

SE Asia Voice

Highlight

Welcoming the South
East Asia Regional Board
(2017/2018)

Feature story

Agile finance

Students

Great study tips





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South East Asia Regional Board (2017/2018)



Chris Fuggle FCMA, CGMA
Past Chair (2016/2017)



Yasmin Mohd Ramzi FCMA, CGMA
Chair (2017/2018)

The South East Asia Regional Board (SEARB) has been constituted under the Association, with a total of 10 members, three of whom were elected in June this year. The remaining seven were nominated by the Nominations MA Sub-Committee and approved by CIMA Council. The Regional Vice President is appointed as the RVP to the Regional Board and as Committee Secretary. The SEARB consists of:

- Yasmin Mohd Ramzi FCMA, CGMA (Chair)
- Szilard Brenner FCMA, CGMA (Vice Chair)
- Chris Fuggle FCMA, CGMA
- Irwan Djaja FCMA, CGMA
- Dato' Yogesvaran T Arianayagam FCMA, CGMA
- Ira Aryani (student)
- Michelle Cheong Ciyen (student)
- Yeo Tek Ling ACMA, CGMA (elected)
- Tan Tiong Heng FCMA, CGMA (elected)
- Richard Yvanovich FCMA, CGMA (elected)
- Elizabeth Lilker FCMA, CGMA (co-opted)

Chris Fuggle: I warmly welcome all our Regional Board members who are serving the 2017/2018 term. My term as Chair ended on 30 June 2017 and I wish to thank all the Regional Board members who have served during the period of my chairmanship in 2016/2017. It was a memorable period where members voted in favour of the formation of the Association in June last year and

culminating in the new Association starting operations on 1 January 2017. Let's move forward and work together for the success of the Association and further progress of the SE Asia region under the new leadership of Yasmin Mohd Ramzi and Szilard Brenner.

Yasmin Mohd Ramzi: It is an honour for me to serve as Chair of the SEARB and I look forward to working closely with my team to provide regional perspectives into the development of the Association's strategic plan, to enhance the management accounting profession and continue helping people and businesses to succeed. I am keen to tap on the expertise of our diverse members who come from different countries in SE Asia, and no doubt that our diversity will have a positive impact on the role of the Regional Board. Let's collaborate.

A note from our Area 16 representative

Dear members and students,

Greetings! As your Area 16 representative, allow me to share with you insights into my role, our new governance leaders and some recent developments in CIMA and the Association.

Area 16 is among 19 CIMA electoral constituencies around the world and it covers countries in South East Asia. All area representatives attend CIMA Council and Strategy meetings which are held about four times a year in London to provide local perspectives and insights. These local perspectives are important in informing strategies undertaken by Council that look after the interests of members and promote the science of management accounting.

In terms of governance, David Stanford FCMA, CGMA was elected as the 84th president of CIMA in June this year while in July, Kimberly Ellison-Taylor CPA, CGMA took over the helm from Andrew Miskin FCMA, CGMA as the new Chairman of the Association. 1 July also saw a new line-up for the South East Asia Regional Board with Yasmin Mohd Ramzi FCMA, CGMA as Chair and Szilard Brenner FCMA, CGMA as the Vice Chair. We congratulate and warmly welcome all our new governance members.

The Association now represents nearly two thirds of a million members and students with 1300 staff in 33 offices

and 22 countries and you are part of this Association. Much has taken place since the start of the Association's operations on 1 January. A notable development is the launch of the CGMA Store which offers a wealth of CPD resources and it is an ideal avenue where members can strengthen their competencies to help drive business results. Besides CPD, the Association's work on thought leadership continues with the publication of new reports, tools and webcasts that will keep you at the cutting edge of your knowledge and skills. We want to ensure that your skills remain relevant and that they keep pace with the rapid changes in the business environment.

For businesses today, the fast pace of innovation and the competitive, complex environment require them to be agile, to make decisions and act on them quickly. Recently the Association developed a CGMA Business Model Framework to enhance decision-making, leading to more resilient long-term value creation. The Framework is now open for global consultation and we are seeking your views to help us understand its strengths and weaknesses, and make it more applicable and relevant. Your insights on the framework matter to us and we encourage you to give your views [here](#).

In the meantime, CIMA is carrying out a major project that will research the 'Future of Finance', and in particular the use and adoption of technology, as organisations continue to respond to new challenges. The research output will impact on updates to the CGMA Competency Framework, our qualifications framework and methods of assessments. I also highly encourage you to read CIMA's Integrated Report 2016, headlined 'Accounting in extraordinary times' that was released in May. It's available at the microsite 2016.cimaglobal.com. The report showcases CIMA's story in 2016 and how all parts of the organisation worked together to create value for our members, students and wider stakeholders.

I wish you all the best for the second half of the year as you gear yourself towards your respective year end goals. On our part, the Association is committed to delivering value to all of you.

Best wishes,

Francis Chan FCMA, CGMA
Area 16 Representative and Institute Council Member



Francis Chan FCMA, CGMA

What does the agile finance function look like?

By Peter Simons FCMA, CGMA

An agile organisation is fit, alert, flexible, and nimble. It is efficient, profitable, liquid, and resilient. It is aware of how the business generates value, alert to threats in the marketplace, and looking out for opportunities. It is able to develop strategies and implement them promptly. It is nimble in performance management, able to build and test ideas swiftly, and scale up quickly if they work or try something else if they fail, constantly re-allocating resources to where returns or prospects are best.

How finance functions can best support this organisational agility is explored in a new Oracle-sponsored report, **Agile Finance Revealed: The New Operating Model for Modern Finance**.

To enable the wider organisation to be agile, finance has to be smoothly run and have the following characteristics:

- Has efficient accounting operations that are scalable.
- Is able to inform strategy because it understands how the business model works and what the drivers of value are, including the intangibles that are important to the model's success.
- Leads on horizon scanning, making sure decision-makers are alert to external developments, including new technologies or new business models, and have the information they need to develop a strategic response. The primary reason businesses fail is that they have neglected to address an external risk that they had long known about, but that had always seemed unlikely to make much of a difference over their planning horizon of 18 months or so.
- Develops performance metrics and milestones to measure and manage progress to enable the business to implement new strategies and get products and services to market quickly.
- Conducts dimensional analysis (by customer segment, product, channel, sales team, or whichever dimensions are relevant to the

business) to provide transparency about what's working in the business and what's not. It identifies opportunities to optimise resource allocation, to manage risk proactively, and to innovate.

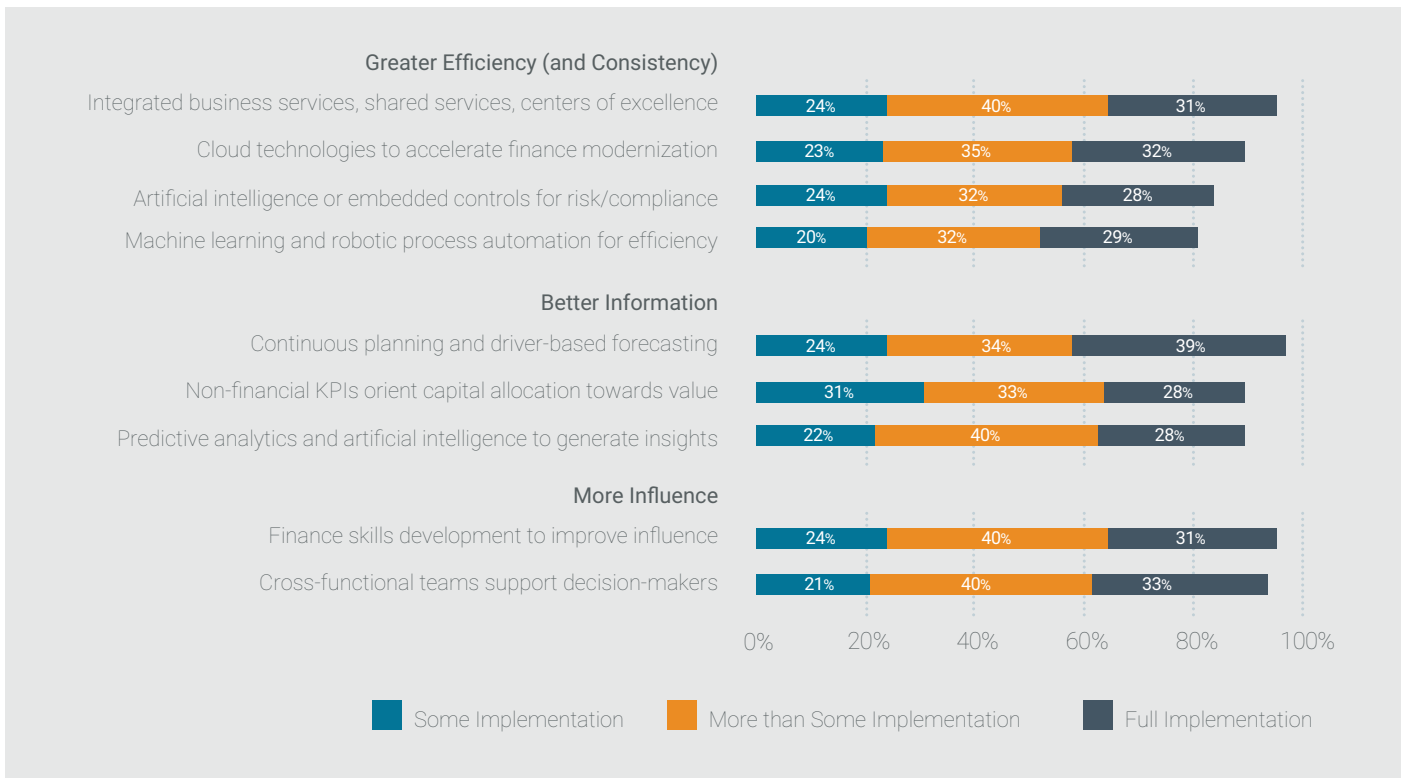
Finance transformation

A new operating model for modern finance is emerging. It should enable finance to better support business agility. The key features of this new operating model are:

- Pioneering the use of modern technologies such as cloud enterprise resource planning (ERP), robotic process automation, and machine learning to ensure the efficiency and scalability of accounting operations.
- Providing management information on a self-service basis using business intelligence systems, including dashboards with drill-through interrogation. This enables the financial planning and analysis role to extend its remit to consider a wider range of data, including new forms of big data, and provide the analysis and insight needed to improve the business' performance.
- Centralising experts on multidisciplinary teams to achieve economies of scale and build subject-matter expertise.
- The recognition of management accounting as an important discipline that is engaged to improve decision-making and performance management.

What stage are businesses at in this transformation?

For many businesses, the transformation of finance is well underway, but few have achieved full implementation, according to a survey of 483 senior finance professionals in the US and Canada who represent organisations with a revenue of over \$200 million. The survey was commissioned for the **Agile Finance Revealed** report.



It is particularly interesting to note that about 95% of organisations represented in the survey have implemented integrated business services to some extent, 90% have adopted cloud technology, 84% artificial intelligence, and 81% machine learning.

When asked what the obstacles were to such a transformation, 33% said the organisational structure is too complex, and 26% said finance was unable to get the information it needs in the format required in a timely fashion. Outdated or overly complex systems proved a hurdle for 33%.

The biggest obstacles were related to skills, according to finance leaders interviewed for the survey, who were not necessarily qualified accountants.

- 42% need more analytical skills in order to deliver forward-looking analysis.
- 36% need more multidisciplinary skills.
- 23% said finance is not recognised as having the business skills needed.

Agile finance leaders

The research looked at the finance teams which had made most progress towards an agile finance model and identified the common characteristics. The research found that these agile finance leaders were much more advanced in centralising and migrating processes to shared service centres, and were much more likely to be using cloud-based ERP and standardised reporting systems. They were also well ahead of the rest in terms of

informing strategy, supporting agile implementation, and informing agile performance management.

There was further evidence that the wider business was, in practice, more agile than others. Over the past three years, 56% of agile finance leaders had seen an opportunity and launched a new product (compared with 43% of others), and 51% entered a new market (compared with 35%). Agile finance leaders were also more likely to have identified change and taken action, launched a new digital initiative, transformed their business model, and acquired another business.

The survey found that among those organisations that had made most progress towards the agile finance model, 95% had experienced positive growth in their revenue performance over the past three years, compared to 70% of other respondents.

Broader skillset

To serve an agile business, an agile finance function needs to develop and offer new skills. In addition to the traditional accountant's skillset, critical thinking, relationship building, and understanding of the business model, advanced analytical skills are required.

Data management, data analytics, and dimensional analysis are increasingly important. Commercial acumen and the curiosity to ask the right questions of colleagues around the business, the communication skills to deliver insight in a compelling way, and the leadership and influencing skills to ensure the insights are acted on, are also essential for the future finance professional.

Along with the automation of knowledge work, the following will change the accountant's role in the near future:

- **Mobile information:** Partners around the business expect to be able to access the information they need from finance instantly, wherever they are and on whatever device suits.
- **Internet of things:** This will change manufacturing business models because when the products are being used by the customer, they can supply information about that customer's usage and needs. Heavy plant manufacturers, for example, are no longer limited to an income stream based on big-ticket sales. They can receive data that enables them to provide services – such as servicing the machines or providing an ongoing consulting service on how to make better use of them. Working with a leasing company to sell machine hours would enable them to serve a different market.
- **Advanced robotics:** Robotic process automation is already being used in finance to automate routine processes such as taking data from two separate systems and combining them in a third system.

These developments will also drive change in business models in the coming years, providing even more reason for finance professionals to be agile

Peter Simons, FCMA, CGMA

(Peter.Simons@aicpa-cima.com), is an associate technical director at the Chartered Institute of Management Accountants, where he oversees research into the future of the finance function. He is the co-author of Agile Finance Revealed: The New Operating Model for Modern Finance, together with Lori Sexton, CPA, CGMA

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The report was produced by AICPA in partnership with Oracle.

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Faces of CIMA

In this issue of SE Asia Voice, we provide updates on happenings in the SE Asia markets for the second quarter of 2017. A highlight was the visit by Andrew Miskin, President of CIMA (2016/2017) and Chair of the Association (2016/2017), to Myanmar, Malaysia, Singapore and Indonesia.

We geared up our student recruitment in Myanmar with a special package for LCCI students entering at the Cert BA level. We have also expanded our recruitment efforts to Mandalay which is a new market for us and participated in the Myanmar Education Fair in June to promote the CIMA qualification.

Myanmar

The first stop of the President's visit was Yangon, from 8-9 May, where Andrew Miskin had high level meetings with the Myanmar Union Auditor General and the Myanmar Institute of CPAs. He also met with CIMA members over lunch and presented a talk on 'Joining the dots' to learning partners and CIMA students at Sule Shangri-La.



The President, Andrew Miskin (left) with U Maw Than, Union Auditor General of Myanmar.



A good crowd visited the CGMA booth during the Myanmar Education Fair.



The President with participants of the 'Joining the dots' event.

Malaysia



Our new CGMAs with Andrew Miskin (seated, centre), President of CIMA. To the left of Andrew is Francis Chan, Institute Council Member for Area 16 and Chairman of the Global Membership Committee. To the right of Andrew is Chris Fuggle, Chairman of the South East Asia Regional Board.

While in Malaysia, Andrew Miskin was the guest of honour at the President's Dinner & CGMA Recognition Evening held at Hilton Kuala Lumpur on 13 May. The event saw an overwhelming attendance of 450 participants that included new CGMAs and their families, members, prize winners and corporate guests. During the dinner, we also celebrated the 10th to 40th membership anniversary of CGMAs. BMW and Sime Darby Property were the Diamond sponsors, with Robert Walters as the supporting partner. Andrew also presented an exclusive CPD event for MIA members on 12 May.



CGMAs proudly displaying their membership anniversary pins.



An opportunity for a selfie with the President and members of the South East Asia Regional Board. From left: Rick Yvanovich, Regional Board member; Venkkat Ramanan, Regional Vice President, Asia Pacific; Chris Fuggle, Chairman, South East Asia Regional Board; Andrew Miskin, President of CIMA.



Celebrating the happy occasion with family and loved ones



The BMW cars on display attracted much attention during the President's Dinner.

CGMA is the Diamond sponsor of the upcoming MIA International Accountants Conference to be held on 7-8 November at the Kuala Lumpur Convention Centre. Be sure to register for this conference at miaconference.mia.org.my and take advantage of the early bird rate that is available until 31 August.

For the first time, we conducted a workshop on 'Teach CIMA with success' on 26 April for university lecturers where they learnt details of CIMA's exam structure and competency framework, and how to strategise for greater success in students' exams. The workshop was delivered by Cheah Ai Ling, an experienced CIMA lecturer and Samuel Li, Manager of Learning Support.



Participants found the workshop on 'Teach CIMA with success' to be very useful and informative.

We promoted our Global Business Services (GBS) qualification on 18 May with a panel discussion on how to stay ahead amidst the pace of change impacting on GBS. Joining as panellists were Victor Lam - Group Head Sime Darby Global Services Centre, Erna Dejonge - Head of Finance FrieslandCampina and Matt Brady - VP Global Asset Services BHP Billiton. During the event, we also launched a GBS Masterclass in partnership with Burgess

Consulting. Read more about the Masterclass in the [CIMA website](#)

21 exam complete students from Malaysia and Singapore attended the face-to-face membership assessment on 17 June. Of these, 13 were admitted as Associate members while the remaining were Strategic level students who had their work experience approved. This means that they will become Associate members immediately after they pass the Strategic Case Study exam. Our thanks go to Francis Chan, Chairman of the Global Membership Committee, and the local assessors comprising Yasmin Mohd Ramzi, Dato' A. Yogesvaran, Dato' Michael Eow, Felix Chin, Lim Kian Hui, Bernard Chai and Tan Hoi Ping.



A new CGMA (left) - all smiles after being admitted as a member. He is being congratulated by Dato' A. Yogesvaran, Deputy Chairman of the South East Asia Regional Board.



The membership assessors. From left: Bernard Chai, Felix Chin, Francis Chan (Chairman, Global Membership Committee), Dato' Michael Eow, Lim Kian Hui, Yasmin Mohd Ramzi, Tan Hoi Ping.

Singapore

In Singapore, Andrew Miskin, President of CIMA (2016/2017) and Chair of the Association 2016/2017) was the guest of honour at the President's Dinner & CGMA Recognition Evening held on 16 May at Carlton Hotel. Andrew presented certificates to five new CGMAs, three exam complete students and seven prize winners who scored the highest marks in Singapore for CIMA exams taken in 2016. CGMAs who have been with the Institute for 10-30 years also received their membership anniversary pins from Andrew.



The President, Andrew Miskin, presenting on 'Joining the dots' at the CIMA-ISCA CPD event.



Charity townhall meeting and launch of the e-book on 'Accounting for good'.

As part of Andrew's itinerary, he presented a CPD talk on 'Joining the dots' on 15 May in a joint CIMA-ISCA CPD event. He also met up with Gerard Ee, President of ISCA, to discuss mutual areas of interest. Together with Dr Ian Selby, Vice President of Research and Development, Andrew was a guest at the Singapore Charity Townhall meeting where the new e-book on 'Accounting for good' was launched. The publication was based on CIMA sponsored research conducted by the National University of Singapore, and supported by ISCA and the Charity Council.



New CGMAs and exam complete students giving the thumbs-up in celebration of their achievement. Seated to the right of Andrew Miskin (in blue robe) is Chris Fuggle, Chairman of the South East Asia Regional Board.

Indonesia

The final stop of the President's visit was Jakarta, Indonesia. Among the key events were a breakfast meeting with the Institute of Indonesia Chartered Accountants (IAI) and the CIMA-IAI seminar on 'Joining the dots in a VUCA era' held on 18 May at Pullman Hotel. The seminar also featured a panel discussion with three panelists that included the CFO of Unilever Indonesia. Andrew Miskin also attended a Members' Networking Evening, a breakfast roundtable with CFOs as well as meetings with relevant Government agencies.



Breakfast meeting with the Institute of Indonesia Chartered Accountants.



Members enjoying a selfie with the President during the Members' Networking Evening.

Our fast track programmes are gradually gaining traction in Indonesia. Targeted promotions were organised through two events held on 26 April - CIMA-IAI Strategic Leadership talk and the Open House for CFO Programme. Sincere thanks to our CGMAs, Lioe Chu Ling and Andy Rahardja who spoke at the Strategic Leadership talk. We are also grateful to CGMAs Andre Khor and Irwan Djaja, for their insights at the Open House for CFO Programme, jointly organised by CIMA and UPH Executive Education.



CIMA-IAI strategic leadership talk



CIMA-IAI Seminar, Panel 1 discussion on 'Integrated Thinking and Good Decision Making in a VUCA World: Views from the Top'. Panellists (from left): Andre Khor, Deputy CFO Downstream, Golden Agri Resources; Andrew Miskin, President of CIMA; Dwi Setiawan Susanto (moderator), member of IAI National Council; Yudhistira Rusli, CFO, Unilever Indonesia.



Open house for CFO programme. Panellists: Andre Khor (right), Deputy CFO Downstream, Golden Agri Resources; Gracia Ugut, Executive Director, Lippo Education Initiative; Irwan Djaja (left), President Director, PT Linknet, Tbk.

Vietnam

40 new CGMAs in Vietnam received their certificates during the CGMA Recognition Evening held on 15 April at the Novotel Saigon Centre Hotel in Ho Chi Minh City. Rick Yvanovich, Past Chairman of the South East Asia Regional Board, presented the certificates to the CGMAs, most of whom came through the CFO Programme. Three students were recognised as prize winners for being the top scorers in Vietnam for the 2016 case study exams. They were Phan The Vu and Pham Thi My Le (Strategic Case Study) and Nicholas Froy (Management Case Study and Operational Case Study).



An evening to remember for the new CGMAs in Vietnam.

In collaboration with TRG International, we have started monthly informal networking sessions for CGMAs in Vietnam. It's a breakfast session held every second Tuesday of the month from 8.00am to 9.30am at PJ's Coffee Sala in Ho Chi Minh City. To find out more, please email em.seasia@aicpa-cima.com



Learning and sharing over breakfast at PJ's Coffee Sala.

Great study tips from CIMA prize winners

What makes a prize winner - is it their persistence and hard work? Is there something that you can learn from them? In April and May this year, CIMA SE Asia celebrated the achievements of prize winners during the President's Dinner in Malaysia and Singapore and during the CGMA Recognition Evening in Vietnam. Hear from some of our 2016 prize winners on how to do well in the CIMA exams, especially the more challenging case study exams.

Strategic Case Study

Pang Ye Fun

Senior Accounts Executive
Multimax Development Sdn Bhd, Malaysia



Pang Ye Fun (right) receiving his trophy from Chris Fuggle (left), Chairman of the South East Asia Regional Board. Looking on is Francis Chan, Institute Council Member for Area 16 and Chairman of the Global Membership Committee.

Besides being a prize winner in Malaysia, Pang Ye Fun was a world prize winner (joint fifth placing) for the Strategic Case Study exam.

'I reviewed the past strategic level contents to refresh my memory and thought about how these contents could be applied to the given case study. This method is very useful. As required by the case study exam, students need to display competencies in four aspects: Technical, People, Business and Leadership. Hence, when formulating

a proposal, students need to analyse from these four perspectives and come up with recommendations that try to encompass these.'

He also advised that the answers should be concise so as to be clear and time-efficient. It should also be organised and structured in an easily understandable manner. The proposed recommendations should be practical and relevant to the problem.

On his third study tip: 'I read through the pre-seen materials multiple times and analyse it in three strategic perspectives - Enterprise, Performance and Financial. I did some research by reading on the annual reports of companies that are very similar to the one described in the case study to understand more about the industry's business environment to ensure that my recommendations will be relevant.'

Phan The Vu

Regional Controller Asia Manufacturing
Hanesbrands Inc., Vietnam



Phan The Vu (left) with Rick Yvanovich, Board Member and Past Chairman, South East Asia Regional Board.

Phan The Vu's top study tip for doing well in the Strategic Case Study exam is to be well prepared. 'Practise with the mock exams, learn the models and know well how to apply those models and theories in real life. Think of the issues in the case study as your own real-life company's issues.' He found the CIMA website and the case analysis

from BPP and Astranti to be very useful. For example, in the website, he read comments from previous exams and looked at the questions and answers provided for past Strategic Case Study exams.

When he received the pre-seen material, he read it many times. At the first reading, it was mainly a quick glance to grasp the main theme or idea of the case. At subsequent readings, he took notes to highlight what he thought the key points were. 'I also had multiple group discussions with my classmates and lecturers to analyse the case. Further research on the industry was also helpful and this was done mainly online.'

On the exam day, he advised students:

- Start the exam writing by outlining the structure first (for example, using bullet-point headings) so that you know how many ideas/points you want to cover in your answer.
- Be concise, clear and go straight to the point. Support your point with rationale and explanations.
- Always remember your role in writing - you are not a student but a Senior Finance Manager preparing a write-up for the Chairman of the Board or Finance Director.

Management Case Study

Alan Ryan

SE Asia Regional Operations Manager
Applus+, Singapore

When Alan received the pre-seen material, he joined a Facebook group and used the CIMACONNECT Management Case Study (MCS) group for discussions. He aimed to be the 'expert' in the industry by reading newspapers and finance articles on that industry. Reuters, Financial Times and Bloomberg were his sources of information. He also used Astranti exam preparation materials and the MCS study text. His top three tips for doing well in the exam are:

- Cover all areas of the syllabus
- Practise with mock exams
- Stay calm during the exam and focus on what you CAN do

As a prize winner, Alan advised students during the exam day: 'Think about the real world and what is happening in the relevant industry. Write your answers like you would in a real business setting. The case study exam is meant to replicate a real working scenario.'

Operational Case Study

Ryuh Hiramoto (Malaysia)



Ryuh Hiramoto (right) proudly receiving his trophy from Chris Fuggle (left), Chairman of the South East Asia Regional Board. Looking on is Francis Chan, Institute Council Member for Area 16 and Chairman of the Global Membership Committee.

Ryuh Hiramoto was only 15 years old when he completed the CIMA Certificate in Business Accounting and at 16, he has not only passed the Operational level exams but also became a prize winner for the Operational Case Study exam. His top three study tips are:

- Reading many business related articles online
- Practising with mock exams
- Doing many assignments for his lecturers' review

Ryuh said: 'I take my lecturers' analysis seriously and I do intensive online reading on the related industries. I check comments on forums and social media, and I also talk to friends for more points and ideas.'

In writing answers for the case study exam questions, he follows his lecturer's advice - define the topic, bring up the difficulties and opportunities involved, offer possible solutions, and conclude with a few feasible courses of action.

Ryuh finds the text books and Practice Kits by Kaplan Publishing to be very useful resources in his preparation for the exams.

P3 Exam (risk management)

Joyous Chow Mei Xin

Tax and audit assistant

Tax consultancy company, Malaysia



Joyous Chow (right), youngest student in South East Asia to have completed all her CIMA exams in 2016.

If you want a winning formula, Joyous said: 'Practise, practise, practise. There is no shortcut to success. I used BBP and Acorn study materials and I did many mock exams. For multiple choice questions, I prepared myself by doing 200 questions a day for two weeks before my exam. It's a lot hard work there is a saying 'No pain, no gain'.'

Her top three personal values of discipline, attitude and hard work were contributors to her success. 'Good habits make a person so discipline is at the top of my list of values. Next is attitude because 'Attitude determines our altitude' - how high and how far we can go in our lives. I also believe that we must be diligent in execution and have a hardworking mentality with the tenacity to succeed.'

Knowledge resources in CGMA Store

The CGMA Store has a wide range of CPD resources and it's an extremely useful and up-to-date resource for your personal development. It's not just for members to fulfil their mandatory CPD requirements but for students, the wealth of knowledge in the store is just amazing! What's more, all students will receive a 20% discount when you make purchases in the CGMA Store.

[Visit the store now](#)

5 reasons you shouldn't put off your CIMA exams

It's tough to sit for exams but if you need some extra motivation, get it from Kaplan, CIMA's Premium Learning Partner. [Read more](#) on the five reasons, two of which is about money in your pocket!

Still need more motivation to sit for your exams? Is procrastination stopping you from progressing through the exams? Hear from Jackie Durham, a CIMA student who recently found herself needing the same advice that she has been giving to CIMA students over the years as an Administrator, Moderator and Editor in CIMAconnect. In her blog, she talks about 'how to eat an elephant' and she relates the elephant to the CIMA journey. She said: 'Do it in 'bite sized chunks' and you'll be on your way to completing the CIMA qualification. Read [Jackie's blog](#)

What they gained from the CGMA Strategic Leaders Programme

Previously called the CFO Programme, the CGMA Strategic Leaders Programme has been a success in SE Asia. Many senior executives who have at least 10 years of work experience in finance and business functions have taken the opportunity to attempt CIMA's Strategic Case Study exam. Their reward is the invaluable CGMA designation and membership in CIMA.

For some, the CGMA designation has given them an additional respect in the workplace while for others, the value is in the global recognition accorded, networking opportunities with peers around the world and the extensive professional development resources that will equip them with the knowledge and skills they will need throughout their career. We spoke to five CGMAs who shared with us their experience with the CGMA Strategic Leaders Programme and how the CGMA designation has proven to be invaluable in their career.



The CGMA designation adds global recognition to my credentials which I think is valuable in today's world. I have gained additional respect in my workplace. The CIMA qualification has also given me a boost of confidence to showcase my skills, abilities and competencies in accounting and finance and apply them in the context of business. Being a CGMA gives me access to articles, publications, self-study courses and extensive professional resources that will equip me with the knowledge and skills I need throughout my career.

Lisa Mok ACMA, CGMA
Financial Controller
The Farrer Park Company Pte Ltd, Singapore

Technical skills alone are insufficient in this blazing-fast modern world of tech and strong people skills and sharp business acumen are the new norm for professionals. CIMA not only zeroes in on these attributes, but also elevates the understanding to a new level.

Adri Kwee ACMA, CGMA
CFO, VIP Plaza Group, Indonesia





I chose the CIMA CFO Programme because I wanted benchmark my accumulated experiences and competencies against a level adopted by a world leading professional body. I have successfully completed the programme and proudly, I am now a member of the most respected and recognised community of business and financial leaders in the world. I am even more motivated and honoured to continue pursuing excellence in driving growth and delivering value to my organisation and the community.

Nguyen Manh Hai FCMA, CGMA
Member of the Board of Directors & Head of Investment Banking
Petrolimex Group Commercial Joint Stock Bank, Vietnam

CIMA offers a global reach to the business network locally and internationally. Other than its structured learning programmes, the post-certification support is also wide-ranging. Within CIMA, there are many thought leadership programmes and research done to add value to the certification as well as ensuring it stays relevant to the business. Furthermore, the new Association formed by CIMA and the AICPA provides greater advantages for aspiring accounting professionals who are eyeing to work or do business in certain key markets where the professional bodies are recognised. With these relentless efforts to bring the profession to greater heights, the CIMA CFO programme suits me well and what I aspire to achieve in my working life.

Aznur Kama Azmir FCMA, CGMA
Group Financial Controller, Plantation Sector
Felda Global Ventures Holdings Berhad, Malaysia



I decided to pursue the CIMA Professional Qualification because it is one of the most recognised certifications in the world. It has helped me to improve not only my technical skills but also business, people and leadership skills. One thing I liked about the programme was the professional and well-structured support provided - the result was extraordinary as I found myself passing the Strategic Case Study exam in my first attempt. I would recommend CIMA to people who need to apply their accounting and finance skills in the context of business and to lead within their organisation.

Andy Rahardja ACMA, CGMA
Head of Financial Strategy & Investment Project
Agribusiness & Food, Smart Tbk, Indonesia

CGMA Store - the vault of knowledge for you

Have you browsed the vast resources in the CGMA Store yet? There are lots of interesting products that cover various topics, and in a variety of formats - online courses, video sessions, audio sessions and e-books. It's the support you need to hone your expertise and keep your knowledge up-to-date.

In this issue of SE Asia Voice, we focus on the MBAexpress resources available in the CGMA Store. Many courses are priced at £29 for members. We feature only five courses below but there are many more, so do visit the CGMA Store at secure.cimaglobal.com/CGMA-Store/

MBAexpress: Networking - Building a Stronger Professional Network



Learn to build a strong network that can assist you in launching a new idea or plan, developing new business and clients, reducing costs in recruiting, and leveraging your career.

MBAexpress: Best Practices for Better Budgeting and Planning



This course will help you turn forecasting and budgeting into a positive planning process that helps your organization achieve its strategic goals.

MBAexpress: Presenting Numbers for Impact



This course discusses how to effectively deliver numbers-oriented information to non-financial audiences.

MBAexpress: Teamwork and High Performance Team



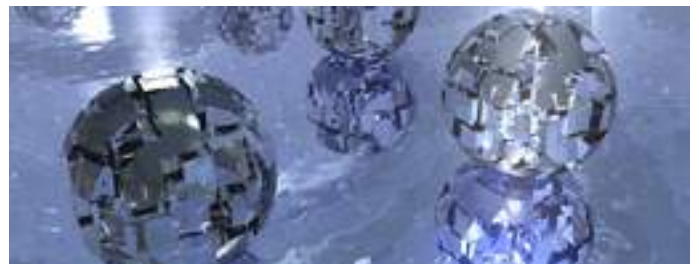
Did you know that the core principles of improvisation are the same core principles of efficient, effective, and productive teams? Learn the skills needed for effective improvisation and building your own successful team.

MBAexpress: Latest in Leadership



This course will help you turn forecasting and budgeting into a positive planning process that helps your organization achieve its strategic goals.

MBAexpress: Success with Social Media



This course provides the basic steps for evaluating and determining how various social media platforms and tools can benefit your organisation.



Media Prima has appointed Tan Sri Ismee Ismail FCMA, CGMA as the Chairman of Media Prima Bhd effective from 1 August 2017. He was appointed to the board of Media Prima on 1 June 2017. Prior to this, he was the chairman of Al Hijrah Media Corp and deputy chairman of TH Plantations Bhd.

Ismee served as the managing director and chief executive officer of Lembaga Tabung Haji from 2006 to 2016, and as chairman of Syarikat Takaful Malaysia Bhd from 2009 to 2015. He began his career as a management accountant at Arab Malaysian Development Bhd, and later served in key leadership positions with the Shell Group of Companies in Malaysia.

Additionally, Ismee has served the board of 1Malaysia Development Bhd, Felda Global Ventures Bhd, Bank Islam Malaysia Bhd, BIMB Holdings Bhd and Johor Corp on top of serving several private companies in the real estate and hospitality sectors.

Tan Sri Ismee Ismail FCMA, CGMA

Farnida Ngah has been appointed as Group Chief Financial Officer of Media Prima Bhd effective on 2 August 2017. She has been with the Media Prima Group since 2009 and was previously the Group General Manager, Group Finance and Secretarial overseeing the functions of Group Finance, Treasury, Corporate Finance and Company Secretary. Farnida has over 18 years of experience in the field of accounting, finance, business assurance and corporate advisory. Before Media Prima, she had worked with PricewaterhouseCoopers for six years. and KPMG for four years.

Farnida Ngah FCMA, CGMA



Janek Jayasekara FCMA, CGMA was appointed as the CFO of Al Rajhi Banking & Investment Corp (M) Bhd (ARBM) effective 1 March 2017. ARBM is a wholly owned subsidiary of the world's largest Islamic Bank, Al Rajhi Bank, Kingdom of Saudi Arabia (KSA)

Janek joined ARBM from the Al Rajhi head office in KSA where he served as AGM for management reporting and analysis since 2012. He brings with him 19 years of experience in finance, corporate and strategic planning, management reporting, operations, strategic pricing and general management in several multinational organizations such as Standard Chartered Bank, Richard Peiris Group, John Keels Holding, DHL and Ernst & Young.

Janek Jayasekara FCMA, CGMA



CGMA Publications

The Association is constantly keeping you at the cutting edge of your profession by providing you with the latest technical reports, tools, videos and podcasts. More are available at cgma.org and cimaglobal.com

Get the free **CGMA Advantage** newsletter. Subscribe to a quick daily round-up of 5 to 6 must-reads for finance professionals on topics such as leadership, strategy, and technology, plus CGMA exclusive resources and more.



CGMA Business Model Framework: Global consultation

Your profession needs you. Help develop a CGMA Business Model Framework fit for business in the 21st Century. Share your wealth of knowledge and expertise and take part in our CGMA Business Model Global Consultation at cgma.org/businessmodelconsultation Your insight matters.



CGMA Cybersecurity tool

Cybersecurity has become an important issue for every organization in today's digitally connected world. Awareness and understanding of the risks and appropriate responses is critical for everyone from the board of directors to the entry-level employees. This need extends to vendors, suppliers and related organizations, as well. This tool provides the basis of that understanding and important considerations for insuring that risk and improving security. It also provides a description of the entity's cybersecurity risk management programme that can be used as criteria for an assurance examination.



Keeping business clean: a CGMA guide to countering fraud and corruption

This paper highlights some of the recent developments and trends related to anti-corruption and fraud prevention that can help CGMA designation holders to champion better business for the long term.



Technology in government performance: digitalization and open data

This report focuses on technology drivers and how those government entities that strategically incorporate technological advances can reap significant benefit for their employees, citizens and other stakeholders. It considers in more detail recent and future developments in digitalization and open data, and provide practical guidance for finance professionals.



Global risk oversight

This report summarises the perspectives of 586 executives in organisations around the world and provides an overview of the current state of enterprise-wide risk oversight. It aims to help organisations to benchmark their relative risk oversight maturity and to highlight opportunities to enhance the strategic value of their risk oversight efforts.

Events

Date	Event	Venue	Contact
21 Aug	Members' Get-Together Evening	Harry's Bar at Boat Quay, Level 2 28B & 28C Boat Quay, Singapore 049818	E: kelly.teo@aicpa-cima.com
9 Sep	Membership application workshop	CIMA office Bandar Utama, Petaling Jaya Malaysia	E: Chiewyen.chong@aicpa-cima.com
18-19 Sep	GST Conference 2017	Kuala Lumpur Convention Centre	Fara T: 03 27229194 E: sp@mia.org.my
25-26 Sep	Challenge the status quo business model: Business model innovation workshop	Pullman Kuala Lumpur, Bangsar	Alya T: 03 27229195 E: sp@mia.org.my
28 Sep	ISCA Financial Forensic Conference	Marina Bay Sands Expo and Convention Centre, Singapore	T: +65 6749 8060 E: events@isca.org.sg
7 Oct	Face to face membership assessment	CIMA office Bandar Utama, Petaling Jaya Malaysia	E: Chiewyen.chong@aicpa-cima.com
9 Oct	CFO Dialogue 2017	Hilton Kuala Lumpur	Winnie Ng E: Winnie.ng@aicpa-cima.com
9-10 Oct	IIA Malaysia National Conference 2017	Kuala Lumpur Convention Centre	IIAM T: 03 2181 8008 E: conference@iiam.com.my
7-8 Nov	MIA Conference 2017	Kuala Lumpur Convention Centre	Marti T: +603 27229000 ext 9163 E: miaconference@mia.org.my