

# **The CFO as Business Model Strategist**

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# **framing our conversations**



**“For all of its  
uncertainty,  
we cannot flee  
the future.”**

**--Barbara Jordan**

**we are living  
in The Age of  
Transformation**

**how is your association  
and its stakeholders  
feeling the effects of  
societal transformation?**

**“We’re caught in between *the structures of the future*, which are still self-assembling, and *the structures of the past*, which are being disassembled. When it comes to getting things done, what we think we know about the how the world works is not always useful. To keep things moving, we have no choice but to unlearn.”**

**--Beth Comstock  
Vice Chair, General Electric**

**this conversation  
is about building  
*the structures  
of the future***

**question  
orthodoxy**

**orthodox beliefs are  
deep-seated assumptions  
we make about how  
the world works**

**societal transformation  
is happening at a time  
of maximum distraction**

**association boards  
and CSEs must devote  
their attention to  
the duty of foresight**

**the duty  
of foresight**

# BLACKBERRY BREAKDOWN

The company that led the smartphone revolution and sparked our collective mobile addiction is now a shadow of its former self.

What went wrong? Association decision makers can learn much from the answer.

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ASSOCIATIONS  
NOW  
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## hard-learned lessons

## the role of the CFO as business model strategist takes on added significance

# **what is a business model?**

**a business model is  
the rationale of how  
an organization creates,  
delivers and captures value**



value creation  
value delivery  
value capture

non-profit **is not**  
a business model



# **six biz model imperatives**

**put stakeholders first**

**focus on value**

**collaborate with networks**

**simplify with technology**

**unleash intangible assets**

**adapt to learn**

**what does the phrase  
“CFO as business model  
strategist” mean to you?**

work with the CSE/board  
presiding officer (BPO) to  
ensure the board has a ***robust  
shared understanding*** of how the  
existing business model works, its  
strengths and weaknesses and early  
warning signs of deeper problems

help the board build  
its business model understanding  
by ***using the Business Model  
Canvas as a visualization tool*** and by  
working with the board to establish a  
dashboard of useful metrics to evaluate  
performance on a near-real time basis

expand your own business model understanding beyond the numbers and build an empathic perspective of the ***problems, needs and outcomes*** of your stakeholders so you can advise the board on emerging opportunities to pivot or innovate the existing business model

participate in the board's foresight work to identify implications for the existing business model and for the ***design of new business model concepts***

**we don't need  
CFOs to be  
value creators**

**the CFO as business model  
strategist is part educator,  
part advisor, part quant  
and part designer**

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**“We grow in time to trust the future for our answers.”**

**--Ruth Benedict**



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**thanks for a  
great session!**