, Davies held executive and strategic advisory roles with leading firms, including Boston Consulting Group, BellSouth International, Braxton Associates, GeoPartners Research and Mars Electronics. Davies is also a Senior Lecturer at the Massachusetts Institute of Technology.



Julian Birkinshaw

Professor of Strategy and Entrepreneurship; Academic Director, Institute of Entrepreneurship and Private Capital

Professor Julian Birkinshaw's main area of expertise is in the strategy and organisation of large corporations and specifically such issues as innovation, corporate entrepreneurship, strategic agility and headquarters-subsidary relationships.

He is a Fellow of the British Academy, the Academy of Social Sciences and the Academy of International Business. Professor Birkinshaw is the author of 15 books, including *Fast/Forward*, *Becoming a Better Boss*, *Reinventing Management* and *Giant Steps in Management* and more than 90 articles in journals such as *Strategic Management Journal*, *Academy of Management Journal*, *Harvard Business Review* and *Sloan Management Review*.



Yiorgos Mylonadis

Adjunct Professor of Strategy and Entrepreneurship

Professor Yiorgos Mylonadis specialises in business ecosystems, digital strategy, entrepreneurial communities, social enterprises and methodologies for strategic thinking. He has led large, multi-year advisory and teaching programmes for many firms, including Nestle, IBM, Emirates, Oracle, GEA, Xstrata, Nokia, SKF and Mars.

After earning a PhD from the Massachusetts Institute of Technology, he has held appointments on the faculties of the Wharton School of the University of Pennsylvania and the Athens Laboratory of Business Administration (ALBA) before joining London Business School in 2000, where he created Developing Strategy for Value Creation – the School's first executive education strategy programme.



Alumni benefits

Join the London Business School (LBS) Executive Education Alumni network to take your place in a 17,000-strong community spanning 150 countries.

Access world-class faculty, lifelong learning opportunities and a global network of leaders.

Lifelong knowledge

- LBS Webinar Series: get cutting-edge insights from leading business thinkers wherever you are in the world.
- Exclusive events: guest speakers with years of business experience share their stories and insights.
- Monthly newsletter: must-reads from our faculty and industry experts, straight to your inbox.
- 25% discount: choose from our extensive portfolio of world-class open programmes for executives and get a 25% fee discount.
- LBSR podcast: get analysis on the latest business topics and trends.
- LBS YouTube: the latest research, analysis and faculty videos from our events.

Lifelong connection

- LBS Hub: your online platform for alumni clubs, events, the alumni directory and digital library.
- 124 international alumni clubs: expand your network and connect with alumni near you.
- 20+ professional interest clubs: build ties and connections, and share industry expertise across diverse sectors.
- Support with class reunions: maintain relationships with your alumni classmates for lifelong business support.
- LinkedIn: join our exclusive Executive Education LinkedIn group for regular LBS updates.
- Alumni profile: update your profile to make connecting easier and to help us stay in touch.

Lifelong impact

- Recommend a programme: share the LBS experience with your colleagues and friends.
- Interest in Alumni Champion role: represent your cohort and ensure you remain engaged with our global network.
- Host a class reunion: bring your colleagues and friends together to maintain strong ties.
- Update your profile: help alumni and the School connect with you.
- Join your local club: connect with an international network right on your doorstep and support their events.
- Give to the School: invest in our future and help us to continue attracting the best talent.

Benefits

- 25% discount: when choosing from our portfolio of open enrolment programmes.
- Preferential hotel rates near campus: download our list of 2019 hotel discounts.
- London campus bedrooms: contact bedrooms@london.edu and let them know your alumni status.
- 10% discount: in our on-campus shop.



Application process

To apply to the programme, please complete the online application form.

ROUND	DEADLINE	APPLICATION FEES
Round 1	22 March 2022	\$300
Round 2	5 May 2022	\$400
Round 3	26 May 2022	\$500
Round 4	9 June 2022	\$500

Programme Fees:

£22,000 (\$30,000)

(Includes coffee breaks, lunches, some dinners and programme materials.
Accommodation, travel and visa costs are not included.)



About London Business School

Your future starts here.

London Business School. A global and vibrant business community in two of the world's most dynamic cities, London and Dubai. Where extraordinary minds and diverse perspectives connect, in a truly inspiring environment, to have a profound impact on the way the world does business and the way business impacts the world.

- #1 In the world for our full-time Masters in Finance post-experience programme**
Financial Times Ranking, 2020
- #1 In the world for our two-year MBA programme**
Forbes Ranking, 2019
- #2 Business School in Europe**
Financial Times European Business Ranking, 2019
- #3 In the world for our full-time Masters in Management and #1 in the UK**
Financial Times Ranking, 2019
- #4 In the world for our EMBA-Global Asia programme**
Financial Times Ranking, 2019
- #4 Overall for our Executive Education programmes**
Financial Times Ranking, 2019

Our faculty are world-class, influential business experts. They push boundaries and experiment. The FTSE 100 index of the biggest companies listed on the London Stock Exchange was the brainchild of our professors Paul Marsh and Elroy Dimson. Lucrezia Reichlin helped to pioneer the econometric concept of now-casting – a form of short-term forecasting based on real-time data – used by central banks around the world to set monetary policy.

The rigorous thought leadership and dynamic, personal approach of our 166-plus faculty members are at the centre of our eclectic education offering and underpin our top rankings.

Real-world impact: always

We are constantly strengthening our expertise by adding degree and Executive Education programmes to our portfolio in line with market demand. Extending our footprint in Dubai, Hong Kong and New York emphasises our ambition to influence international business practice and help business leaders find innovative solutions to their greatest challenges.

Our Executive Education programmes reach 10,000 participants each year and growing – delivered in 35 countries around the world.

We are proud to be a world-leading business school. We are proud to be different. We are proud to be London Business School, the only business school in the heart of London where diverse minds come alive to fuel fresh perspectives and make a remarkable impact.

London Business School

Programme Partner:

Eruditus Executive Education is the programme partner for London Business School's Chief Financial Officer Programme(CFO). Prospective participants with questions on the programme are encouraged to contact Eruditus for further information.

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