MCA CFO ACADEMY

EXECUTIVE EDUCATION · COHORT 22

Strategic CFO Program

From finance expertise to enterprise leadership.

BEGINS
January 9, 2027

FORMAT
6 months · Live Online

WEEKLY SCHEDULE
Saturdays, 4:00 PM Dubai

CREDITS
48 NASBA CPE Credits

A LETTER FROM THE PROGRAM DIRECTOR

The Great Repricing has begun.

For most of the last century, a finance leader was valued for accuracy: close fast, report cleanly, control tightly. That work still matters, but AI is making it cheap. As analysis becomes abundant, the market is repricing what finance leaders are worth. Judgment is now the scarce asset.

I have watched many capable professionals reach the edge of the CFO seat and stall. Not for lack of technical skill, but because no one taught them to connect strategy, finance and decisions into a single way of thinking. That is the gap this program was built to close.

Cohort 22 is our most innovative design: shorter, sharper and built around the work you already do, with a personal AI Executive Leadership Coach beside you every week. In capstone, you will work on your own company or a listed public company; diagnosing it, writing its strategy, and presenting your recommendations to a CFO panel.

I look forward to welcoming you.

Saleem Sufi

Founder & Program Director, MECA CFO Academy

"In the AI era, complex analysis is cheap. What organizations pay for is judgment."

Former corporate CFO with 25 years across Fortune 500 and private equity-backed organizations in Asia Pacific, the Middle East, Europe and the United States. Founded MECA CFO Academy in 2014.

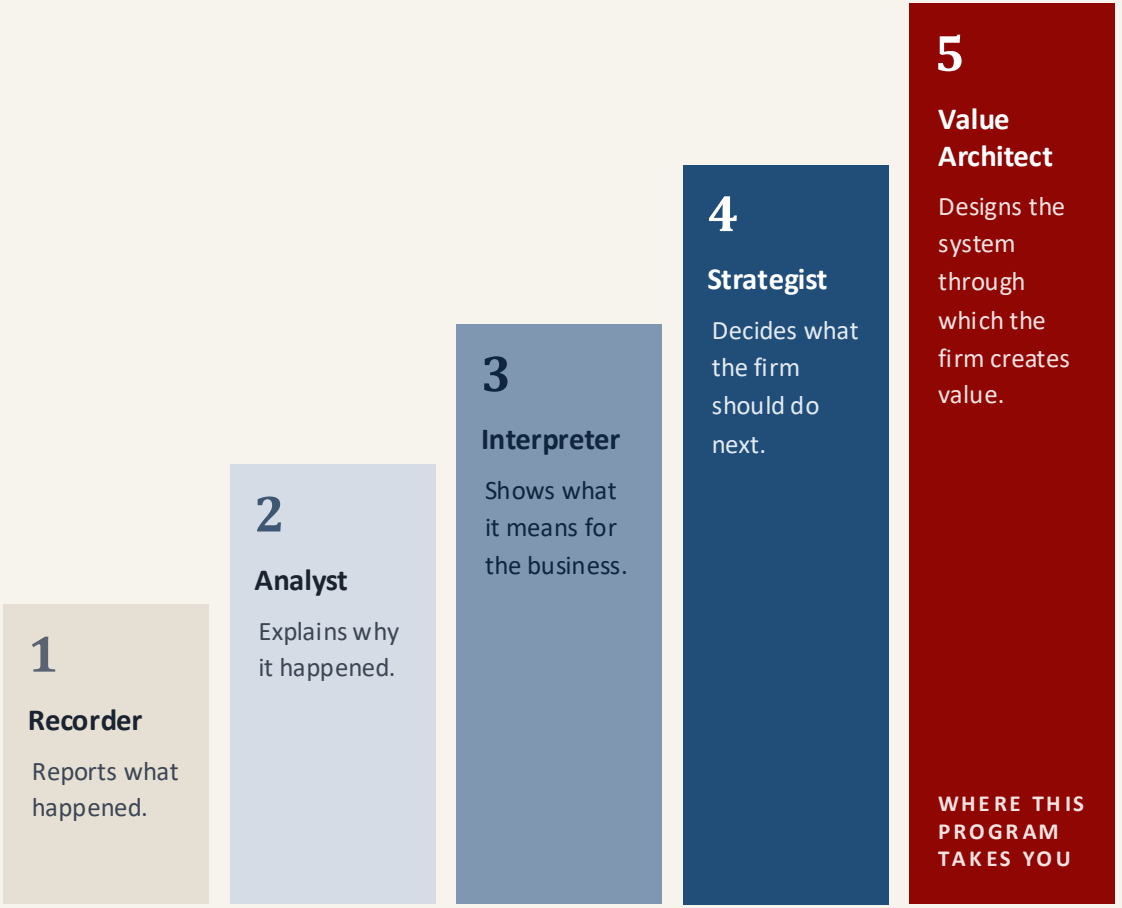
WHY THIS PROGRAM EXISTS

The gap to the CFO seat is not knowledge. It is how you think.

Boards no longer judge finance leaders on reporting, control and compliance. They expect them to shape strategy, steer capital, and make the call when the numbers are unclear.

Yet most finance careers are built on execution. Technical training sharpens the first two levels of thinking. The CFO seat is won at the fourth and fifth.

The Strategic CFO Program is designed to move you up this ladder, on a real company, in six months.



THE FIVE LEVELS OF THINKING · A MECA FRAMEWORK

THE PROGRAM AT A GLANCE

Six months. Twenty-four sessions. One real company.

DURATION

6 months

January to June 2027, Saturdays at 4:00 PM Dubai time, Live Online

LIVE SESSIONS

24 × 2 hours

48 live hours with faculty

PERSONAL COACH

AI Executive Coach

24 hours of coaching: 20 one-hour 1:1 sessions and four one-hour group sessions, including role play and decision practice.

PREPARATION

Flipped classroom

Short video tutorial before every session

SIMULATIONS

3 live simulations

Strategy execution, operating model, leadership from Harvard Business Publishing

CAPSTONE

Capstone project

A full-term capstone project requiring strategic analysis of your own or a listed company, presented to a CFO panel.

CREDENTIAL

48 CPE credits

Awarded based on 50-min hour. MECA is a NASBA-registered CPE sponsor

WEEKLY TIME

About 4 hours

Per week: 2 hours live, 1 hour with your AI coach, 1 hour of video and capstone work

HOW THIS PROGRAM DIFFERS

Not another CFO program. A different way to think.

Many executive CFO programs teach the right subjects. This one connects them, applies them to the Gulf, and makes your judgment the outcome.

	TYPICAL EXECUTIVE CFO PROGRAM	THE STRATEGIC CFO PROGRAM
Strategy and finance	Strategy, finance, analytics and leadership taught as separate modules.	**Connected by one method.** Enterprise Value Translation links every strategic choice to its drivers, projected financials and value.
Thinking and AI	AI covered as a topic in the syllabus.	**Built for the Great Repricing.** A clear path up the five levels of thinking to Value Architect, with a personal AI Executive Leadership Coach for 24 hours of structured coaching and role play practice
Context	Cases drawn mainly from US and European companies.	**Grounded in the Gulf.** Aramco, Emirates, Nahdi, Almarai, Emaar and Savola alongside global cases, taught with sitting Gulf CFOs.
The capstone	A personal action plan or a single business challenge.	**A full value plan for a real company.** Strategy, drivers, projections and capital priorities, presented to a CFO panel.
Time and access	Campus weeks abroad, travel and time away from work.	**Fully Live Online.** Saturdays at 4:00 PM Dubai, about four hours a week, with 48 NASBA CPE credits.
For sponsors	A certificate at the end.	**Visible progress.** With the nominee's consent, sponsors receive Leadership Profile scores at the start, midpoint and end. Coaching conversations stay private.

THE CURRICULUM

Weekly Rhythm in Four Phases

Saturdays, 4:00 PM Dubai time

January 9 – June 26, 2027

I **Value Creation** Where value is conceived	II **Value Translation** How strategy becomes financial outcomes, and back	III **Decision Intelligence** How choices are tested, made and committed	IV **Value Architecture** How the system sustains value

MONTH 1 · JANUARY	MONTH 2 · FEBRUARY	MONTH 3 · MARCH	MONTH 4 · APRIL	MONTH 5 · MAY	MONTH 6 · JUNE
01 Jan 9 The Strategic CFO and the Great Repricing	05 Feb 6 Enterprise Value Translation	09 Mar 6 ROIC, WACC and economic profit	13 Apr 3 Scenarios, sensitivities and real options	17 May 1 Valuation and value bridges	21 Jun 5 The finance operating system
02 Jan 16 How the firm makes money: the business model	06 · Clinic Feb 13 Reading the financial statements as a story	10 Mar 13 Capital structure and the cost of capital	14 Apr 10 Portfolio choices: grow, fix or exit	18 May 8 Making the case to the CEO	22 Jun 12 Incentives, risk and performance governance
03 Jan 23 Where to play and how to win	07 Feb 20 Driver Tree – A missing link between strategy and finance	11 Mar 20 Working capital and the cash clock	15 Apr 17 Analytics and AI in decision-making	19 May 22 The board and the audit committee	23 Jun 19 Value architecture studio
04 Jan 30 Capstone Project – Launch	08 · Simulation Feb 27 Strategy Execution Simulation – Case of Delta/Signal Corp.	12 · Clinic Mar 27 Strategy as projected financials	16 · Simulation Apr 24 Digital operating model – Case of Adobe	20 · Simulation May 29 Judgment under pressure: leadership – Everest Expedition	24 · Capstone Jun 26 Final capstone presentation to a CFO panel

May 15 is a holiday.

Session 24: final capstone presentation is an extended session.

HOW YOU LEARN

Four hours a week, in four steps.

4 hours
A WEEK

Prepare 30 min	Engage 2 hours	Coach 1 hour	Apply 30 min
Video tutorial **30 min**	With faculty **90 min**	AI Executive Coach **60 min**	Capstone work **30 min**
	Peer breakouts **30 min**		

YOUR TIME INVESTMENT

MODE	PER WEEK	24 WEEKS	%
With faculty (live sessions)	90 min	36 hours	37.5%
With your AI Executive Coach	60 min	24 hours	25%
Peer-to-peer learning (breakout sessions)	30 min	12 hours	12.5%
Video tutorials	30 min	12 hours	12.5%
Capstone work	30 min	12 hours	12.5%
Total	**4 hours**	**96 hours**	**100%**

WHAT EACH PART DOES

With faculty: case discussion and debate in Live Online sessions.

AI Executive Coach: 24 hours of coaching: 20 one-hour 1:1 sessions and four one-hour group sessions, including role play and decision practice

Peer-to-peer learning: breakout work on real business problems.

Video tutorials: short lessons that introduce each week's ideas.

Capstone work: applying each week's tools to your capstone project.

48 NASBA CPE CREDITS ARE EARNED THROUGH THE LIVE ONLINE GROUP SESSIONS

Knowledge can be delivered. Judgment has to be practiced.

In an AI-dominated era, future CFOs are judged on their uniquely human leadership traits.

1	2	3	4	5	6
Strategic judgment	Executive presence	Influence and courage	Composure under pressure	Self-awareness	Leading people

With cohort 22, MECA has introduced an internally developed AI Executive Leadership Coach that is fully integrated with the program term and curriculum. In cohort 22 students will have 20 weekly one-hour interactive experience with the AI coach plus 4 group sessions supervised by program faculty.

Participants in the Strategic CFO Program work directly with the AI Executive Leadership Coach to sharpen these skills.

- **20 individual one-hour interactive coaching sessions** with the AI coach, under the guidance of a pre-defined format.
- **4 one-hour interactive group sessions** facilitated by the AI coach, supervised by the Program faculty.

FOUR GROUP SESSIONS

The Boardroom

FEBRUARY

Present a capital request to a board.

The Dilemma Clinic

MARCH

Peers advise on a real dilemma; you decide.

The Crisis Room

APRIL

Lead a team through a live crisis.

The Fishbowl

MAY

Watch a peer coached live, then apply it.

REHEARSE THE MOMENTS THAT DEFINE A CFO

Presenting results to a time-pressed CEO

Pushing back on an unrealistic budget target

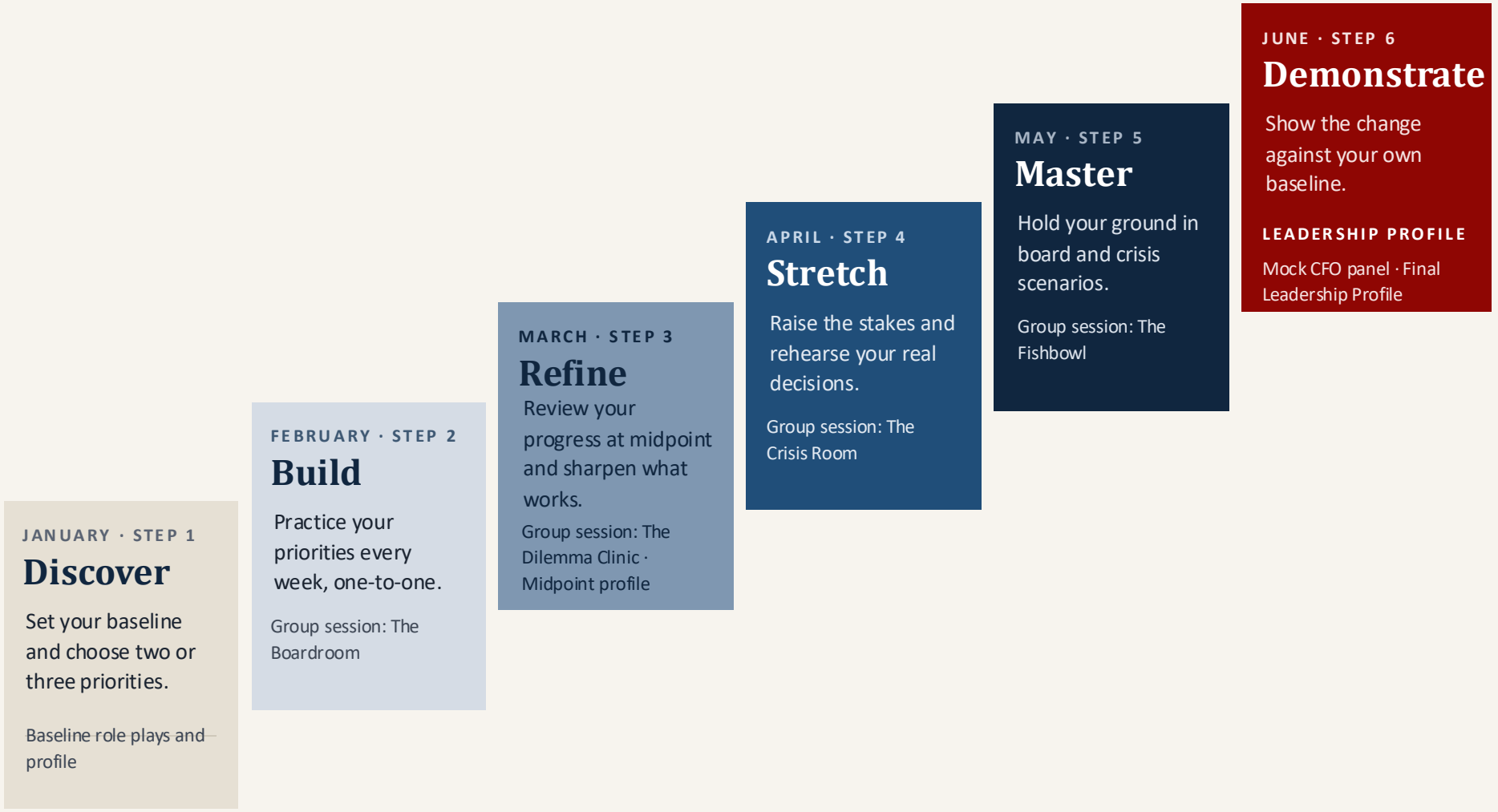
Defending a capital request to a sceptical board chair

Answering the audit committee after a control failure

Your own real decisions, rehearsed before you make them

Your Coaching Journey from Baseline to Leadership Profile

Six months, six steps. Each step builds on the one before, with your AI Executive Leadership Coach beside you all the way.



CASES AND SIMULATIONS

Learn from the companies that shape the Gulf region.

Every concept is tested on real companies. Gulf cases sit alongside global ones, so you see how strategy and finance connect in the markets where you work.

GULF CASE STUDIES

Saudi Aramco	Emirates Airline	Nahdi Medical
Almarai	Emaar Properties	Savola

GLOBAL CASE STUDIES

Amazon · Google · Netflix–Tesla · Adobe

THREE LIVE BUSINESS SIMULATIONS

Strategy execution – Delta/Signal Corp.
Session 8

Digital operating model – Adobe
Session 16

Leadership under pressure – Everest
Session 20

Simulations use material licensed from Harvard Business Publishing.

YOUR CAPSTONE PROJECT

A strategic plan for a real company.

Throughout the program you apply each week's tools to one company and build a capstone report: a complete plan for how that company can create more value.

OPTION 1

Your own company

Work on the business you know, and take the plan back to your leadership.

OPTION 2

A listed public company

Use published financials if you prefer not to share internal data.

YOUR CAPSTONE REPORT COVERS

- How the company creates value today
- Its strategy: where it competes and how it wins
- The strategy translated into financial drivers and projections
- Capital, cash and investment priorities
- The key decisions, scenarios and risks
- The operating model and governance to deliver it

SESSION 24

Final presentation

Present your recommendations to a CFO panel. Successful completion earns the Strategic CFO credential.

FACULTY

Faculty with Executive & Industry Experience

Saleem Sufi

PROGRAM DIRECTOR

Founder of MECA CFO Academy. Former corporate CFO with 25 years across Fortune 500 and private equity-backed firms on four continents.

Dr. Prashanth Southekal

DATA, ANALYTICS & AI

Managing Principal, DBP Institute; Adjunct Professor, IE Business School. Has advised 75+ organizations including P&G, GE, Shell and SAP.

Zia Mustafa

SITTING CFO

CFO, ENAYAH, Riyadh, KSA. Leads financial restructuring, performance optimization and growth.

Assad Abbas

CFO, Qatar Cool

25 years across Deloitte, HPE, Canadian banking and GCC infrastructure, turning finance into enterprise value.

Mohamed ElRouby

FP&A & PERFORMANCE

20+ years at Novartis, Johnson & Johnson, Takeda, Allergan and Energizer. CIMA-qualified, certified FP&A professional.

Syed Nadeem

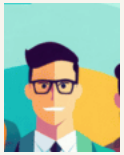
BUSINESS PARTNERING

Strategic finance leader with 20+ years across industries. Founder of FBPToday, a platform for finance business partnering.

Ghulam Sabir

CHIEF VALUE OFFICER, SB GROUP INT.

A tech-driven Group CFO with 13+ years of cross-industry leadership across manufacturing, IoT, retail and facilities management, working where finance, AI and enterprise strategy meet.



MECA AI Executive Leadership Coach

AI FACULTY · OUR NEWEST ADDITION

The latest addition to our faculty, our new internally developed, Executive Leadership Coach. Every participant of cohort 22 will receive 20 one-on-one sessions plus 4 group sessions over the term duration of 6 months.

WHO IT IS FOR

For finance leaders one or two steps from the CFO seat.

Controllers & Aspiring CFOs

Experienced controllers ready for the top seat and preparing to earn it.

Finance Directors & Heads of Finance

Leading a function, ready to lead the enterprise.

Senior FP&A leaders

Moving from forecasting the plan to shaping it.

Newly appointed CFOs

In the seat and building strategic authority fast.

A STRONG FIT IF YOU

+ Want a seat in strategy and digital, not just in reporting
+ Can apply the work to a real company each week
+ Value peer debate as much as faculty input

NOT SUITABLE IF YOU

– Are early in your finance career
– Need a technical accounting refresher
– Cannot commit two hours every Saturday

OUTCOMES

30%*

of alumni hold a CFO position.

750	20	50,000+	40
Alumni	Cohorts completed	MECA community	Countries represented

BY THE END OF THE PROGRAM, YOU WILL

Read the firm
Diagnose how your company really creates and loses value.

Write strategy in numbers
Translate strategic choices into drivers, capital and cash.

Make the call
Decide with confidence under uncertainty, and defend it.

Move the room
Influence the CEO, the board and your own team.

* Based on LinkedIn group of MECA Alumni

ALUMNI VOICES

“

The focus on ‘Enterprise Leadership’ is a game-changer.

Asif Bukhari
CFO, Fintech Financial Services · Riyadh

“Very effective program for mid career professionals, well blended with strategy, digital and leadership.”

Kashif Khan · CFO, Pennesma Company Ltd. · Riyadh

“Content is valuable and all crucial aspects of CFO role is integrated in the program!”

Mirsaid Nazarov · Chairman, Supervisory Board, Star Diversified Group · Tashkent

“A real game changer, fully endorsed being an Alumnus.”

Muhammad Danish Ali · Senior Director Finance, ROSHN · Riyadh

THE NETWORK

Graduation is where membership begins.

MECA CFO Summits in Dubai and Riyadh each year

Monthly roundtables on strategy, leadership and emerging issues

City and country chapters for local peer connection

Masterclasses and mentoring long after the program ends

OUR ALUMNI HAVE WORKED AT

ADNOC	Alinma Bank	Abdul Latif Jameel
ArcelorMittal	AXA	Coca-Cola
Colgate-Palmolive	Deloitte	Dell Technologies
First Abu Dhabi Bank	J.P. Morgan	Mashreq
Mercedes-Benz	Michelin	Mohamed Yousuf Naghi
Radisson	Riyad Bank	Shell
Standard Chartered	Tata	UBS
Unilever	ROSHN	Ajilon

Organizations listed for identification only. No affiliation with or endorsement by these organizations is implied.

ADMISSIONS

A considered admissions process.

We admit for fit, not volume. Every cohort is built so that peers learn as much from each other as from faculty.

1

Apply

A short online application covering your role, experience and goals.

2

Conversation

A conversation with the admissions team on fit, schedule, fees and sponsorship.

3

Decision

Applications are reviewed on a rolling basis, so early applicants hear first.

4

Onboarding

Confirm your seat, choose your capstone company, and hold your intake session with the AI coach.

KEY DATES

NOW

Applications open

Rolling review

ROLLING

Admission decisions

Within 3 business days after conversation

JANUARY 9, 2027

Session 1

Saturday, 4:00 PM Dubai time

JUNE 26, 2027

Final Session

Session 24 – Capstone Presentations

Apply Now

INVESTMENT

Two ways to join Cohort 22.

Individual

For professionals investing in their own path to the CFO seat. Payment plans and discount options are available.

Charter Seats. A limited number of seats at a preferred rate for applicants who fully commit and pay in advance.

Corporate-nominated

For organizations developing a CFO successor or finance leadership bench.

For the sponsor. With the nominee's consent, the nominating executive receives Leadership Profile scores at the start, midpoint and end of the program.. Coaching conversations between your nominee and the coach stay private.

EVERY SEAT INCLUDES

- 24 live sessions with faculty
- Three business simulations
- Personal AI Executive Leadership Coach
- 48 NASBA CPE credits
- Video tutorial library
- Case materials
- Final presentation and the credential
- MECA alumni network membership

Program fee: US$4,800. Charter seats, payment plans, and corporate sponsorship options are available. Apply for a conversation to explore what fits you. Group discount rates for corporate clients are available upon request.

FOR CORPORATE SPONSORS

Build your next CFO while they work on your business.

Nominate two or three finance leaders. Over six months they learn to read your company, write its strategy in numbers and defend their recommendations, with no time away from work.

2–3
nominees per organization, recommended

24 hours
of executive coaching for each nominee

48
NASBA CPE credits for each nominee

WHAT YOUR ORGANIZATION RECEIVES

Corporate Nominations.

A plan for your business. Each nominee's capstone is built on your company: strategy, drivers, projections and capital priorities.

Visible progress. With each nominee's consent, Leadership Profile scores at the start, midpoint and end of the program.

Corporate sponsor privileges. Every organization that sponsors 3 or more nominees gets the privilege of special pricing on future nominations.

Coaching most programs reserve for the top team. A personal AI Executive Leadership Coach for every nominee. Conversations stay private to the nominee.

A peer network. Nominees join 750+ MECA alumni across 40+ countries.

HOW SPONSORSHIP WORKS

1
Nominate
Name the leaders you are preparing to step up.

2
Conversation
A 20-minute call on fit, goals and corporate terms.

3
Six months
Saturdays, Live Online, applied to your business.

4
Results
Final presentations and profiles in June 2027.

Group terms apply for three or more nominees from one organization. Write to **support@cfoacademy.org** to arrange a sponsor conversation.

STRATEGIC CFO PROGRAM · COHORT 22

A real company is your case. Your judgment is the credential.

Apply now

cfoacademy.org

PROGRAM FEE

US$4,800

Charter seats, payment plans, and corporate sponsorship options are available. Apply for a conversation to explore what fits you.

ADMISSIONS

support@cfoacademy.org

+1 (888) 974-7981

MECA INSTITUTE OF CFO LEADERSHIP

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RECOGNITION

NASBA-registered CPE sponsor. Knowledge partnerships with AICPA & CIMA, IMA and FEI.

MECA CFO ACADEMY

Program details current as of October 2026 and subject to change.