



2019 - 2020 Academy Programme



THE IFT ACADEMY MODULES

The IFT is the leading membership organisation for individuals and companies expert in transforming distressed or under performing organisations.

Our rigorous accreditation process is the quality mark for professional turnaround expertise. Our events and professional development resources provide opportunities for networking within the profession and across sectors, high quality skills development and the latest knowledge on matters affecting turnaround practice. The IFT Academy complements this senior professional development offering as a modular programme designed for the next generation of leaders.

Open to independent professionals, bankers, advisers lawyers and investors, the Academy provides a structured grounding and insight into organisational turnaround and transformation, developed and delivered by experts recognised in the profession and beyond

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 to 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: THE TURNAROUND PLATFORM 2ND & 3RD OCTOBER 2019

The first module on the programme gives participants a thorough introduction to how businesses make sustainable cash profits and create value. The causes of decline and the principles of turnaround are also covered. We introduce the Business Insight Framework, which is used throughout the programme. 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: DELIVERING RESULTS WHATEVER THE WEATHER

15TH & 16TH JANUARY 2020

The second module of the programme focuses on customers, innovation and brands. In considering how to generate valuable revenue streams we will cover the spectrum of understanding and serving customers, 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: CHANGING TIMES

4TH & 5TH MARCH 2020

The third module focuses on investing and implementation, 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 technology issues and a consideration of issues pertinent to the service sector. The drivers of an operational crisis are explored.

MODULE 4: BUILDING CONFIDENCE WITH DIVERGENT STAKEHOLDERS

13TH & 14TH MAY 2020

The fourth module 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. We also explore the issue of management and leadership and how it relates to the viability of a restructuring plan.

MODULE 5: CLARITY AND CASHFLOW

8TH & 9TH JULY 2020

The fifth module of the programme focuses heavily on cash. You will learn how to maximise the value of cash in the short-term by managing creditors and using detailed cash forecasts. You will also take a longer-term view and consider 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, 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.

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

Alongside specific module objectives, each event provides for the development of leadership skills 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 branding

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 to achieve 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 for '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. 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.

FEES

Corporate Partners: First Candidate £5,000. Second Candidate £2,500.

Members: £5,000

Independent non-members: £10,000

A limited number of bursaries are 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.