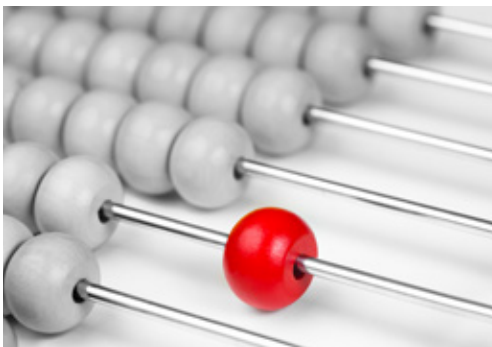


White Paper on Shared CFO Services



The role of CFO has become more complex and varied and is now more challenging than ever before. CFO, once considered as an executive with proficiency in figures, is no longer confined to the game of numbers. Having undergone thorough changes over the period of time, they now play a major role in driving the business for their organisation.

A more competitive market landscape, a keener focus on corporate governance, and issues such as risk management all play a part in evolving the role of the current day's CFO. An able CFO is expected to transform finance function from a mere support function to a solution provider function – apart from working on agreed KRA's, he should be adept in providing strategic and directional support, handling relationship management with stakeholders, ensuring statutory compliance, supporting fund raising initiatives and much more. On the whole, CFO function has become a place where business strategy, process and information combine and cross pollinate!

It is widely felt; Small & Medium Enterprises (SMEs) really do require effective CFO services to successfully manage their growing business need. However, limited resources compel these SMEs to settle for lesser skilled individuals. Many CFOs in these organisations are thus found grappling with an expanded breadth of responsibility and more often stand exposed to the changing job requirements / expectations due to lack of expertise / experience.



What do we mean by Shared CFO Services?

No organisation can achieve its goals effectively without proper structures for allocating and optimising the use of resources. The centrality of finance means the CFO must play the lead role in advising and supporting the Management Team in turning policy aspirations into reality by aligning financial planning with the vision and strategic objectives for the organisation.

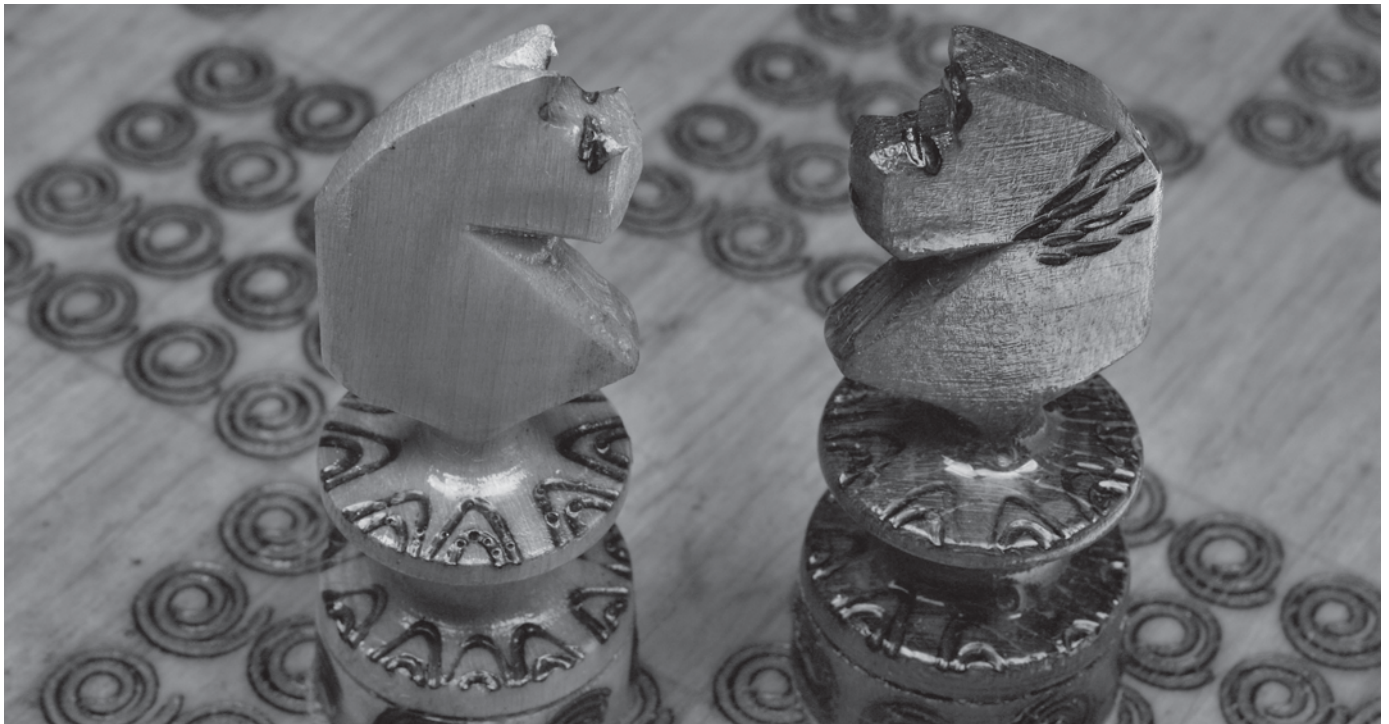
Treeline aims to provide CFO services to support SME businesses and help them in transforming their finance function from an “analyst” to a “catalyst” role and thus facilitate in reducing the enterprise’s cost base, increasing efficiency & quality of information and enabling owners to take better and informed decisions. Shared CFO Services from Treeline is backed by our team of advisors, associates / experts in our network, management agent and change specialists, thus providing you a complete financial leadership solution.

When an organisation approaches for Shared CFO Services, Treeline will request the client to furnish certain basic information contained in the form of “Fact Sheet”. Upon receipt of information, Treeline will meet the company officials to determine, discuss, understand and agree on the areas requiring assistance. Treeline will formalize this relationship through a service level agreement detailing the scope of services envisaged and listing out deliverables along with their timelines.



After ensuring the foundations are set in place, Treeline will, strive establishing good financial management techniques and focus on stretching the organisational resources to maximise value for the organisation. This will involve deploying approaches and techniques such as:

- Enabling the organisation to measure value for money, and making sure that it has the information to review value for money and performance effectively
- Advising on appropriate strategies for managing assets and stretching utilisation, and the productive use of other resources
- Providing leadership in using and developing efficiency tools and techniques, including benchmarking, IT, shared services, process analysis and cost management, collaborating with others where this is more efficient, effective or economical and
- Ensuring the rigorous financial appraisal and oversight of change programmes, income generation proposals and investment projects.



As part of the leadership team of the SME, Treeline's CFO Representative knows the importance of his role and ensures necessary financial information and advice is provided to the Leadership Team and decision makers at all levels across the organisation. Meaningful financial analysis and robust and impartial interpretation is a key component of the role of Treeline's CFO Representative in the organisation in performance management, asset management, investment appraisal, risk management and control.

This is proposed to be achieved through:

- Ensuring that opportunities and risks are fully considered and decisions are aligned with the overall financial strategy
- Providing professional advice and objective financial analysis enabling decision makers to take timely and informed business decisions
- Ensuring that the organisation's capital projects are chosen after appropriate value for money analysis and evaluation using relevant professional guidance
- Checking, at an early stage, that innovative financial approaches comply with regulatory requirements
- Monitoring and reporting on financial performance that is linked to related performance information and strategic objectives that identifies any necessary corrective decisions
- Preparing timely management accounts
- Ensuring the reporting envelope reflects partnerships and other arrangements to give an overall picture



Why do you need Shared CFO Services?

One of the most daunting challenges facing CFOs and their staffs today is how to ensure that the financial information they supply to stakeholders, both externally and internally, is consistent and correct. The checklist for compliance seems to grow whenever you turn around. Healthy businesses continually test their effectiveness, even in good economic climates. They continually try to re-invent the ways they conduct business internally and how they relate to their clients.

Some CFOs are more proactive than others. That is, they don't wait for a crisis to envelop them before they re-assess their business structures. They embrace change, not only as a means of survival, but as a critical aspect of prospering. All this indicates that on-going challenges will involve a careful balancing act.

Executives and key personnel at Treeline have acknowledged these phenomena and successfully designed the Shared CFO Services with a forward looking approach, keeping client's evolving business demand in mind.

Treeline assists businesses identify and correct problems and situations that may be holding them back from growth and profitability. We believe in detailed planning and strong financial management to best utilize the assets of the company. Shared CFO Services from Treeline plays a significant role in creating value for the organisation and ensuring the resources are used appropriately, economically, efficiently and effectively.

We at Treeline bring the best of the methodologies and expertise, combined with in-depth practical experience gained from senior roles in industry. We deliver against our commitments and will:

- Identify and validate robust and pragmatic recommendations to allow you to make informed business moves
- Use our experience from previous work and our thought leadership in this area
- Ensure that all recommendations and benefits are achievable and establish a clear plan to achieve them
- We bring deep functional expertise and industry knowledge, with the skills and tools to support our clients in transforming their businesses
- We will work with you in a collaborative manner as one team and at a pace that is right for you
- We will adapt our methodologies and tools to your specific needs and
- We will listen to you and share our knowledge with you so that together we can arrive at pragmatic solutions and deliver them in the best possible way.

We are recognised for our practical approach – “rolling up our sleeves to make change happen”. Our sole focus is on what is right for our clients.



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