CIMA Professional Qualification
E3 Syllabus Overview

Created by: Global CGMA University and Academic Center of Excellence
What is the Center of Excellence (COE) about?

We attract, inspire and engage the next generation of CIMA members and CGMAs by increasing awareness among academics and university students through identification of best practices, training, resources and communications, working in partnership with the regions.

- Establish consistent global strategy & performance for academic relations that compliments country efforts
- Provide partnership & support
- Develop best practices & tools
- Align priorities & interests
- Develop operational efficiency
Summary of the Enterprise pillar - 2019 syllabus

E3: Strategic Management
• A: The strategy process
• B: Analysing the organisational ecosystem
• C: Generating strategic options
• D: Making strategic choices
• E: Strategic control
• F: Digital strategy

E2: Managing Performance
• A: Business models and value creation
• B: Managing people performance
• C: Managing projects

E1: Managing Finance in a Digital World
• A: Role of the finance function
• B: Technology in a digital world
• C: Data and information in a digital world
• D: Shape and structure of the finance function
• E: Finance interacting with the organisation

What is this pillar about?
• Articulate a vision in a digital world
• How do we articulate the role of the finance function in a digital world?
• How do we manage performance through people and projects?
• How do we develop and manage strategy?

Download Syllabus Here
E3 Strategic Management
What changed in E3?

2015 syllabus
E3: Strategic Management
A. Organisational environment
B. Strategic position and options
C. Leading change
D. Implementing strategy
E. Role of information systems in organisational strategy

2019 syllabus
E3: Strategic Management
A. The strategy process
B. Analysing the organisational ecosystem
C. Generating strategic options
D. Making strategic choices
E. Strategic control
F. Digital strategy

New
CGMA competencies in a digital world

The competency framework reflects our findings on how finance professionals are expected to apply accounting and finance skills within the context of the business/organisations in which they operate.

It also reflects for the first time how technology and a digital mindset will be required to affect and influence their own decisions, actions and behaviours and those of their colleagues within the wider organisation.

Read & Download Here
E3: Structure and outline

**The strategy process**

1. **Analyse ORGANISATIONAL ECOSYSTEM** to diagnose the opportunities and challenges to create value
   - Exam weighting: 20%

2. **Make STRATEGIC CHOICES** and integrate them into a coherent strategy
   - Exam weighting: 15%

3. **Deploy STRATEGIC CONTROL** systems to create and communicate action plans and allocate resources to implement strategy
   - Exam weighting: 20%

4. **Search for, develop and evaluate STRATEGIC OPTIONS**
   - Exam weighting: 15%

5. **Create a DIGITAL STRATEGY** that enables the digital transformation of the organisation
   - Exam weighting: 15%
Exam blueprint
The E2 exam blueprint

• For the first time, under the updated 2019 CIMA Professional Qualification, CIMA is publishing examination blueprints based on the syllabus which set out in detail what is examinable in each of the nine Objective Tests and three Case Study examinations. The Blueprints will be published annually, and provide information about the format, structure and weightings of the assessments.

• The blueprints will only be applicable to exams scheduled under the 2019 Professional Qualification.
Key features of the blueprints

• Updated annually
• 3 documents, one per level
• 4 sections
  ➢ Overview
  ➢ Case study exam business simulation
  ➢ Objective test representative tasks
  ➢ Appendices (formulas etc.)
E3 exam dates

Scheduling of E3 exam under the 2019 PQ will open

E3 exams under the updated Professional Qualification will commence

1 Aug 2019

4 Nov 2019

Link To Timeline
Exam overview

Skill level
Analysis
Evaluation

Exam format
Objective test
On-demand
Computerised
60 questions
90 minutes

CIMA will publish updated objective test pass rates every quarter following the release of pass rates for case study exams.

View Pass Rates
Examination purpose

- The Objective Tests assure that learners have acquired the fundamental knowledge, skills and techniques for the role that will be simulated in the culminating Case Study Examination.

- The Objective Tests will cover all areas of the syllabus and will ensure that learning has taken place across the breadth of the syllabus.

- The Objective Tests at the strategic level are weighted towards application with analysis and evaluation in highly structured scenarios.
“I can” statements

- In the exam blueprint, you will find representative task statements.

- Each statement is a plain English description of what a CIMA finance professional should know and be able to do i.e. “I can….”.

- The content and skill level determine the language and verbs used in the representative task.

- CIMA will test up to the level of the task statement in the objective test (an objective test question on a particular topic could be set at a lower level than the task statement in the blueprint).

- The task statements in the blueprint are representative and are not intended to be (nor should they be viewed as) an all-inclusive list of tasks that may be tested on the Examination. It also should be noted that the number of tasks associated with a particular content group or topic is not indicative of the extent such content group, topic or related skill level will be assessed on the test.
A snapshot of the E3 exam blueprint

<table>
<thead>
<tr>
<th>E3A: The strategy process</th>
<th>Skill level</th>
<th>Representative task statement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lead outcome</td>
<td>Component outcome</td>
<td>Remembering and understanding</td>
</tr>
<tr>
<td>1. The purpose of strategy</td>
<td>a. Strategy</td>
<td></td>
</tr>
</tbody>
</table>

The slides below will list some of these representative task statement
Topic A – The strategy process
(New topic)
Summary

• Strategy is at the heart of what organisations do.

• This section provides the foundation of strategic management for the organisation.

• It introduces the strategy process that is elaborated on in the rest of the subject.
# E3A: The strategy process

<table>
<thead>
<tr>
<th>Lead outcome</th>
<th>Component outcome</th>
<th>Topics to be covered</th>
<th>Explanatory notes</th>
</tr>
</thead>
</table>
| 1. Explain the purpose of strategy | a. Define strategy  
  b. Explain the purpose of strategy | • Different definitions of strategy  
  • Essential features and characteristics of strategy | • This section introduces the rest of E3. It provides the various definitions of strategy and outlines its essential features and characteristics.  
• It discusses the different types and levels of strategy and the leaders who have responsibility for them.  
• Finally it looks at the strategy process from both the rational and emergent perspectives. |
| 2. Discuss the types and levels strategy | Discuss  
  a. Types of strategy  
  b. Levels of strategy | • Intended and emergent strategy  
  • Corporate, business and functional strategies | |
| 3. Outline the strategy process | a. Outline the rational and emergent processes of arriving at strategy | • Analysis of organisational ecosystem  
  • Generating options  
  • Strategic choice  
  • Strategic control | |
Example of representative task from exam blueprint

I can analyse the essential features and characteristics of strategy including the long-term time horizon, considering the organisation as a whole, stakeholder analysis, gaining sustainable competitive advantage, and environmental analyses.

I can analyse the levels of strategy including corporate, business, and functional and the impact of strategic lenses on those levels.

As part of the strategy process, I can analyse the organisational ecosystem, strategic options or choice, and strategic implementation and control.

Download Exam Blueprint Here
Resource list
Request for a presentation slide today

Summary

- Why strategy?
- What is strategy?
- The strategy Method
- Stress testing your strategy
- The role of finance

Email: Academic.Partners@aicpa-cima.com

Email Now
Strategy lessons

Case study on learning strategy in BP

Rebooting the classroom
Frances Howat explains BP’s move to transform its finance learning operation.

By Oliver Rowe
1 December 2018
Future of finance, Strategy and innovation, Transformation

Strategy lessons from the Serengeti
Cheetahs, hyenas, and warthogs are among today’s global strategy experts. Here’s how their insights can apply to your business.

By Stephen Berry, FCMA, CGMA
1 February 2018
Strategy and innovation
Strategies of long-lasting organisations

Read Case Study

Read Also: Harvard Business Review
Creating more value with corporate strategy

Few companies create strategies that deliver more value than the sum of their business unit parts, but those that do also excel at moving resources and removing barriers.
Topic B: Analysing the organisational ecosystem
Summary

- Every organisation inhabits an ecosystem within which it adapts and evolves.

- This ecosystem comprises markets and society, has its players and its own system of governance.

- Organisations can also join with others to form a smaller ecosystem within the broader one to reflect their strategic preferences.

- This section provides candidates with an understanding of the dynamics of the ecosystem (both the wider and the smaller more deliberate ones formed by organisations) and how it affects the strategy of the organisation.
## E3B: Analysing the organisational ecosystem

<table>
<thead>
<tr>
<th>Lead outcome</th>
<th>Component outcome</th>
<th>Topics to be covered</th>
<th>Explanatory notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Analyse the elements of the ecosystem</td>
<td>Analyse a. Markets and competition b. Society and regulation</td>
<td>• SWOT analysis • PESTEL analysis • Competitor analysis • Customer analysis • Wider ecosystems • Industry ecosystems</td>
<td>• What types of markets do organisations operate in? • What are the “rules of the game” in these markets? • What are the sources and opportunities for disruption in the market? • How does society regulate the markets and provide “permission to play” for organisations?</td>
</tr>
<tr>
<td>1. Discuss drivers of change in the ecosystem</td>
<td>Discuss the following drivers of change: a. Institutional and systemic b. Social c. Market d. Technology e. Sustainability</td>
<td>• Globalisation • Geopolitics • Demography • Customer empowerment • Digital technology • Automation</td>
<td>• What are the drivers of change in the ecosystem? • How are the individuals drivers linked? • What type of outcomes do they bring individually and collectively? • What risks and opportunities do they bring organisations?</td>
</tr>
<tr>
<td>1. Discuss the impact of the ecosystem on organisational strategy</td>
<td>a. Discuss the impact of strategic networks and platforms on organisational strategy b. Conduct stakeholder analysis in networks</td>
<td>• Value creation in ecosystems • Participants and interactions in networks and platforms • Technology enablers in networks • Process of creating networks and platforms • Stakeholder analysis in networks • Corporate social responsibility</td>
<td>• In a digital world what is the importance of networks and platforms? • What are the roles, interactions, and governance systems in the ecosystems? • Who are the key players? • How does this affect the business model of organisations?</td>
</tr>
</tbody>
</table>
Example of representative task from exam blueprint

I can analyse the drivers of change in an ecosystem including globalisation, geopolitical impact, demographics, customer empowerment, digital technology, automation and sustainability.

I can analyse what an organisation can do to create value in an ecosystem and how that organisation can capture the value they helped to create.

I can analyse how technologies such as cloud computing, social media, mobile and analytics impact ecosystems.

Download Exam Blueprint Here
Resource list
Why CFOs should be re-thinking their Business Model Framework

As a CFO, you’re working in a challenging global business environment. New technology is disrupting existing business models, markets, and society.

Today, 80% of an organisation’s value lies in its intangible assets, compared to less than 20% 40 years ago.

So, how will you gain a holistic view of the complexities surrounding your business model in this digitally disrupted environment?

And what can you do to gain a new perspective to create value and success for your organization and stakeholders?

Watch the video below and learn more to gain a new perspective.
Request for slides (Academic.Partners@aicpa-cima.com)
Ecosystems in a digital world

Unlocking B2B Platform Value

World Economic Forum
March 2017
White paper

The Digital Transformation Initiative (DTI) was launched by the World Economic Forum in 2015 to serve as the focal point for new opportunities and themes arising from the latest developments in the digitalization of business and society.

14 mini case studies highlighted in report e.g.:

- Klöckner & Co – using platforms to drive digital transformation
- Amazon Alexa – teaching businesses new skills
- General Motors and IBM – establishing trust in advanced analytics
- Microsoft – managing data-localization challenges

Read Now
More on ecosystems

The new age of ecosystems
IBM Institute of Business Value
Read the executive report 2014

In or out?
Succeeding in the ecosystem economy
IBM Institute of Business Value 2017

MuleSoft report
Building a digital platform to lead in the API Economy

Read
Read
Read
Topic C: Generating strategic options
Summary

• Strategy is about choice of options.

• These options must be generated and developed based on the dynamics of the ecosystem in which the organisation operates and the foundational contexts of the organisation (e.g. its purpose, values etc).

• This section covers how options are generated and links them to the purpose, values and vision of the organisation.

• In addition it looks at the role of various parts and levels of the organisation in the strategy process.
<table>
<thead>
<tr>
<th>Lead outcome</th>
<th>Component outcome</th>
<th>Topics to be covered</th>
<th>Explanatory notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Discuss the context of generating options</td>
<td>Discuss:</td>
<td>• Roles and responsibility of leaders of organisations for strategy</td>
<td>• Who is responsible for various aspects of the strategy formulation process? • How are those roles determined and governed? • How does the organisation derive its purpose, vision and values? • What processes exist to ensure that strategy is based on and/or are aligned to these?</td>
</tr>
<tr>
<td></td>
<td>a. The role of governance and ethics in the strategy process</td>
<td>• Definition of purpose, vision and values of organisations</td>
<td></td>
</tr>
<tr>
<td></td>
<td>b. Purpose, vision and values of organisation and their impact on strategy.</td>
<td>• Linkage between purpose, vision and values to each other and to strategy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Discuss how to:</td>
<td>• Roles and responsibility of leaders of organisations for strategy</td>
<td></td>
</tr>
<tr>
<td></td>
<td>a. Frame key strategic questions</td>
<td>• Definition of purpose, vision and values of organisations</td>
<td></td>
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<tr>
<td></td>
<td>b. Diagnose organisation’s starting position</td>
<td>• Linkage between purpose, vision and values to each other and to strategy</td>
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<td></td>
<td>c. Forecast potential organisational operating ecosystem</td>
<td>• Who is responsible for various aspects of the strategy formulation process?</td>
<td></td>
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<tr>
<td></td>
<td>d. Use various frameworks to generate options</td>
<td>• How are those roles determined and governed?</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• How does the organisation derive its purpose, vision and values?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• What processes exist to ensure that strategy is based on and/or are aligned to these?</td>
<td></td>
</tr>
<tr>
<td>2. Discuss how to generate and develop options</td>
<td></td>
<td>• What are the core strategic questions to ask and what are the criteria and constraints for making them?</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• What is the organisation’s starting point?</td>
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<td></td>
<td></td>
<td>• Where and how does it make money?</td>
<td></td>
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<td></td>
<td></td>
<td>• What potential futures might it inhabit and what are the forces potentially driving these futures?</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• What are the potential pathways to this future?</td>
<td></td>
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<tr>
<td></td>
<td></td>
<td>• What new business models are in play?</td>
<td></td>
</tr>
</tbody>
</table>
Example of representative task from exam blueprint

I can prepare or review Porter’s generic strategies, Ansoff’s matrix, and method of growth for establishing a choice of possible future strategies.

I can use trend analysis and system modelling to forecast potential organ.

I can analyse game theory approaches in strategic planning and decision-making.

Download Exam Blueprint Here
Resource list
Integrated Business Planning (IBP)

This is the first article in a four-part series on IBP.

Part 2 - How to successfully use integrated business planning

Part 3 - Enabling finance as a business partner

Part 4 - Three priorities for building future finance leaders
What is the triple bottom line, and how does it related to reporting on six vital capitals?

Martin Thomas, FCMA, CGMA a former executive with Unilever shares more on those and other topics.
Decision making frameworks

A Leader’s Framework for Decision Making
Harvard Business Review
Nov 2007

Making Sense of your Problems with The Cynefin Framework
Austmine Ltd
March 2017

The Stacey matrix
Topic D: Making strategic choices

E3 Strategic Management
Summary

• Once options have been generated in various areas of the organisation’s operations the organisation has to choose between the alternatives.

• The choice is based on predefined criteria and an evaluation of the options against these criteria.

• The various options chosen must then be integrated into a coherent whole to form the organisation’s strategy.

• This section covers how the options are evaluated, chosen and integrated coherently to form the strategy of the organisation.
## E3D: Making strategic choices

<table>
<thead>
<tr>
<th>Lead outcome</th>
<th>Component outcome</th>
<th>Topics to be covered</th>
<th>Explanatory notes</th>
</tr>
</thead>
</table>
| 1. Evaluate options. | a. Develop criteria for evaluation.  
                        b. Evaluate options against criteria.  
                        c. Recommend appropriate options. | • Suitability, acceptability and feasibility framework | • What are the different criteria to guide the choice of options, how are they prioritised and why? |
| 2. Produce strategy by the integration of choices into coherent strategy. | Conduct:  
                        a. Value analysis  
                        b. Portfolio analysis | • Value chain analysis  
                        • Managing product portfolio | • What are the criteria to ensure effective integration and why?  
                                                                                • What are the trade-offs to be made when putting the individual choices together?  
                                                                                • How does one ensure integrated thinking? |
I can recommend appropriate action for strategic options.

I can prepare or review a Porter’s value chain analysis to assess whether an organisation has a sustainable competitive advantage.

I can recommend how to manage the product portfolio of an organisation to support the organisation’s strategic goals.

Download Exam Blueprint Here
Resource list
Value chain analysis

What is it?

More on Value Chain Analysis

The Value Chain

Mindful tools

Read

Read

Read
Project portfolio management in turbulent times

Enterprise risk oversight: A global analysis

Read

Read
Topic E: Strategic control

E3 Strategic Management
Summary

- Once strategy has been formulated it has to be implemented.
- This involves developing and communicating action plans, allocating resources and monitoring the implementation of the plans.
- In addition implementing strategy involves significant change.
- The nature of these changes should be evaluated and appropriate ways of managing change have to be developed and implemented.
- This section examines how these implementation objectives are achieved and how change is managed.
# E3E: Strategic control

<table>
<thead>
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<th>Lead outcome</th>
<th>Component outcome</th>
<th>Topics to be covered</th>
<th>Explanatory notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Develop strategic performance management system</td>
<td>a. Develop detailed action plans</td>
<td>• Action plans</td>
<td>• How does the organisation prepare the grounds for executing strategy?</td>
</tr>
<tr>
<td></td>
<td>b. Communicate action plans</td>
<td>• Target setting</td>
<td>• How does it create and communicate action plans for implementation?</td>
</tr>
<tr>
<td></td>
<td>c. Monitor implementation</td>
<td>• Critical success factors (CSFs)</td>
<td>• How is the whole organisation mobilised, motivated and incentivised to implement the plans?</td>
</tr>
<tr>
<td></td>
<td>d. Align incentives to performance</td>
<td>• Key performance indicators (KPIs)</td>
<td>• What role can integrated reporting play?</td>
</tr>
<tr>
<td>2. Advise on resource allocation to support strategy implementation</td>
<td>a. Advise on resource availability</td>
<td>• Audit of key resources and capabilities required to implement strategy</td>
<td>• What are the resources needed to implement strategy?</td>
</tr>
<tr>
<td></td>
<td>b. Align resource allocation to strategic choices</td>
<td>• Matching resources to strategy</td>
<td>• Where are the resources needed?</td>
</tr>
<tr>
<td>3. Recommend change management techniques and methodologies</td>
<td>a. Assess impact of strategy on organisation</td>
<td>• Types of change</td>
<td>• How does the organisation re-align resource allocation from existing units or projects to new ones that match the strategic choices made?</td>
</tr>
<tr>
<td></td>
<td>b. Recommend change management strategies</td>
<td>• Impact of change on organisational culture</td>
<td>• Resistance to change</td>
</tr>
<tr>
<td></td>
<td>c. Discuss the role of the leader in managing change</td>
<td>• Approaches and styles of change management</td>
<td>• Role of change leader in communication</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• What is the impact of the new strategy on the whole organisation, parts of the organisation and partners of the organisation?</td>
<td>• What transformation is required and how does the organisation drive these changes?</td>
</tr>
</tbody>
</table>
Example of representative task from exam blueprint

I can evaluate the approaches and styles of change management and managing the resistance to change.

I can evaluate the role of leadership in managing the change process and building and managing effective teams.

I can evaluation of strategic targets through the development of critical success factors (CSFs)

Download Exam Blueprint Here
Resource list
Managing change – case studies

This joint report by CIMA and CIPFA (the Chartered Institute of Public Finance and Accountancy) highlights case studies of transformation initiatives from around the world, identifying common barriers, such as, ‘doing more with less’, and the critical success factors which must be addressed.
Matching resources to strategy

To get the most from a project portfolio, combine sophisticated rules-based and strategic perspectives when allocating resources.

By mapping resources to their prioritized projects, companies can identify gaps relating to capacity and capabilities and develop an action plan for improving resource allocation.
Strategy mapping tool

Pioneered by Balanced Scorecard founders Robert Kaplan and David Norton, strategy mapping is an effective and powerful initiative that can help keep a company at its competitive peak.
CIMA Strategic Scorecard

The CIMA Strategic Scorecard® was developed in 2004.

The scorecard aims to help boards of any organisation engage effectively in the strategic process.
Topic F: Digital strategy
(New topic)
Summary

• Strategy takes place within specific organisational contexts and ecosystems.

• The primary characteristics of the current context is digital transformation.

• Organisations need to think through their approach to strategy within this perspective.

• This section covers how to introduce thinking about digital transformation in the strategy of organisations.
# E3F: Digital strategy

<table>
<thead>
<tr>
<th>Lead outcome</th>
<th>Component outcome</th>
<th>Topics to be covered</th>
<th>Explanatory notes</th>
</tr>
</thead>
</table>
| 1. Describe the governance of digital transformation | a. Describe the roles and responsibilities of the board and executive leadership in digital strategy | • Role of board and senior leadership in digital strategy | • Who is responsible for leading the process of digital transformation?  
• What is their role in the process and why? |
| 2. Analyse digital transformation | Analyse  
 a. Digital technologies  
 b. Digital enterprise | • Cloud computing  
 • Big data analytics  
 • Process automation  
 • Artificial intelligence  
 • Data visualisation  
 • Blockchain  
 • Internet of things  
 • Mobile  
 • 3-D printing | • What are the technologies that underpin digital transformation?  
• How are they evolving and what impact do they have on the organisation and its immediate and wider operating environment?  
• What type of organisation do such technologies create?  
• What are the elements of the business and operating models of such digital enterprises. |
| 3. Discuss the various elements of digital strategies | Discuss  
 a. Economics of digitisation  
 b. Digital ecosystems  
 c. Digital consumption  
 d. Data and metrics  
 e. Leadership and culture | • Business case for digital transformation  
 • Participants, interactions and dynamics of ecosystem and impact on strategy  
 • Trends in consumption (e.g. hyper personalisation, move from products and services to experience)  
 • New metrics (scale, active usage and engagement metrics)  
 • Leadership in digital transformation | • What is the economic and business case for digitisation?  
• How does the organisation create partnerships in the ecosystem to ensure strategic success?  
• What are key trends underlying the consumption of the organisation’s products and services by customers and consumers?  
• What data and metrics should organisations use to evaluate success of digital enterprises?  
• How should leaders and their organisations think, act and react differently because digital transformation? |
Example of representative task from exam blueprint

I can advise management how to survive digital disruption and thrive in a digital age by rethinking their traditional business model and incorporating digital business and operating models.

I can advise management on how the participants in an ecosystem impact an organisation’s strategy, including the participant’s role within the environment, reach through the environment and capability or key value proposition.

I can analyse digital traction metrics including scale, active usage, and engagement to assist management in measuring the success of a digital business.

Download Exam Blueprint Here
Resource list
Role of CFO’s and CEO’s in digital transformation

The CFO's vital role in corporate transformation

The Most Innovative Companies 2018: Innovators go all in on digital

The seven decisions that matter in a digital transformation: A CEO’s guide to reinvention
Digital future and leadership

Aligning the Organization for Its Digital Future

MIT Sloan Management Report

July 2016

In collaboration with Deloitte University Press

Decoding Digital Leadership

Deloitte 2016

Read Additional Highlights
Digital transformation

Industry X.0
Combine and Conquer: Unlocking the Power of Digital
Accenture
October 2018

Digital Transformation Initiative: in collaboration with Accenture
World Economic Forum

Jan 2016
Digital Transformation of Industries: Demystifying Digital and Securing $100 Trillion for Society and Industry by 2025

May 2018
Unlocking $100 Trillion for Business and Society from Digital Transformation
Agile organizations – McKinsey survey and report

How to create an agile organization
Oct 2017
Survey

The 5 Trademarks of Agile Organizations
In collaboration with McKinsey Agile Tribe
Jan 2018

Why agility pays
Dec 2015

Read
Read
Watch
Digital strategies

The economic essentials of digital strategy
McKinsey
March 2016
Read
Watch Video

Why digital strategies fail
McKinsey Quarterly
Jan 2018
Read

Strategy to beat the odds
McKinsey Quarterly
Feb 2018
Read
Digital enterprise

World Economic Forum

Digital enterprise: how to survive disruption and thrive in the digital age
June 2016

Digital Enterprise
White paper
Jan 2016
Digital consumption: the race to meet customer expectations

June 2016

Customer expectations are evolving fast, in step with rapid technological innovation. Companies will need to reinvent their offerings to keep up.
How artificial intelligence and data add value to businesses

McKinsey & Company

March 2018

Read & Watch Video

Additional reading:
An executive’s guide to AI
2017
Read

How can AI create value for business right now?
Artificial intelligence - McKinsey

Notes from the AI Frontier: Insights from hundreds of use cases
April 2018
Discussion paper
Read

The real-world potential and limitations of artificial intelligence
Jan 2018

What AI can and can’t do (yet) for your business
Jan 2018
Article

Read
Listen To Podcast & Read Transcript
<table>
<thead>
<tr>
<th>Title</th>
<th>Year</th>
<th>Read Options</th>
</tr>
</thead>
<tbody>
<tr>
<td>Accelerating the diffusion of technology-enabled business practices</td>
<td>Feb 2018</td>
<td>Read</td>
</tr>
<tr>
<td>Organizing for the age of urgency</td>
<td>2018</td>
<td>Read</td>
</tr>
<tr>
<td>How to build a data-first culture for a digital transformation</td>
<td>2018</td>
<td>Read Interview &amp; Case Study</td>
</tr>
<tr>
<td>Advanced analytics: Nine insights from the C-suite</td>
<td>2017</td>
<td>Read</td>
</tr>
</tbody>
</table>
Other relevant reports

- **10 killer visuals that every Scrum Master needs**
  - McKinsey
  - 2016

- **Achieving business impact with data**
  - McKinsey
  - 2018

- **Valuing Information Technology Related Intangible Assets**
  - MIS Quarterly
  - March 2016

- **The age of analytics: Competing in a data-driven world**
  - McKinsey
  - Dec 2016
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By Kate O’Flaherty
24 January 2019

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By Neil Amato
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Question 1 of 5

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