



Finance Learning & Development

*A Key Enabler in
Transforming Your
Finance Organization
for Strategic Impact*

When finance organizations look for a **trusted advisor** to help them create a cost-effective formal learning and development program, some of the world's best companies turn to ACS.

Why?...because ACS has a proven track record of creating comprehensive learning solutions to meet the specific needs of the CFO and the finance organization.



Finance... the Shift from a Compliance Focus to Being a Trusted Advisor to the Business

In 2002, when the Sarbanes-Oxley Act became law, finance departments became the focus of the regulatory spotlight. Companies' finance organizations scrambled to respond—evaluating, restructuring, and remediating all of a company's critical internal controls.

Now, six years later, Sarbanes-Oxley continues to require focus, although the spotlight is beginning to fade as finance organizations maintain companies' internal controls in good order. However, to maintain and continuously improve the control environment, resources must keep up with the the best approaches in evaluation, analysis, and auditing of controls.

One byproduct of Sarbanes-Oxley has been to raise the profile of the finance function within organizations. Now the common focus for most CFOs is to align the finance function more effectively with the business. There is a broad-based desire to mobilize finance professionals to create value and drive the strategy of the business, offering the level of analytical advice relative to financial issues that ultimately will drive key financial measures and shareholder value.

The effort required to successfully implement and operationalize the Sarbanes-Oxley Act and the continued requirement for CFOs to drive shareholder value have brought to light the scarcity of proper training and experience for talented professionals in finance. Because of that challenge, most CFOs recognize that unless they can offer the appropriate training to build depth and breadth in finance professionals, they will be never become the "trusted advisor" that their businesses both needs and wants that will help them prosper.

Finance Learning and Development... A Key Component of a Successful Finance Transformation Strategy

In To achieve this goal, the finance organization must have a formalized talent development strategy in place. To that end, many CFOs are evaluating transformational finance strategies to retool the organization. Furthermore, almost all finance leaders agree that a formalized, cost-effective learning and development

program will be a key driver for any successful transformational finance strategy.

Surprisingly, a significant number of Fortune 500 finance organizations lack any type of formal, structured learning and development function to support finance employees. Without this type of program in place, it will be virtually impossible for finance leaders to achieve their goals of becoming the "Trusted Advisor to the Business."

Learning and development could, and should, be a key enabler to support all aspects of the finance organization. This should extend from the transactional shared services components to areas of key operational skills. Ultimately this should support talent development for grooming finance professionals to create value and be trusted consultants to the business.

The ACS Finance and Accounting Learning and Development Solution

The Finance and Accounting Learning and Development Practice within ACS focuses solely on assisting finance organizations in the following areas:

- » Creation of the learning and development strategy for finance
- » Definition of a finance learning and development governance structure
- » Creation of a 3- to 5-year learning and development strategic plan
- » Execution against that defined strategic plan
- » Implementation of a finance learning curriculum aligned at all levels of finance:
 - o Individual Contributors
 - o Managers
 - o Directors
 - o Executives

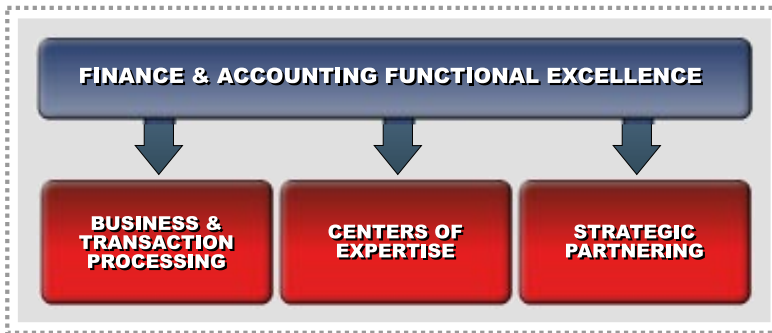


Proven Models Drive Speed to Competency

ACS does not start each learning consulting engagement with a “blank canvas.” Rather, we leverage our experience in creating comprehensive finance learning and development programs to get to solutions quickly and efficiently, allowing finance organizations to begin to execute as quickly as possible. At the same time we focus on the specific needs of a given entity, with content and examples that speak to your business and your policies and procedures. For example:

Strategic Governance Model

Our proven Finance Governance Model focuses on key areas for evaluation that ultimately drive the finance learning and development strategy:



Curriculum Framework

Our Curriculum Framework was co-developed and validated with our clients via the ACS Finance and Accounting Customer Forum and consists of 11 key skill areas and over 100 individual competencies. The 11 key skill areas are:

1. Accounting Accuracy
2. Business/Financial Analysis
3. Business/Financial Planning
4. Business Knowledge
5. Financial Reporting
6. Leadership/Character
7. Internal Audit and Controls
8. Infrastructure
9. Shared Services
10. Treasury
11. Tax

We work with each organization to validate these skill areas in the context of their business and then use the results to create a curriculum model specific to the business needs.



Proven Technical Skills Content

Our CFO University library consists of more than 350 best-in-class e-learning courses in a variety of topic areas, including:

- » Auditing
- » Controls
- » Fraud
- » Financial Statements
- » Financial Reporting
- » US GAAP
- » IFRS
- » Corporate Finance
- » Foreign Exchange
- » Treasury
- » Financial Planning
- » Tax

Select Finance and Accounting Client List:

- » Bank of America
- » Bausch & Lomb
- » Caterpillar
- » Ernst & Young
- » Freddie Mac
- » Goodyear
- » Johnson Controls
- » John Deere
- » Kraft
- » Levi Strauss & Company
- » Siemens
- » Toyota
- » Zurich Financial Services

For more information on ACS capabilities to serve your organization, you can contact our Finance and Accounting Learning and Development Practice at: financesolutions@acs-inc.com

