



THE SKILLS YOU NEED IN A CHANGING WORLD

# CURRENT BUSINESS CHALLENGES

A fast-moving and complex world demands the right skills to drive business success

Business is changing and management boards across the world are facing an array of increasingly complex issues to navigate their businesses through:

- Finding fresh sources of growth: organisations are looking at new and unfamiliar markets, each with their own commercial and cultural challenges.
- Global regulation: national and international regulations are putting organisations under pressure to comply with differing rules and protocols across their operating markets.
- The recession: the sovereign debt crisis and resultant recession have crippled Western markets' confidence, having a dramatic impact on the global economy as a whole. With strains being seen in both private and public markets, the need for strict performance management and cost controls is paramount.
- Innovation of new business models: organisations are migrating towards developing local and global capabilities with cross-functional teams to execute strategies faster and manage risks better.
- Transparency and ethical behaviour: are of growing importance with corporate conduct firmly in the spotlight. Trust and reputation have direct cost implications for the bottom line.
- Ascent of developing economies: economic power is shifting fast, with China and India becoming powerhouses of global commercial activity, which is driving an equally strong war for talent. In such changing environments, the ability to deal effectively with risks and manage opportunities has never been more important.
- Unstoppable rise of digitisation: the digital world and the rise of cloud computing are creating opportunities and forcing organisations to reassess the way they work.
- Sourcing talent: organisations are taking a much more global approach to sourcing their talent.
- Information management: senior management need better information on their return on investment in people, customer satisfaction, staff productivity and employees' needs.
- Outsourcing: turning to external suppliers is becoming central to the operations agenda, driving through efficiency gains.
- Focus on cash, costs, forecasting, resources and systems: these fundamental finance principles are more important than ever.

- Gen Z: this young generation will enter the workforce in the next few years; technologically fluent and connected, with a multicultural outlook and ingrained entrepreneurial streak – they will want roles that reflect these traits.

In the middle of all this change, one thing is clear: businesses need the right people with the right skills in order to drive sustainable business performance. In particular, two capabilities – financial expertise and business insight, giving companies an essential competitive advantage.

“Our CGMAs provided a deep analysis of client recoveries per clients and sectors. They also helped benchmark our competition, and provided recommendations to ensure we are market leading. This allowed us to make some serious decisions around the utilisation of our people and our focus on investment.”

Reyaz Mihular FCMA, CGMA  
Managing Partner,  
KPMG, Sri Lanka and Maldives

# Not all accounting is the same

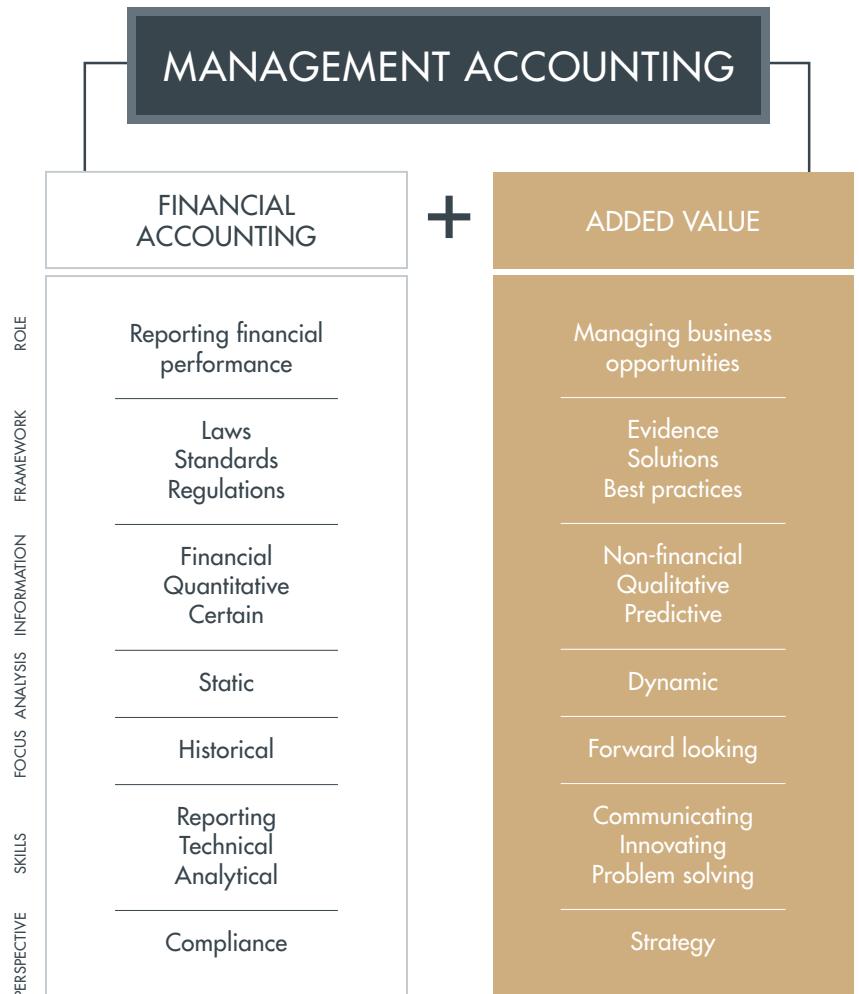
## CGMA® designation holders blend financial expertise and business insight

They build on financial accounting, adding value through their understanding of how the different parts of a business come together. They take a strategic perspective, looking outside the organisation and to the future. They manage performance, challenge constructively and provide an objective view informed by their ethical standards.

With their business insight, CGMAs can translate complex information and communicate it effectively. They enable their organisations to act entrepreneurially – to solve problems, take the right decisions, fund them properly and implement them successfully.

CGMA professionals are business strategists who can link the board's objectives and the rest of your organisation, guiding critical business decisions and creating sustainable business success.

They embody adaptability, mobility and leadership. And when opportunities arise within different parts of your organisation, CGMAs have the relevant skills and determination to move to other departments within the company and around the world. They are true business leaders who bring incisive thinking to your leadership team.



## Two routes to the CGMA® designation

AICPA and CIMA – two of the world's most prestigious accounting bodies – are committed to your CGMA designation holders having the competencies relevant to today's business environment.

The route to the CGMA designation includes a combination of exams, experience and is educationally equivalent to a master's degree. Employees progress through educational programmes and assessments, gaining experience and demonstrating knowledge of operational, managerial, strategic and ethical issues.

### CIMA – around the world

Your employees will progress through the CIMA Professional Qualification. Those who obtain the qualification, and

the professional experience criteria, will become a Chartered Global Management Accountant® (CGMA®) designation holder.

### AICPA – United States only

The CGMA designation complements the US CPA credential. US CPAs can obtain the designation by meeting management accounting experience requirements, in addition to the exam and experience requirements of earning the US CPA credential.

Both pathways are supported by product and service portfolios that ensure your people are equipped to navigate business challenges. The AICPA and CIMA support and encourage sustainable business growth and outstanding performance with

both instructor-led and online learning experiences, in-depth research, tools and techniques. In addition, employer accreditation programmes are offered to help you support your staff while they obtain the skills that will drive your business growth.

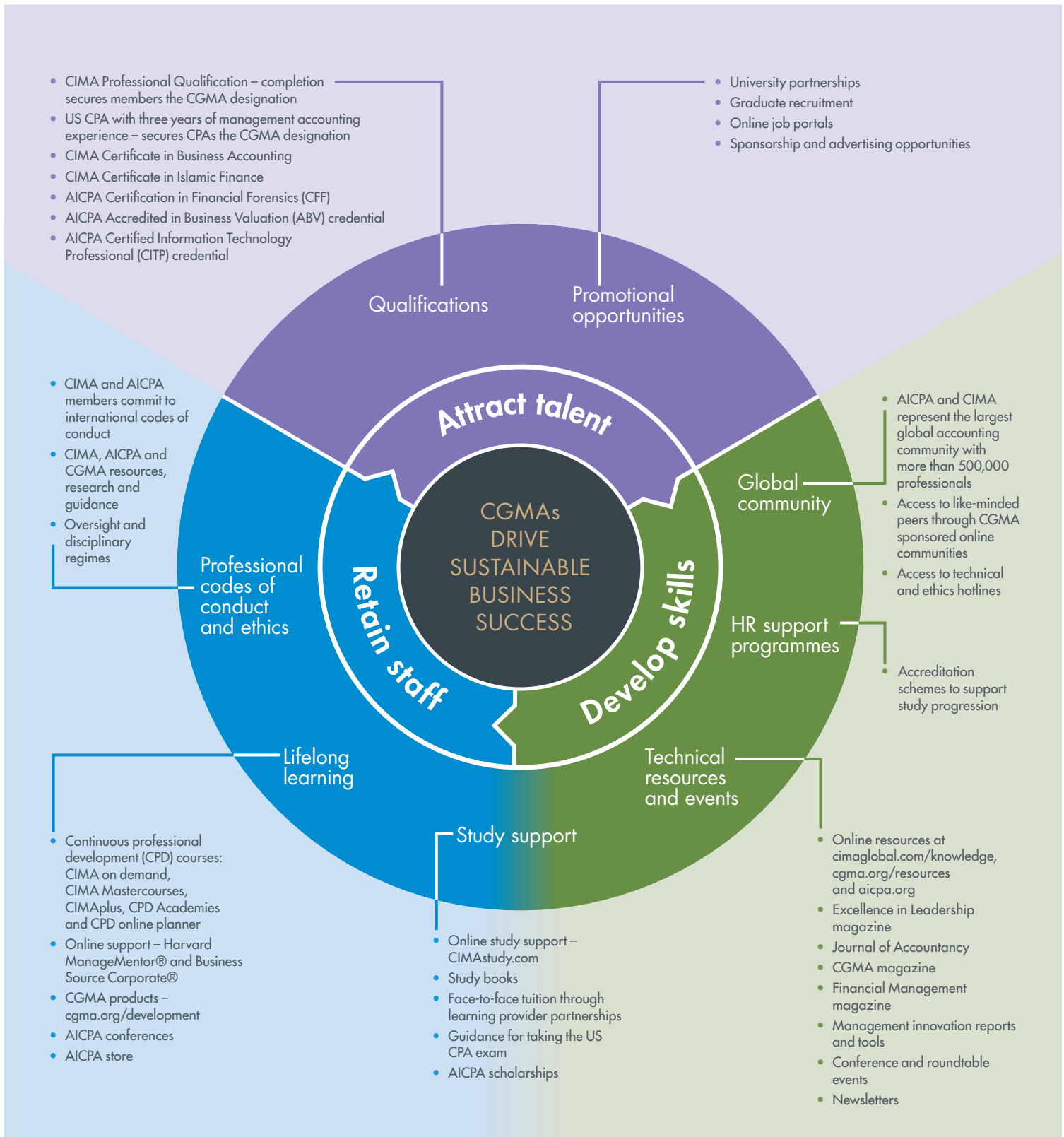
The AICPA and CIMA are global leaders in the accounting profession. Our members follow international codes of ethics to ensure that the work they do on behalf of organisations and the public is of the utmost integrity. To keep pace with the changing business world, we work closely with employers and sponsor leading-edge research. The result is a robust qualification and the most relevant designation for members working in business, industry and government.

# Supporting your business

We can work with you to attract, develop and retain the best talent. Our consultative approach means we'll listen to your business needs and understand how you want your people to behave and perform. We will tailor our range of services to ensure you gain the biggest advantage, working with you to:

- Recruit quality talent at all levels of your organisation, through our established partnerships.
- Understand your skills and competency needs and dovetail our qualifications and CPD services to maximise financial expertise and business insight.

- Help spark the next big idea by involving your organisation and people with our CGMA innovation themes.
- Maximise the resources available through our CGMA community.
- Provide support for upholding professional standards and ethics.



# MAKING A DIFFERENCE

Chartered Global Management Accountant® (CGMA®) designation holders add value to the world's leading organisations

They guide critical business decisions for organisations of all sizes, including some of the world's largest employers. Using management accounting research, tools and techniques, they manage

opportunities and risks and bring insight that drives strong business performance. The designation is founded upon the CIMA syllabus and a number of CGMA business performance successes are outlined below.



100% **TATA STEEL**

Outsourced logistics operation bringing 100% accuracy for stock count, cost savings and above 95% customer satisfaction.

Kevin Io ACMA, CGMA  
Financial Controller, Tata Steel International

600k



New customers attracted to PG Tips brand, driving brand loyalty.

Mark Shadrack ACMA, CGMA  
Vice President Finance, Unilever

£3bn



Delivering crucial cost reductions of a £3 billion budget at RAF Air Command.

Colin Evans  
Royal Air Force Deputy Command Secretary Resources, Air Command, Ministry of Defence (MoD)

10%



Management accounting expertise enhances services sales initiatives at Dell by up to 10%.

Jon Rhymes ACMA, CGMA  
EMEA Service Business Development Finance Director, Dell

20%



Management accounting principles drive 20% lower costs than peers.

Leon van Schalkwyk FCMA, CGMA  
Group Executive: Strategic Finance, Impala Platinum

5%



Attrition rate among Deloitte Finance consultants lowered from an industry average of 15-20% to less than 5% by offering support for CIMA training.

Justin Watson  
Head of Finance Talent, Deloitte

£65m



Spend on innovative green technologies resulting in a distillery that recycles 31% of its water and 85% of its steam and electrical power.

Paul Walsh FCMA, CGMA  
CEO, Diageo

15%



Net present value over three to four years. Project has provided foundation for acquisitions worth multiple billions of dollars.

Simon Henry FCMA, CGMA  
Group CFO, Royal Dutch Shell

# OUR GLOBAL NETWORK

With offices around the world, we offer local support to all our organisations, partners, students and members

To find out more about how we can help you to attract, develop and retain top talent, making a positive difference to your business performance, contact your local business development team to discuss the challenges you face in achieving success.

Find out more @ [www.cimaglobal.com/employers](http://www.cimaglobal.com/employers)

CIMA, founded in 1919, is the world's leading and largest body of management accountants, with more than 203,000 members and students operating in 173 countries. We provide a series of qualifications including the CIMA Professional Qualification – completion of which secures CIMA members the CGMA designation.



## CIMA's five key regional offices:

CIMA Africa	Office address: 1st Floor, South West Wing, 198 Oxford Road, Illovo 2196, South Africa, Postal address: PO Box 745, Northlands 2116 T: +27 (0)11 788 8723, F: +27 (0)11 788 8724, <a href="mailto:johannesburg@cimaglobal.com">johannesburg@cimaglobal.com</a>
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CIMA Middle East, South Asia and North Africa	356 Elvitigala Mawatha, Colombo 5, Sri Lanka, T: +94 (0)11 250 3880, F: +94 (0)11 250 3881, <a href="mailto:colombo@cimaglobal.com">colombo@cimaglobal.com</a>
CIMA North Asia	1508A, 15th floor, AZIA Center, 1233 Lujiazui Ring Road, Pudong Shanghai, 200120, China, T: +86 (0)21 6160 1558, F: +86 (0)21 6160 1568, <a href="mailto:infochina@cimaglobal.com">infochina@cimaglobal.com</a>
CIMA South East Asia and Australasia	Level 1, Lot 1.05, KPMG Tower, 8 First Avenue, Bandar Utama, 47800 Petaling Jaya, Selangor Darul Ehsan, Malaysia, T: +60 (0) 3 77 230 230/232, F: +60 (0) 3 77 230 231, <a href="mailto:kualalumpur@cimaglobal.com">kualalumpur@cimaglobal.com</a>

## CIMA has offices in the following locations:

Australia	Level 7, Suite 702, 5 Hunter Street, Sydney, NSW 2000, T: +61 (0)2 9376 9900
Bangladesh	Suite-309, RM Center (3rd floor), 101 Gulshan Avenue, Dhaka-1212, T: +88 (0)2 8816306
Botswana	Plot 50374, Block 3, First Floor, Southern Wing, Fairgrounds Financial Centre, Gaborone, T: +267 (0)3952362/3952366
Ghana	4th Floor, Ayele Building, IPS/ATTRACO Road, Madina, Accra, T: +233 (0)302 503407/+233 (0)302 543283
Hong Kong SAR	Suite 2005, 20th floor, Tower one, Times Square, 1 Matheson Street, Causeway Bay, T: +852 2511 2003
India	Unit 1-A-1, 3rd floor, Vibgyor Towers, C-62, G Block, Bandra Kurla Complex, Bandra (East), Mumbai - 400 051, T: +912242370100
Ireland	5th floor, Block E, Iveagh Court, Harcourt Road, Dublin 2, T: +353 (0)1 6430400
Nigeria	Landmark Virtual Office, 5th Floor Mulliner Towers (Former NNPC Building), 39 Alfred Rewane Road, Ikoyi, Lagos, T: +234-8036012134/+234-14638353
Pakistan	No. 201, 2nd Floor Business Arcade, Plot No. 27-A Block-6 P.E.C.H.S., Shakra-e-faisal, Karachi, T: +92 (0)21 34322387/89
Poland	Warsaw Financial Centre, 11th floor, ul. Emilii Plater 53, 00-113 Warsaw, T: +48 (0)22 528 66 52
Russia	Office 4009, 4th floor, Zemlyanoj Val 9, Moscow 105064, Russian Federation, T: +7 (0)495 967 9372/ +7 (0)495 967 9328
Singapore	3 Phillip Street, Commerce Point, Level 19, Royal Group Building, Singapore 048693, T: +65 (0)6824 8252
UAE	804, 8 Floor, Liberty House, DIFC, Dubai, UAE, T: +9714 4347370
Zambia	PO Box 745, Northlands 2116. Office address: 1st Floor, South West Wing, 198 Oxford Road, Illovo 2196, T: 00 260 1 290 219/ 291 708/ 291 709
Zimbabwe	6th floor, Michael House, 62 Mandela Avenue, Harare, T: 00 263 (0) 4 708600 or 250475

The AICPA is the world's largest member association representing the accounting profession, with nearly 386,000 members in 128 countries and a 125-year heritage of serving the public interest. AICPA members who meet the qualifying criteria of the US CPA credential plus additional experience requirements in management accounting are eligible for the CGMA designation.



## AICPA has offices in the following locations:

New York, New York	1211 Avenue of the Americas, New York, NY 10036-8775, T: +1.212.596.6200, F: +1.212.596.6213
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Ewing, New Jersey	Princeton South Corporate Center, 100 Princeton South, Suite 200, Ewing, NJ 08628, T: +1.609.671.2902, F: +1.609.671.2922
Washington, D.C.	1455 Pennsylvania Ave., NW Washington, DC 20004-1081, T: +1.202.737.6600, F: +1.202.638.4512