



2018 - 2019 Academy Programme



THE IFT ACADEMY MODULES

The IFT is Europe's leading professional body for practitioners who deal with profound and radical transformation in organisations. One of the core aims is to have the turnaround skill set recognised as a distinct profession and to professionalise it. The IFT Adacemy is the latest development in pursuing that aim.

The Academy is a 10-month modular programme designed for the next generation of leaders in the turnaround and restructuring community. The programme helps individuals develop a deeper awareness of important technical, commercial and functional skills required to plan and develop a successful restructuring. Professionals will also be given the opportunity to demonstrate an understanding of the key processes required to complete a successful turnaround.

MODULE 1: BUSINESS INSIGHT & TURNAROUND 16TH & 17TH OCTOBER 2018 - LONDON

The first module gives participants a thorough introduction into how businesses make sustainable cash profits and create value. The causes of decline and principles of turnaround are also covered. The Business Insight Framework is introduced, which is used throughout. The Business Insight Framework is based on the principle that in order to make the best leadership decisions it is necessary to consider the factors facing a business from multiple viewpoints. In addition, it is imperative to understand how these multiple views interact with each other. If multiple viewpoints of a business and market can be held simultaneously, the possibility of generating more innovative and deliverable actions is opened up.

MODULE 2: CUSTOMERS, INNOVATION & BRANDS 22ND & 23RD JANUARY 2019 - GRIMSBY

The second module focuses on customers, innovation and brands. In considering how to generate valuable revenue streams, the spectrum of understanding and serving customers is covered, including customer segmentation, understanding expectations and successful execution. The impact of customers on the

cause of a decline and their role in a turnaround are also examined.

MODULE 3: INVESTING & IMPLEMENTATION 20TH & 21ST MARCH 2019 - CAMBRIDGE

In the innovation hub of Cambridge, the third module focuses on the principles of turnaround investing and the decision-making process. A key objective of the module is that participants develop a cross-functional understanding of how a business operates, generates profit and manages risk. The module looks at how companies deliver their products and services, including a consideration of supply chain and IT issues and a consideration of issues pertinent to the service sector. The drivers of an operational crisis are also explored.

MODULE 4: FINANCIAL & HUMAN CAPITAL 22ND & 23RD MAY 2019 - LONDON

In contrast to its title, this is neither an accounting nor a HR course. Instead, it gives participants an insight into debt financing; including the debt market, investor requirements and how the designs of appropriate capital structures are an important element of a refinancing solution. It also explores the issue of management and leadership and how it relates to the viability of a restructuring plan.

MODULE 5: TURNAROUND LEADERSHIP & FINANCIAL RESTRUCTURING 10TH & 11TH JULY 2019 - BIRMINGHAM

This module will focus heavily on cash, learning how to maximise the value of cash in the short-term by managing creditors and using detailed cash forecasts while taking a longer-term view and considering the role of financial and balance sheet restructuring, and operational improvements, in delivering a turnaround.

Each of the five modules comprises two elements. First, a comprehensive set of reading and self-study materials drawing on the best available research taken from leading Business and Management publications (McKinsey Quarterly, Harvard Business Review, Sloan Management Review, Strategy+Business etc.), CEO interview articles and up-to-date case studies. Participants are expected to spend at least 10 hours of self-study on the materials before attending the residential element of each module. The material includes mini-field trips and research for participants to undertake themselves.

Second, the two-day 'teaching' part of each module. Classroom based teaching is combined with relevant field trips and invited speakers. Speakers from previous years include published author Emmanuel Gobillot, Bob Ellis, Chris Emmott, Keith Hughes, Mark Raddan, Alastair Lomax, Ed Manning, Robert Griffiths and Bill Parfitt CBE.

Each event provides leadership skills development alongside commercial insight training. Participants are shown how to engage with each other on a business footing and how to develop their networking skills.

In total each participant on The IFT Academy will receive, over the ten-month period:

- 60 hours of structured self-study;
- over 80 hours of face-to-face learning in a residential setting, including presentations from turnaround and business leaders, bankers, investors and legal experts.

Academy delegates also receive an 18-month IFT Associate membership which gives them access to:

- IFT Members Events.
- Special Interest Groups.
- Professional Development sessions and resources.
- IFT Associate Stationary

The programme is specifically designed for high potential individuals working in a turnaround/restructuring environment and seeks to support the development of the key core competencies for The IFT

Membership. It is aimed at developing the skills, expertise and network of the next generation of leaders. Participants should be experienced professionals from the following types of organisations:

- independent turnaround practitioners and firms
- company directors and senior executives used to 'troubleshooting'
- banks and other financial institutions
- private equity and investment companies
- consulting and advisory firms
- legal practitioners

Whilst we expect that participants will have a few years of turnaround or restructuring experience they will not need to meet the criteria for full membership of The IFT.

The programme is led by Shaun O'Callaghan, the UK Head of Restructuring and Debt Advisory for Grant Thornton. Shaun has more than 20 years' experience as an adviser, executive and board director in the management of change in difficult and uncertain circumstances. He is the published author of 'Turnaround Leadership: Making Decisions, Rebuilding Trust and Delivering Results after a Crisis', Kogan Page, 2010. Due to the expansion and growth of the Academy Andrew Dixon works alongside Shaun to deliver the Academy programme. Andrew is an independent Member of the IFT having previously worked in the restructuring team within KPMG. Andrew has 20 years of experience within Turnaround and has experience across a multitude of sectors.

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Corporate Partners: First Candidate £5,000, additional candidates £2,500 (max 4 candidates per Corporate Partner)

Members: £5,000

Independent non-members: £10,000

There are a limited number of bursaries available.

If you would like to enrol for the upcoming cohort contact The IFT Executive Team for a registration form by emailing tduffield@the-ift.com.