



# IBM Finance Forum 2011

Ottimizzare le previsioni  
per migliorare i risultati aziendali

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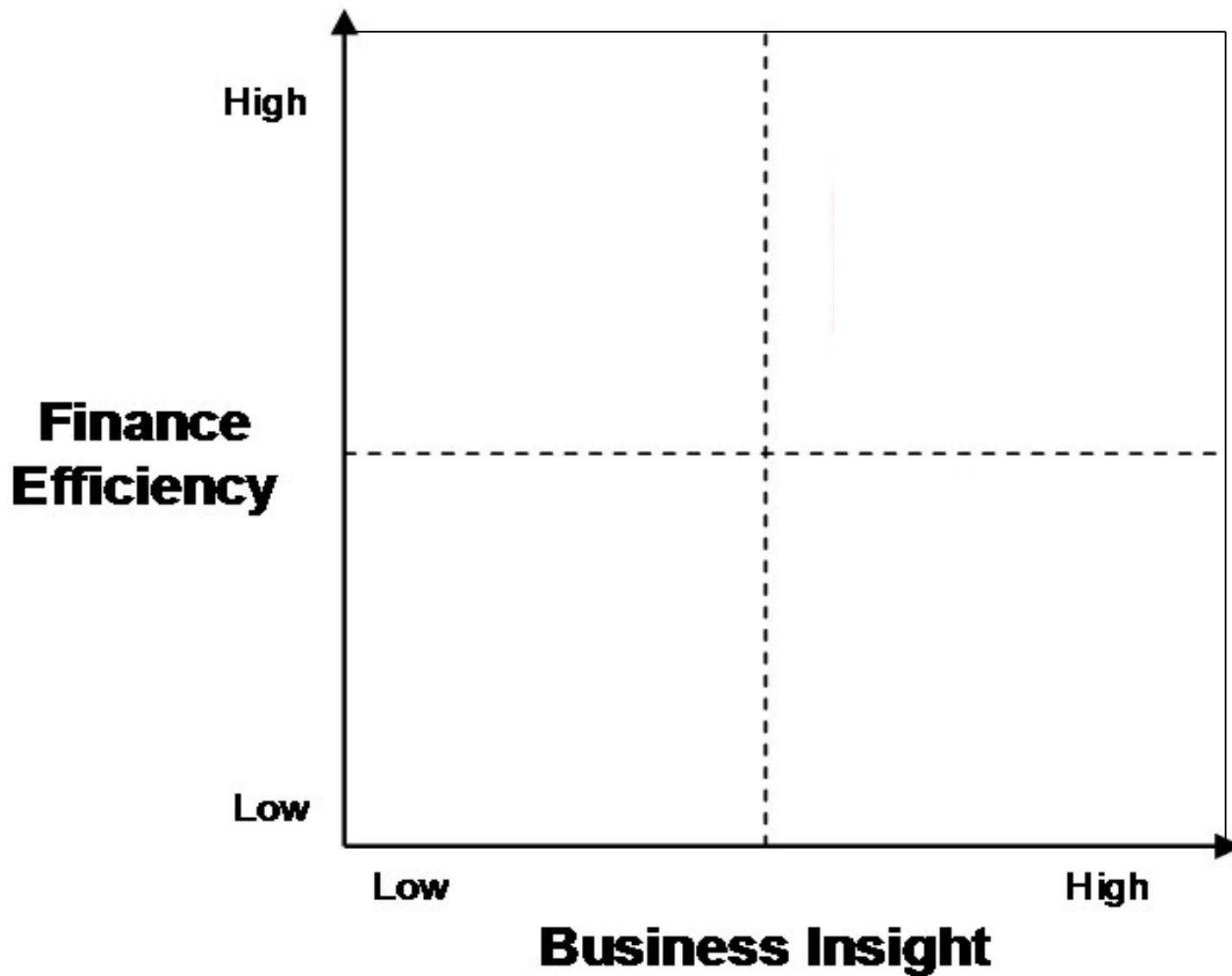
**Il più vasto studio** sulla  
famiglia professionale  
AFC

**Oltre 1.900 CFO**  
intervistati in  
81 Paesi  
32 Settori industriali



### 3 Domande chiave:

- siete pronti al cambio di ruolo?
- esistono tratti comuni dei CFO di successo?
- quale payoff?



# Finance Efficiency



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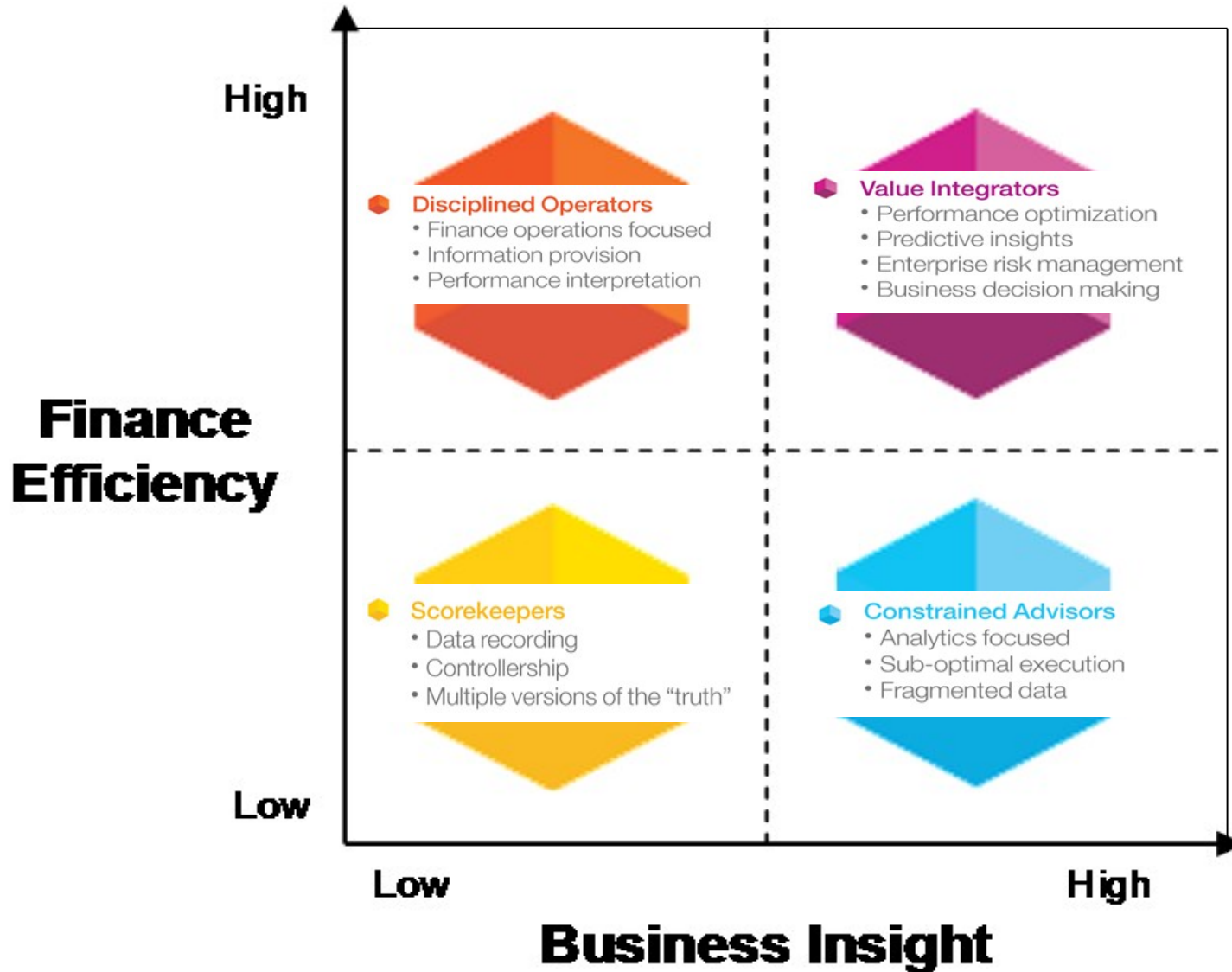
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# Business Insight





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# Payout

-  Value Integrators
-  All other enterprises

## EBITDA

*5-year CAGR, 2004-2008*

## Revenue

*5-year CAGR, 2004-2008*

## ROIC

*5-year average, 2004-2008*

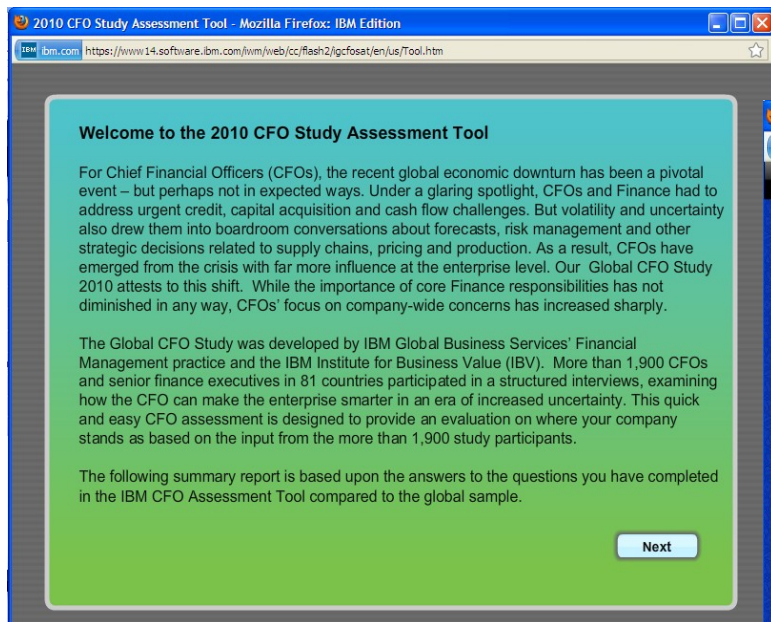
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# The New Value *Integrator*

Insights from the IBM Global Chief Financial Officer Study



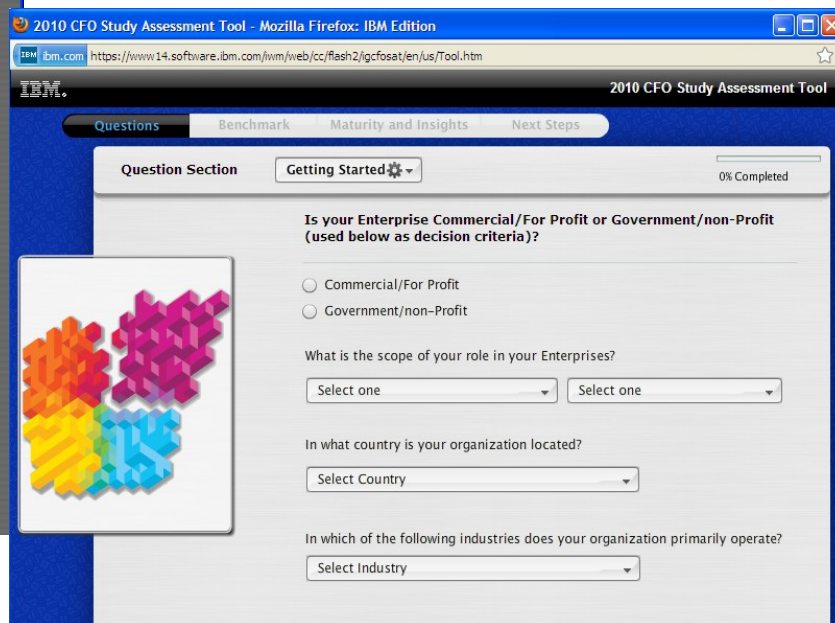
**Welcome to the 2010 CFO Study Assessment Tool**

For Chief Financial Officers (CFOs), the recent global economic downturn has been a pivotal event – but perhaps not in expected ways. Under a glaring spotlight, CFOs and Finance had to address urgent credit, capital acquisition and cash flow challenges. But volatility and uncertainty also drew them into boardroom conversations about forecasts, risk management and other strategic decisions related to supply chains, pricing and production. As a result, CFOs have emerged from the crisis with far more influence at the enterprise level. Our Global CFO Study 2010 attests to this shift. While the importance of core Finance responsibilities has not diminished in any way, CFOs' focus on company-wide concerns has increased sharply.

The Global CFO Study was developed by IBM Global Business Services' Financial Management practice and the IBM Institute for Business Value (IBV). More than 1,900 CFOs and senior finance executives in 81 countries participated in a structured interviews, examining how the CFO can make the enterprise smarter in an era of increased uncertainty. This quick and easy CFO assessment is designed to provide an evaluation on where your company stands as based on the input from the more than 1,900 study participants.

The following summary report is based upon the answers to the questions you have completed in the IBM CFO Assessment Tool compared to the global sample.

[Next](#)



**2010 CFO Study Assessment Tool - Mozilla Firefox: IBM Edition**

IBM.com https://www14.software.ibm.com/ivm/ivweb/cc/flash2/igcfosat/en/Us/Tool.htm

IBM 2010 CFO Study Assessment Tool

Questions Benchmark Maturity and Insights Next Steps

Question Section **Getting Started** 0% Completed

**Is your Enterprise Commercial/For Profit or Government/non-Profit (used below as decision criteria)?**

Commercial/For Profit  
 Government/non-Profit

What is the scope of your role in your Enterprises?  
 Select one Select one

In what country is your organization located?  
 Select Country

In which of the following industries does your organization primarily operate?  
 Select Industry

<http://www.ibm.com/services/us/cfo/cfostudy2010/self-assessment.html>

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## IBM Global Chief Financial Officer Study

<b>Dimensioni (US\$)</b>	<b>%</b>
<b>&lt;=\$500MM</b>	<b>25%</b>
<b>\$501MM to \$1B</b>	<b>15%</b>
<b>&gt;\$1B to \$10B</b>	<b>39%</b>
<b>&gt;\$10B</b>	<b>21%</b>



Dati	Totale complessivo
Numero Imprese	<b>1.211</b>
Ricavi Totali (milioni euro)	<b>1.306.972</b>
Ricavo Medio (milioni di euro)	<b>1.079</b>
Dipendenti Totali	<b>5.076.677</b>
Reddito Operativo Totale (mln euro)	<b>104.132</b>

Dati	classe dipendenti				
	1000 - 1499	1500 - 2499	2500 - 5000	5.000 - 10.000	oltre 10.000
Numero Imprese	441	333	223	135	79
Ricavi Totali (milioni euro)	154.732	154.260	224.731	234.609	538.640
Ricavo Medio (milioni di euro)	351	463	1.008	1.738	6.818
Deviazione Standard Ricavi	0,92	0,72	1,69	1,54	13,31
Dipendenti Totali	538.237	654.435	731.713	922.685	2.229.607
Reddito Operativo Totale (mln euro)	7.863	7.707	8.976	20.243	59.342

# Lo studio IBM-SDA Bocconi



- Quanto sono applicabili alle aziende italiane i risultati della ricerca internazionale?
- Quali sono i driver che spiegano la (reale) applicazione di metodi e prassi eccellenti di AFC nelle imprese italiane?
- Quali innovazioni vanno attivate per l'evoluzione della professionalità AFC in Italia?
- Quanto vale il CFO in Italia?

# White Paper

## Risultati finali dello studio in autunno



- Attualmente 100 CFO e Professional della funzione AFC coinvolti
- 3 Focus Group regionali
  - Altri 2 in programma
- 7 Casi dettagliati discussi
  - Altri 3 in programma



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