

# ISCA-INSEAD CFO APEX PROGRAMME

ACCELERATE YOUR PATH TO BECOME A TOP-TIER CFO





# Overview

The transition to the CFO role is one of the most demanding yet rewarding career moves in finance. As a CFO, you are not just managing numbers – you are shaping the future of your organisation by influencing business strategy, leading teams through transformation and growth, driving financial performance, and acting as a business partner across functions to deliver long-term value. Many newly appointed or aspiring CFOs find themselves facing a steep learning curve, with gaps in strategic leadership, financial acumen, and executive presence.

**This is where the ISCA-INSEAD CFO Apex Programme comes in – an executive leadership development journey designed exclusively for CFOs with less than five years of experience and aspiring CFOs ready to step into the role.**

This prestigious programme is a collaboration between ISCA, Singapore's national accountancy body, and INSEAD, one of the world's leading business schools. By combining ISCA's deep industry expertise with INSEAD's globally recognised leadership development, this programme offers a unique learning experience for CFOs and senior finance leaders and gives them the strategic insight and leadership capabilities to thrive in today's complex and dynamic business environment.

# Highlights & Key Outcomes



## **Lead with Strategic Foresight in Complex Environments**

Today's volatile business landscape requires adaptive leadership, emotional intelligence, and strategic foresight. Gain the tools, frameworks, and cross-cultural agility to influence beyond finance, drive innovation, shape business strategy, and lead with confidence amid uncertainty.



## **Shape Your Executive Leadership with INSEAD**

Leadership is what sets great CFOs apart. The in-person programme by INSEAD aims to empower you with the skills to lead with confidence, influence stakeholders, and drive strategic decisions.



## **Sharpen Your CFO Expertise with ISCA's e-Learning**

Designed and delivered by experienced CFOs and practitioners, ISCA's e-Learning modules offer practical, real-world insights into financial planning, business performance management, corporate governance, and the evolving role of CFOs. Delivered through bite-sized videos, these modules ensure you stay ahead of industry trends while balancing your professional commitments.



## **Expand Your Network with Fellow CFOs**

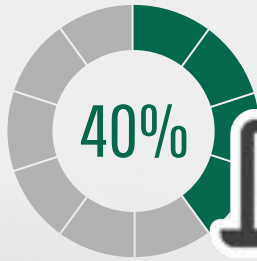
Connect with fellow aspiring and new CFOs, exchange insights, challenges and ideas as you build a trusted support system of peers navigating the same leadership journey.



## **Access to a Prestigious, Global Community**

Tap into the collective strength of ISCA and INSEAD's professional global communities. Engage with forward-thinking leaders, gain diverse perspectives, and open doors to new opportunities.

# Programme Overview



## On-demand e-Learning by ISCA



Automation, Augmentation, and Amplification: CFO-Led Digital Transformation with AI



ESG Strategy and Stewardship: The CFO's Role in Sustainable Value Creation



From Balance to Growth: Designing an Optimal Capital Structure for Business Resilience and Expansion



Harnessing Data Analytics for Strategic Business Insights: A CFO's guide to Staying Ahead



Risk Management & Corporate Governance



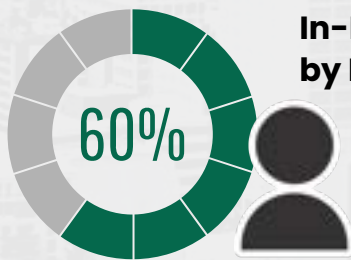
Strategic Communication for CFOs: Building Influence and Driving Impact



Strategy, Business Models & Value Creation



CFOs and Sustainable Finance: Powering Transition and Trust



## In-Person Executive Leadership Development Programme by INSEAD



### Day 1:

- Leadership Challenges For Senior Leaders: Understanding Mindsets & The Social Capital
- Leading High Performance Teams in Volatile Environments

### Day 2:

- Group Leadership Coaching

### Day 3:

- Managing Stakeholders Across the Organisation: The Power & Influence Simulation
- Graduation and Networking



# Who Should Attend



## Aspiring CFOs

Senior finance leaders preparing to transition into the CFO role



## Newly-Appointed CFOs

CFOs with less than five years of experience looking to strengthen their leadership and strategic capabilities



## Finance Leaders in Transition

Those looking to enhance their executive presence, decision-making, and ability to drive business transformation

**If you are ready to evolve from a seasoned finance professional to a strategic business leader, this programme is for you.**

# e-Learning Highlights



## **Automation, Augmentation, and Amplification: CFO-Led Digital Transformation with AI**

Artificial Intelligence is redefining the future of finance and CFOs are at the center of the shift.

This module explores how CFOs can lead digital transformation initiatives through AI and automation. By leveraging automation for operational efficiency, augmentation for strategic insights, and amplification for organisational impact, participants will learn to develop and implement AI-enabled transformation roadmaps tailored to the finance function.



## **ESG Strategy and Stewardship: The CFO's Role in Sustainable Value Creation**

ESG factors are transforming corporate strategy, financial decision-making, and risk management. CFOs play a crucial role in embedding ESG principles into business operations, ensuring compliance with evolving regulations, and positioning their organisations for sustainable long-term growth.

This module provides CFOs and senior finance professionals with the knowledge, frameworks, and practical tools to navigate ESG reporting, climate finance, carbon management, and corporate ESG recognition.



## **From Balance to Growth: Designing an Optimal Capital Structure for Business Resilience and Expansion**

In today's volatile business environment, having the right capital structure can determine whether a company thrives with resilience or succumbs to risk.

This module equips CFOs with a deep understanding of how to evaluate, design, and implement an optimal capital structure that balances financial stability with long-term growth. Using frameworks such as Weighted Average Cost of Capital (WACC) and case studies, participants will gain insights into aligning financial strategies with organisational goals.



## **Harnessing Data Analytics for Strategic Business Insights: A CFO's Guide to Staying Ahead**

The real advantage in a data explosion world lies in extracting meaningful insights.

This module discusses the strategic use of data analytics to derive forward-looking insights. Participants will explore descriptive, diagnostic and predictive analytics with a focus on apply data insights strategically to make informed decisions.

# e-Learning Highlights



## **Risk Management & Corporate Governance**

In an era of heightened uncertainty and regulatory scrutiny, effective risk management and sound corporate governance are critical to organisational resilience.

This module will explore a structured approach to risk management and corporate governance. Participants will gain a comprehensive understanding of risk assessment frameworks, corporate governance principles and compliance requirements, with a specific focus on Singapore's Code of Corporate Governance for SGX-listed companies.



## **Strategy, Business Models & Value Creation**

CFOs are no longer just stewards of financial performance but are strategic partners in the C-suite in value creation.

This module equips CFOs and senior finance professionals with the strategic mindset, tools, and leadership capabilities needed to navigate complex financial and business landscapes.



## **Strategic Communication for CFOs: Building Influence and Driving Impact**

CFOs must do more than present the numbers.

They must be able to communicate complex financial and strategic information with impact, whether to boards, investors, or internal teams.

This module is packed with actionable insights and strategies to empower participants to frame their narratives and tailor messaging for different audiences.



## **CFOs and Sustainable Finance: Powering Transition and Trust**

Investors, regulators, and consumers are increasingly demanding more than just profits – they want purpose.

This module is designed to provide CFOs with a comprehensive understanding of sustainable finance and its importance in modern business practices and financial decision-making.

# Schedule

(In-Person Executive Leadership Development Programme by INSEAD)



## Day 1 (22 October 2025)

**9am - 12:30pm**

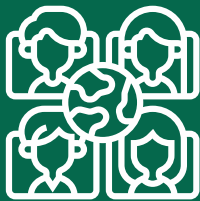
Leadership Challenges for CFOs: Navigating Uncertainty and Understanding Mindsets & The Social Capital

**12:30pm - 2pm**

Lunch

**2pm - 5:30pm**

Leading High Performance Teams in Volatile Environments



## Day 2 (23 October 2025)

**9am - 12:30pm**

Senior Executive Group Coaching

**12:30pm - 2pm**

Lunch

**2pm - 5:30pm**

Senior Executive Group Coaching



## Day 3 (24 October 2025)

**9am - 12:30pm**

Managing Stakeholders Across the Organisation:  
The Power & Influence Simulation

**12:30pm - 2pm**

Lunch

**2pm - 5:30pm**

Fireside chat and Graduation

# Executive Leadership Development Programme



**Day 1**

## **Leadership Challenges For CFOs: Understanding Mindsets & The Social Capital**

The Executive Leadership Development Programme begins by addressing the complex transition to senior leadership – both from a personal standpoint and within the broader organisational landscape. Participants will gain actionable strategies and frameworks to navigate this shift with clarity, confidence, and agility. They will also explore the psychology of power and influence, learning how to lead effectively even without formal authority. The session also highlights the importance of social capital, offering strategies to build and leverage professional networks to drive impact and get things done.

## **Leading High Performance Teams in Volatile Environments**

Collaboration is at the heart of high-performing teams and the ability to drive it effectively is a core leadership skill. This session is designed to help leaders strengthen their capacity to foster alignment, guide group direction, and implement decisions that elevate team performance. Participants will explore how to make informed, strategic decisions by leveraging effective communication flows – whether from senior leadership, peers, or team members. The session will provide practical frameworks to help leaders identify relevant information, cut through noise, and build decision-making processes that are transparent, inclusive, and results-driven.

## **The Everest Simulation**

The group-based exercise allows participants to observe their own behavior in a situation where leading others and teams is a key success factor. Participants will gain valuable insights and skills that can be applied in real-world, team-based, and leadership situations in the following areas:

- Develop effective teamwork and collaboration skills by emphasising trust, communication, and cooperation among participants in a challenging environment.
- Enhance decision-making abilities under pressure and limited resources, emphasising risk assessment and prioritisation of objectives.
- Cultivate leadership skills and adaptability by experiencing the responsibilities of leading a team in dynamic and uncertain conditions, and motivating team members to achieve shared goals.



## Day 2

### Senior Executive Group Coaching

Participants break up in small peer groups during the coaching day. The support provided by the coaches and the group allows to link feedback results to their actual challenges. Participants will get to practice coaching themselves in a climate of trust. They make a pledge for change, work on their Individual Development Plan (IDP) and commit to concrete follow up actions.

Through the Hogan Assessment, participants will gain deep insights into their leadership style, interpersonal tendencies, and potential derailers that can impact team collaboration and decision-making. By understanding how their personality influences team dynamics, participants will be better equipped to build trust, manage conflict, and lead with greater self-awareness.

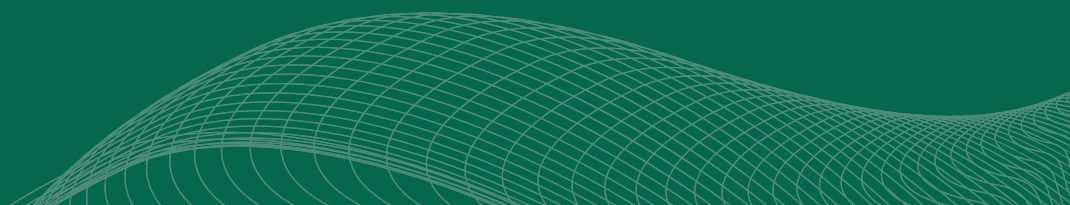


## Day 3

### Managing Stakeholders Across the Organization

Both anecdotal evidence and decades of research have shown that power can dramatically impact the way we think, feel, and behave—in ways we do not expect.

Using a Power and Influence simulation, participants will delve into the dynamic world of organisational change. This session will illuminate the intrapersonal and interpersonal effects of power. Through understanding the psychology of power, you will learn practical and useful practical skills that will help you navigate and manage power dynamics in organisations. These skills will allow you to lead effectively, regardless of where you are in your career trajectory.



# Our Instructors



**Dr. Andy J. Yap**  
**Associate Professor of Organisational Behaviour**  
**Academic Director, INSEAD Centre for Organisational Research**

Dr. Andy Yap is an Associate Professor of Organisational Behaviour at INSEAD. He holds a PhD and MPhil in Management from Columbia Business School, and a BSSc with Honours in Psychology from the National University of Singapore. Before joining INSEAD, he was a faculty at the Sloan School of Management, Massachusetts Institute of Technology.



**Mr. Alex SK Chua**  
**Veteran CFO**  
**Non-Executive, Non-Independent Director**

Mr. Alex Chua is a seasoned finance leader with over 29 years of international experience, serving as CFO of an SGX-listed company and Independent Director on four listed boards. He is Founder/Director of Lighthouse Business Consulting and has worked in London, Beijing, Ho Chi Minh City, and Singapore. He holds an MBA and DIC from Imperial College London, and credentials including FCCA, FCA Singapore, CIA, CVA, and SID-SRAD.



**Dr. Jack Hong**  
**Co-founder and CEO,**  
**Integrum Global**

Dr. Jack Hong is the co-founder and CEO of Integrum Global, driving AI-enabled innovation through initiatives like Project  $\chi$ AI. His expertise spans finance, healthcare, transportation, real estate, and education. Formerly with CapitaLand China, MAS, and MINDEF, Dr. Hong blends strategic and technological insight with teaching roles in digital transformation and AI at SMU. He has authored key readings in SMU's MBA programme and holds leadership roles with ASME, SBF, and Singapore Computer Society in AI ethics and governance.

# Our Instructors



**Dr. Ke Jinghao**  
**Co-founder and Director,**  
**Metaskills Institute**

Dr. Ke Jinghao is co-founder and director of Metaskills Institute and Chief Corporate Officer at Integrum Global, specialising in AI, data analytics, and corporate finance. With a PhD in Finance from SMU, he has led innovative projects in fintech and corporate governance, including the Singapore Corporate Governance Index. Dr. Ke is also an adjunct faculty member at SMU, delivering applied training to MNCs, government agencies, and professionals across the region, and serves as Director of Singapore Vietnam Business Bridge.



**Mr. Kevin Lee**  
**Experienced C-Suite Healthcare Leader**  
**Managing Consultant, Light Bulb Advisory**

Mr. Kevin Lee is an experienced C-suite leader in the healthcare industry. He is currently the Group CFO of Archerfish Precision Diagnostics and concurrently the CEO of the group's main operating subsidiary, Angsana Molecular & Diagnostics Laboratory. Kevin was also previously Group COO and CFO of various regional healthcare groups where he was responsible for the overall strategy and direction of the business. Kevin is a Fellow Chartered Accountant, an ASEAN CPA and holds an MBA from Warwick Business School, UK.



**Dr. Vincent BoonSeng Lim**  
**Accomplished CFO**  
**Managing Director, Eco Sustainability Group**

Dr. Vincent Lim is an advocate for sustainability with over 30 years of finance experience, including 12 years as a CFO. Vincent teaches sustainability courses at Singapore Management University's MSc in Accounting programme and is certified in ISO 14064, ISO 14068, ISCA Sustainability Professional Certification. Vincent also holds a PhD from SMU and is a Fellow Chartered Accountant of Singapore.

# Our Instructors



**Dr. Claire Tan**  
**Board Director**

Dr. Claire Tan is an Adjunct Associate Professor, Communication practitioner, and consultant with over 20 years of experience across public, private, and non-profit sectors. Formerly Singapore's first civilian Press Secretary at MINDEF, she helped set up the National Marketing and Brand Offices. Claire has worked with Lazada, fintech startups, and currently teaches at NUS and SMU, while also serving on the board of Make-A-Wish Singapore and volunteering at SPD. She holds a PhD in Communication, a Master in Applied Linguistics, and a BA in English Language and Psychology.



**Mr. Alan Wong**  
**Seasoned CFO**  
**Board Director**

Mr. Alan Wong is CFO of Olive Tree Estates (SGX Catalist and B Corp certified) and was previously CFO of Halcyon/GMG Global. He held senior finance roles at Telkomsel and Singtel, including board directorships in Bangladesh, Pakistan, and Innoventures. Alan also held leadership roles in NOL, Compaq/HP, General Motors Asia Pacific, and Deloitte. He holds an MBA from the University of Strathclyde and a Bachelor of Accountancy from NUS, and is a Fellow CPA (Australia), ISCA member, and accredited SID director. He also serves on the board of Singapore Gymnastics and holds ISCA ESG and ACLP V2 certifications.

# Dates & Fees



## e-Learning

Accessible from registration  
till 31 December 2025



## Executive Leadership Development Programme

22 to 24 October 2025  
at INSEAD



### Stay at the INSEAD Residence for added convenience!

Participants can enjoy the ease of staying at the INSEAD Residence, conveniently located on campus.

Check-in: 21 October | Check-out: 25 October  
Special rate: S\$250+ per night (single occupancy)  
Includes daily breakfast

***Limited rooms available –  
early booking is recommended!***

**EARLY BIRD  
SPECIAL!**

**Till 31 Aug 2025**  
(including GST)

**ISCA Member:**  
**\$10,900**

**Non-Member:**  
**\$13,080**

**Usual Price**  
(including GST)

**ISCA Member:**  
**\$13,080**

**Non-Member:**  
**\$15,696**



## About ISCA, the National Accountancy Body of Singapore

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The Institute of Singapore Chartered Accountants (ISCA) is the national accountancy body of Singapore with over 39,000 ISCA members making their stride in businesses across industries in Singapore and around the world. ISCA members can be found in over 40 countries and members based out of Singapore are supported through 12 overseas chapters in 10 countries.

Established in 1963, ISCA is an advocate of the interests of the profession. Complementing its global mindset with Asian insights, ISCA leverages its regional expertise, knowledge, and networks with diverse stakeholders to contribute towards the advancement of the accountancy profession.

ISCA administers the Singapore Chartered Accountant Qualification programme and is the Designated Entity to confer the Chartered Accountant of Singapore – CA (Singapore) – designation.

ISCA is a member of Chartered Accountants Worldwide, a global family that brings together the members of leading institutes to create a community of over 1.8 million Chartered Accountants and students in more than 190 countries.

For more information, visit [www.isca.org.sg](http://www.isca.org.sg).

## About INSEAD, the Business School for the World

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As one of the world's leading and largest graduate business schools, INSEAD brings together people, cultures and ideas to develop responsible leaders who transform business and society. Our research, teaching and partnerships reflect this global perspective and cultural diversity. Our global perspective and unparalleled cultural diversity are reflected in our research, teaching, partnerships; as well as in our alumni network of over 70,000 members spanning 172 nationalities.

With locations in Europe (France), Asia (Singapore), the Middle East (Abu Dhabi), and North America (San Francisco), INSEAD's business education and research spans four regions. Our 160 renowned Faculty members from 40 countries inspire more than 1,500 degree participants annually in our Master in Management, MBA, Global Executive MBA, Specialised Master's degrees (Executive Master in Finance and Executive Master in Change) and PhD programmes. In addition, more than 18,000 executives participate in INSEAD Executive Education programmes each year.

INSEAD continues to conduct cutting-edge research and innovate across all our programmes. We provide business leaders with the knowledge and awareness to operate anywhere. Our core values drive academic excellence and serve the global community as The Business School for the World.

For more information, visit [www.insead.edu](http://www.insead.edu).

MASTER THE CFO MINDSET

# LEAD WITH CONFIDENCE



## READY TO TAKE THE NEXT STEPS IN YOUR CFO JOURNEY?

CHAT WITH ISCA TO FIND OUT  
HOW THIS PROGRAMME CAN HELP YOU



Whatsapp  
+65 9865 8223



Email  
[academy@isca.org.sg](mailto:academy@isca.org.sg)

