

EXECUTIVE EDUCATION

21/22

**EXECUTIVE MBA
CHIEF VALUE OFFICER**

GRADUATE PROGRAMME
LEVEL 7 FRENCH RNCP



**TRANSFORM FINANCE
FOR SUSTAINABILITY**

never stop daring.



Audencia supports your company and



Delphine GIBASSIER

Executive MBA Chief Value Officer Academic Director and Integrated Multi-Capital Integrated Performance Research Chair Director

«For more than 50 years now, numerous actors from the accounting profession and outside have been calling for a change in the way we account for performance and value-creation. For the first time, with the integrated reporting framework, a new vocabulary insisted on different capitals to be taken into account, as well as long-term value creation, and connectivity. Our programme aims to shift the way the finance function will work, from measuring a single capital to multiple capitals, and also shifts how management thinks by learning consideration of society and the environment. Organised in 5 steps, our courses are designed for young professionals as well as highly experienced experts: the objective? Transforming your finance team for sustainability!»



Christophe GAMET

Global HR Vice President Finance, Legal and IT, L'Oréal

«L'Oréal has launched the very ambitious «L'Oréal for the Future programme» and must now take a different approach to value creation. For us, this is one of the pillars of the financial transformation that we have just launched. In our company, the development of our employees is at the heart of our Human Resources strategy. That is why we immediately decided to train our teams in Impact Finance, because we wanted to give everyone the opportunity to be an actor on these subjects. We have decided to call on Audencia for this training because we wanted to rely on a research team on impact finance to be able to offer expert training to our employees. Audencia, thanks to its Executive MBA CVO, has established itself as a legitimate partner.»

TRANSFORM YOUR FINANCE TEAM TOWARDS SUSTAINABILITY

Our **changing world** is showing us that **focusing on financial information will not be sustainable over the long-term**: thinking around this longer-term and creating value for multiple beneficiaries is **challenging traditional financial profession thinking**.

The world is progressively shifting to **multi-capital value creation accounting** where an organization measure new capitals such as people (human capital), key relationships (social capital) and innovation (intellectual capital). Trying to respect planetary boundaries thank to multi-capital accounting is completely part of this challenging world we are living in. **Smart organizations are shifting their sustainability responsibilities toward the finance function**. In this new context, financial experts are keen to become change-makers and investors request more and more their expertise on climate, social and environmental risks.

Financial and accounting experts **need specific hybridized competencies between finance and sustainability** to answer today's challenges. Modifications on financial professionals training are necessary in order to prepare accountants and auditors for tomorrow's world so they will be able to uphold their company in this world too. Audencia created a set of training programmes organized in 5 steps to **support companies and their financial experts all along their transformation**.

In this context, Audencia created the **Multi-Capital integrated Performance Research Centre** as a foundation of Financial profession training for tomorrow's challenges.



THE ACADEMIC EXPERTISE : PROFESSORS & EXPERTS SPEAKERS OF THE EMBA

Audencia has chosen and co-built its Executive MBA CVO with world-renowned experts in their expertise fields, aiming at excellence and enabling your teams and your company to receive the best learning experience. A few experts members of the programme here:

Emma AVETISYAN

- Doughnut Economics & External Audit professor
- Professor of Corporate Social Responsibility at Audencia

Richard HOWITT

- Human Rights/Labour (Societal Matters) & Communication Reporting professor
- Strategic Advisor on Responsible and Sustainable Business/ Highly experienced CEO/ Non-Executive Director/ NED/ Speaker/ Author/ Trainer

Jean-Baptiste JOUFFRAY

- System Thinking & Sustainability Science professor
- Post Doc of the Global Economic Dynamics and Biosphere programme (GEDB) at the Royal Swedish Academy of Sciences and Stockholm Resilience Centre, Stockholm University

Goeff KENDALL

- Planetary Boundaries and Social Foundations professor
- CEO & Co-Founder at Future-Fit Foundation

Céline LOUCHE

- Communication Ratings professor
- Professor of Business & Society at Audencia

Souâd TAÏBI

- Environment Life Cycle Analysis & Strategy Case Study professor
- Assistant Professor at Audencia in Multi-capital Performance Accounting

your talents

A NEW TRAINING COURSE, ADAPTED TO COMPANIES' NEEDS, EXPLAINED IN 5 STEPS

STEP
1

FINANCE FOR SUSTAINABILITY 101

YEAR 1

Goals > Describe & exemplify accounting for sustainability

- Appraise & Prioritize Climate Risks
- Identify & Calculate Impacts
- Interpret & Practice Integrated Reporting
- Understand SDGs and their relationships with Accounting & Reporting

YEAR 2

Goals > Analyze sustainability risks and develop required internal controls

- Understand how external audit applies to Sustainability
- Structure the relevant sustainability governance
- Account for Sustainability within Planetary Boundaries and Social Foundations
- Discover Multi-capital Accounting

STEP
2

MULTI-CAPITAL ACCOUNTING

Goals > Exemplify what is multi-capital accounting

- Understand why choose multi-capital accounting
- Examine how results can be strategically used
- Discuss what the current challenges around multi-capital accounts are

STEP
3

PART TIME MBA 100% ONLINE - MBA FINANCE FOR SUSTAINABILITY*

Goals > Position yourself as a key player in your organization, and acquire the capacity to measure and communicate the value creation process of your organization

- Master the methods and techniques of measurement, control, reporting and audit of the key capitals of your organization
- Understand and anticipate the financial, environmental and social implications of your decisions

*this MBA will only be developed if 20 students are pre-booked through companies

STEP
4

EXECUTIVE MBA MODULES

Goals > Understand and integrate planetary boundaries and sustainable development goals (SDGs) within accounting

- Master the methods and techniques of measurement, control, reporting and audit of the key capitals of your organization
- Become the change navigator by supporting the evolution of your company's business model thanks to an integrated and multi-capital vision

STEP
5

THE EXECUTIVE MBA CHIEF VALUE OFFICER

Goals > Position yourself as a key player in your organization, and acquire the capacity to measure and communicate the value creation process of your organization

- Understand and anticipate the financial, environmental and social implications of your decisions
- Become the change navigator by supporting the evolution of your company's business model thanks to an integrated and multi-capital vision
- Master the methods and techniques of measurement, control, reporting and audit of the key capitals of your organization
- Manage and optimize the value creation process internationally, understand the implications of new technologies on the management of multi-capital value



Richard SPENCER
Director of Thought
Leadership at
ICAEW

«I am delighted that Audencia has become an ICAEW Partner in Learning with its Chief Value Officer EMBA programme. Increasingly public expectations of businesses are for them to take account of nature, people and society in strategic way. This means building business dependencies and impacts on these capitals into mainstream decision-making. We now know from recent our experience of the COVID-19 crisis that this is not optional but necessary: there is a general recognition that the rebuild

must be green and fair to build resilience into our systems. The emerging narrative of capitals with its focus on how economic and business success is rooted in thriving societies and an abundance of nature is now becoming normative. As a consequence the Chief Financial Officer does indeed become the Chief Value Officer and this EMBA plays a crucial role in equipping professional accountants for that role.»

A WORLD PREMIERE MULTI-CAPITAL INTEGRATED PERFORMANCE RESEARCH CENTRE

Its mission: we are moving beyond 100% financial accounting to measure social, economic and environmental performance in multi-capital integrated accounts.

> **A learning laboratory in favour of ecological and societal transition for all its stakeholders.**

The Research Centre's ambitions are:

- To propose new models of multi-capital accounts
- To contribute to international standardisation and harmonization work on sustainability accounting standards
- To help finance professionals take sustainable development into account in their work

> **Combining research and action and working directly with companies to experiment its work.**

As a common good organisation, it collaborates with public and private institutions that create multi-capital accounting standards. Find out more about the Research Centre: <https://multi-capital-performance.audencia.com>

PRESTIGIOUS FOUNDING PARTNERS

The Chair is supported by prestigious partners such as L'Oréal, Danone, PwC France and Maghreb as founding partners as well as Datamaran, IFACI, CNCC and InVivo.

This collaboration is an opportunity for its partners to

- > Benefit from the team's support and expertise in **testing and imagining tomorrow's accounting models**
- > Make the link between **academic research and practice**.
- > **Being at the forefront** of what will be the evolution of corporate performance measurement: to anticipate and adapt itself to these issues, support their teams or deepen their commitment to this transformation,
- > To **identify their areas for improvement** and test new accounting tool solutions, whatever their field or sector of activity.

PARTNERS



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