



# BECOMING A STRATEGIC LEADER

6 FOCUS AREAS FOR CFOs



# The Prosperity Guy

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- Live in Puerto Rico
- Married with 6 children
- Was the CFO for the largest privately held pediatric company in the US
- Have served as CFO for dozens of clients through my CPA practice

Where did the first battle of the Civil War take place?

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Fort Sumter, South Carolina

What is South  
Carolina's state  
amphibian?

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The Salamander

Where is the oldest minor league baseball stadium in the nation?



Spartanburg, South Carolina  
Duncan Park

## Part of a Team

- \* Chief Executive Officer
- \* Chief Financial Officer
- \* Chief Operating Officer

A CFO is

A leader not a number cruncher

Standardize  
and  
Improve  
Business  
Processes





# Standardize and Improve Business Process

- Customer strategy and community relationships
- Employee development & satisfaction
- Financial analysis reporting & capital management
- Product development
- Financing
- Customer Acquisition

# THE PROSPERITY CYCLE

- Protect your assets
- Preserve your income
- Produce Wealth



Drive  
Improvement  
with  
Technology

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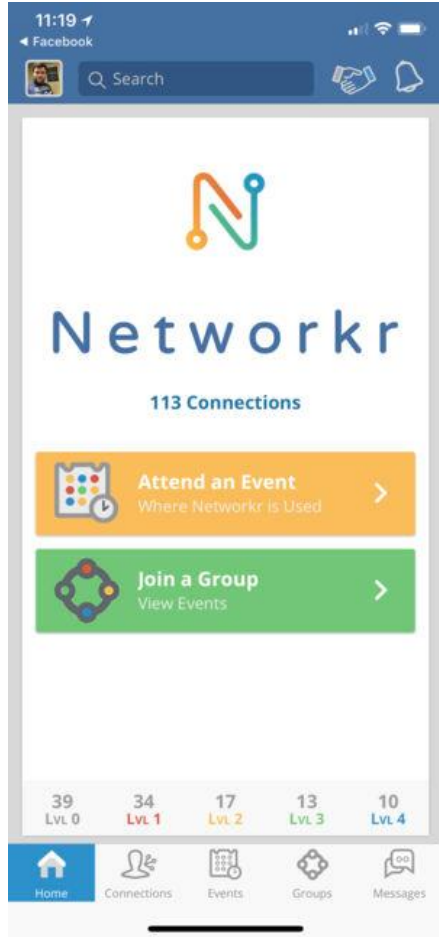


**“This software will help you manage stress  
as long as you don’t try to install it.”**

**E-TRENDS**  
GROUP

# Drive Improvement with Technology

- Customer strategy and community relationships
- Employee development & satisfaction
- Financial analysis reporting & capital management
- Product development
- Financing
- Customer Acquisition



# Networkr App

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- Creates more opportunities
- Allows organizations to have access to all those who attend
- They know in advance who is coming
- If they charge a fee it can be captured through the app
- Closer connections are built with participants

Provide  
Effective Key  
Performance  
Indicators



**“I need you to come up with  
a few more KPIs.”**

## Characteristics of Effective Key Performance Indicators

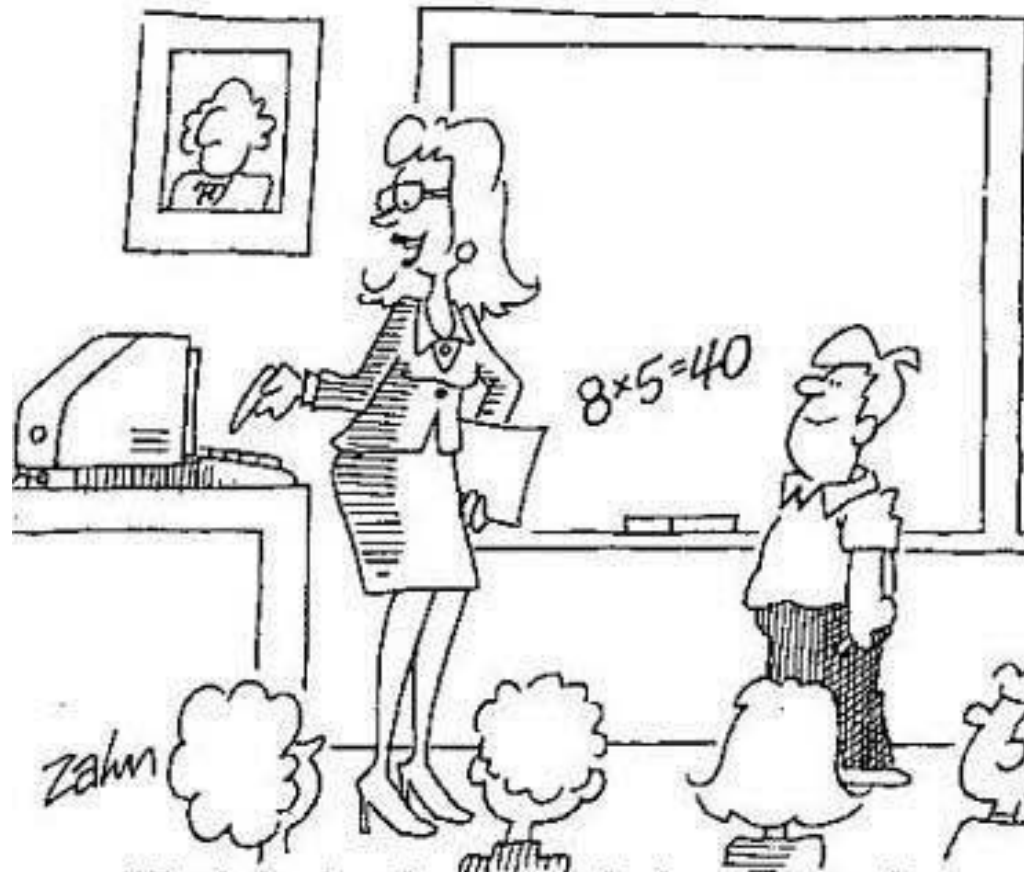
- Simple
- Measurable
- Actionable
- Timely
- Visible

# CFO Based Key Performance Indicators

- Working capital
- Operating cash flow
- Current ratio
- Payroll headcount ratio
- Return on equity
- Quick ratio
- Debt to equity
- A/R and A/P turnover
- Inventory turnover



Integrate  
Technology



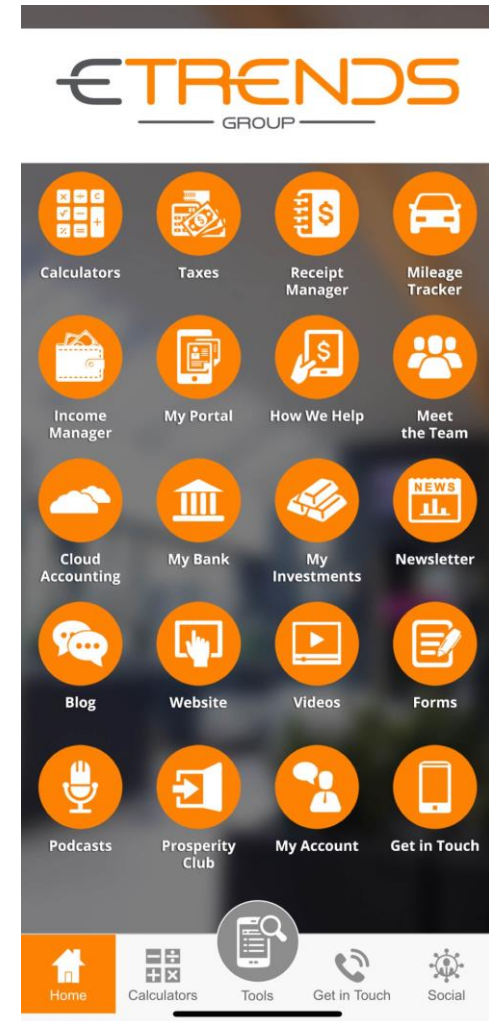
**“I think that’s right, but let  
me check.”**

# Integrate Technology

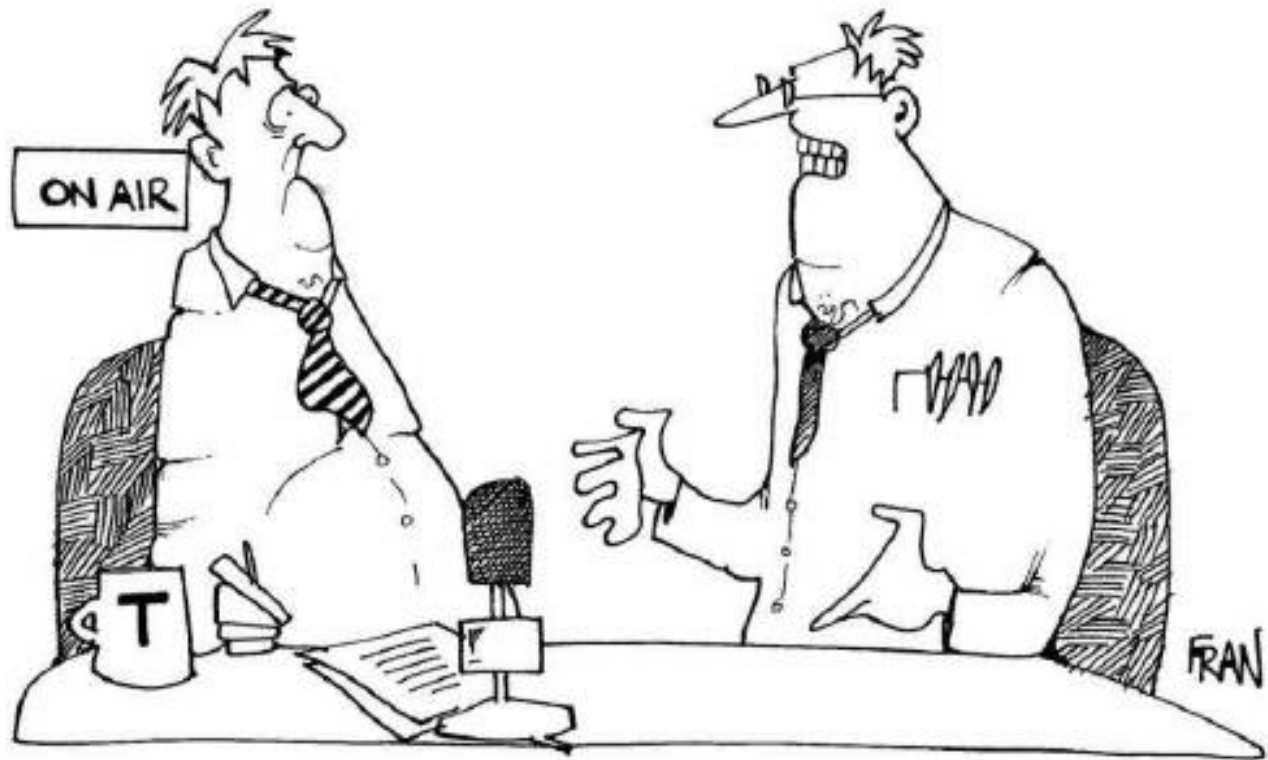
- Cloud solutions
- Artificial intelligence
- Block chain

# ETRENDS APP

- Changed the way we communicate with clients
- Allowed us to better market to our clients
- Allowed our clients easy access to our products and services
- Makes us look good, because it is new technology for CPA firms
- Gives us a competitive advantage



Provide  
Accurate  
Forecasting



THE ECONOMIC FORECAST IS DIFFICULT FOR AN AMATEUR TO GET RIGHT...BUT THE PROFESSIONALS ARE REASONABLY CONFIDENT THAT THE MARKETS WILL GO EITHER UP OR DOWN IN THE LONG OR SHORT TERM

# How to Provide Accurate Forecasting

- Keep budgeting and forecasting flexible
- Implement rolling forecasts and budgets
- Communicate early and often
- Involve your entire team
- Be clear about your goals
- Plan for various scenarios

Support  
Growth &  
Expansion



## Support Growth and Expansion

- Merger and acquisition
- Emerging markets
- New innovative ideas
- Digital solutions

# Puerto Rico

- Act 20 – Export Service Act
  - 4% fixed income tax rate
  - 100% tax exemption on distributions from earnings and profits
  - 100% exemption from real and personal property taxes
  - 60% exemption from municipality taxes



# Puerto Rico

- Act 22 – Individual Investor Act
  - 100% tax exemption from Puerto Rico income taxes on all dividends and interest
  - 100 tax exemption from Puerto Rico income taxes on short and long-term capital gains once you become a resident of Puerto Rico
  - Benefits last until December 31, 2035

## CONTACT INFORMATION

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