



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



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.

For six months you will not study a generic case company. You will work on a real company, your own or a listed public company of your choice: diagnosing it, writing its strategy in numbers, and presenting your recommendations to a panel that includes a sitting CFO.

Cohort 22 is our most rigorous design yet: shorter, sharper and built around the work you already do. 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.

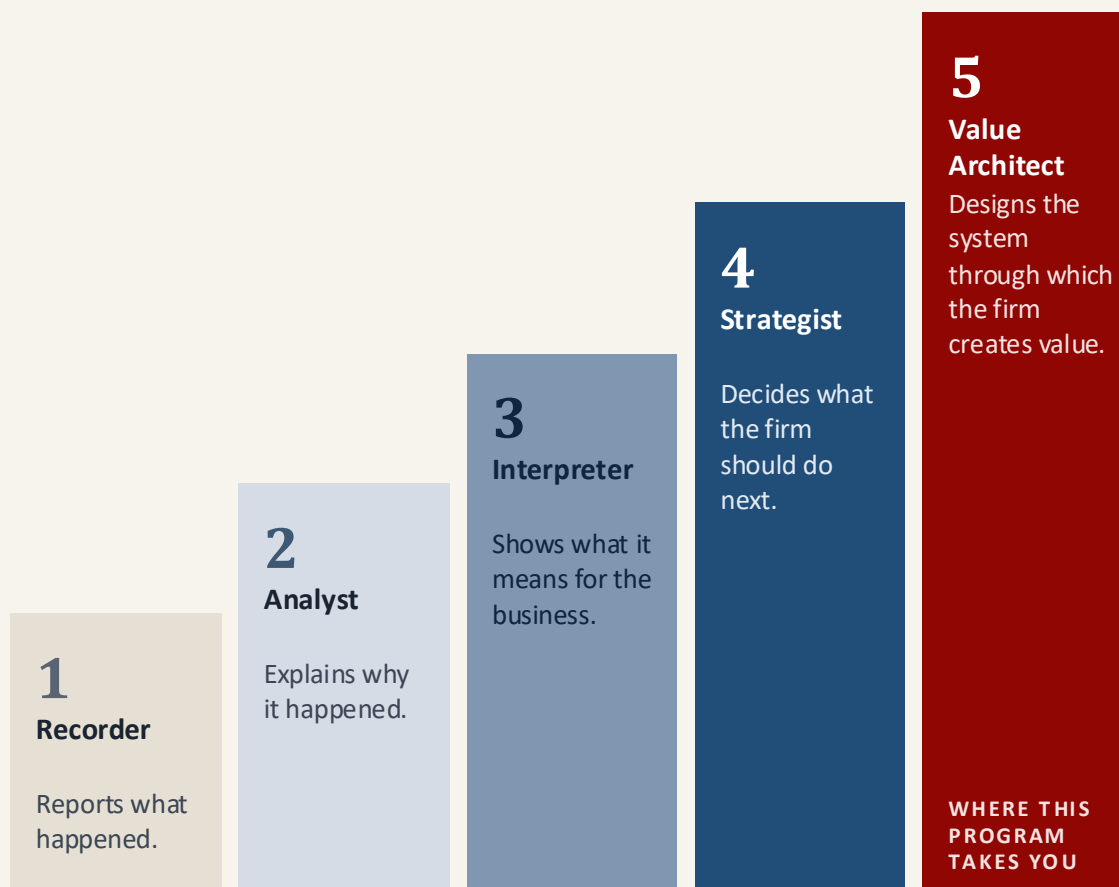
WHY THIS PROGRAM EXISTS

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	LIVE SESSIONS 24 × 2 hours 48 live hours with faculty	SCHEDULE Saturdays Live Online, 4:00 PM Dubai time	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 Strategic CFO credential; MECA is a NASBA-registered CPE sponsor	WEEKLY TIME About 4 hours Per week: 2 hours live, plus 2 hours of AI-guided, video and self-learning

Weekly Rhythm in Four Phases

Saturdays, 4:00 PM Dubai time
January 9 – June 26, 2027

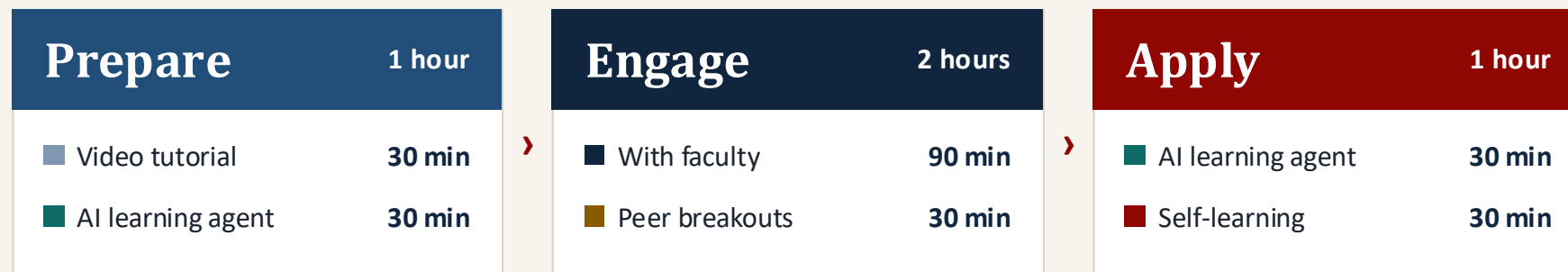
I Value Creation Where value is conceived	II Value Translation How strategy becomes financial outcomes, and back	III Decision Intelligence How choices are tested, made and committed	IV Value Architecture How the system sustains value		
MONTH 1 · JANUARY	MONTH 2 · FEBRUARY	MONTH 3 · MARCH	MONTH 4 · APRIL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

Clinics (Sessions 6 and 12) and simulations (Sessions 8, 16 and 20) apply each phase live.
Session 24: final capstone presentation and award of the Strategic CFO credential.

Four hours a week, in three steps

4 hours

A WEEK



YOUR TIME INVESTMENT

MODE	PER WEEK	24 WEEKS	%
With faculty (live sessions)	90 min	36 hours	37.5%
With AI learning agent	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%
Self-learning	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.

With AI learning agent: questions, readiness checks, session review and role-play practice.

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

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

Self-learning: applying each week's tools to your capstone project.



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

TSMC · Intel · Microsoft-Yahoo · Zillow

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 in 20 minutes to a panel that includes a sitting CFO. Successful completion earns the Strategic CFO credential.



FACULTY

Taught by people who hold the seat

Sitting CFOs, practitioners and scholars.



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
SITTING CFO

CFO, Al Fadhili Housing Company. Expertise in treasury, financial reporting, controls and project governance.



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.



WHO IT IS FOR

For finance leaders one or two steps from the CFO seat

Aspiring CFOs

Ready for the top seat and preparing to earn it.

Senior FP&A leaders

Moving from forecasting the plan to shaping it.

Finance Directors & Heads of Finance

Leading a function, ready to lead the enterprise.

Newly appointed CFOs

In the seat and building strategic authority fast.

A STRONG FIT IF YOU

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

CONSIDER ANOTHER PATH IF YOU

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



OUTCOMES

35%

of alumni hold a CFO title.

750

Alumni

20

Cohorts completed

50,000

MECA community

40

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.

“

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 begin the first video lesson.

KEY DATES



NOW

Applications open

Rolling review



ROLLING

Admission decisions

Within 3 business days of applying



JANUARY 9, 2027

Session 1

Saturday, 4:00 PM Dubai time



JUNE 26, 2027

Final presentations

Session 24 and the credential



INVESTMENT

Two ways to join Cohort 22

Individual

For professionals investing in their own path to the CFO seat. An installment plan is available.

Charter Seats. A limited number of seats at a preferred rate for referred applicants who pay in full.

Corporate-nominated

For organizations developing a CFO successor or finance leadership bench.

For the sponsor. Corporate nominees receive a pre-program capability assessment, a mid-program progress report and a post-program development report, shared with their nominating executive.

EVERY SEAT INCLUDES

24 live sessions with faculty
Three business simulations
AI learning agent between sessions
48 NASBA CPE credits

Video tutorial library
Case materials
Final presentation and the credential
MECA alumni network membership

Program fees are shared during your admissions conversation, alongside installment and sponsorship options.

STRATEGIC CFO PROGRAM • COHORT 22

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

Apply now

cfoacademy.org

ADMISSIONS

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MECA INSTITUTE OF CFO LEADERSHIP

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RECOGNITION

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



Program details current as of [MONTH YEAR] and subject to change.