

Brand You

**Be the Best You can Be
Maintaining Your Personal Brand
December 8, 2017**

Presented by

Laurel Egan Kenny, President and Chief Executive



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Class Introductions

- **Name**
- **Company**
- **Title**
- **One thing you want to get out of class**
- **One REALLY unique thing about you**



Your ROI for the next 3 Hours

- **Where are you now?**
- **Where do you want to be**
- **How to get there**
- **The Strategic Role of Treasury**
- **Treasury Careers**

Marketing Concepts

- **Brand**
 - Your identity in the marketplace. It is your *promise* to your constituencies. It is represented in many forms: people, places, things.
- **Positioning**
 - Provides direction or focus to a business or organization. It is a straightforward statement of your target market's *perception*.
- **Differentiation**
 - Understanding, defining and promoting *unique differences* of your offering with the intent to influence demand.
- **Messaging**
 - 1 to 3 clear, concise, consistent, customizable multimedia *messages* that communicate your brand, your position, key differentiators: including why your customers should choose you.



Current State

What are you starting with?

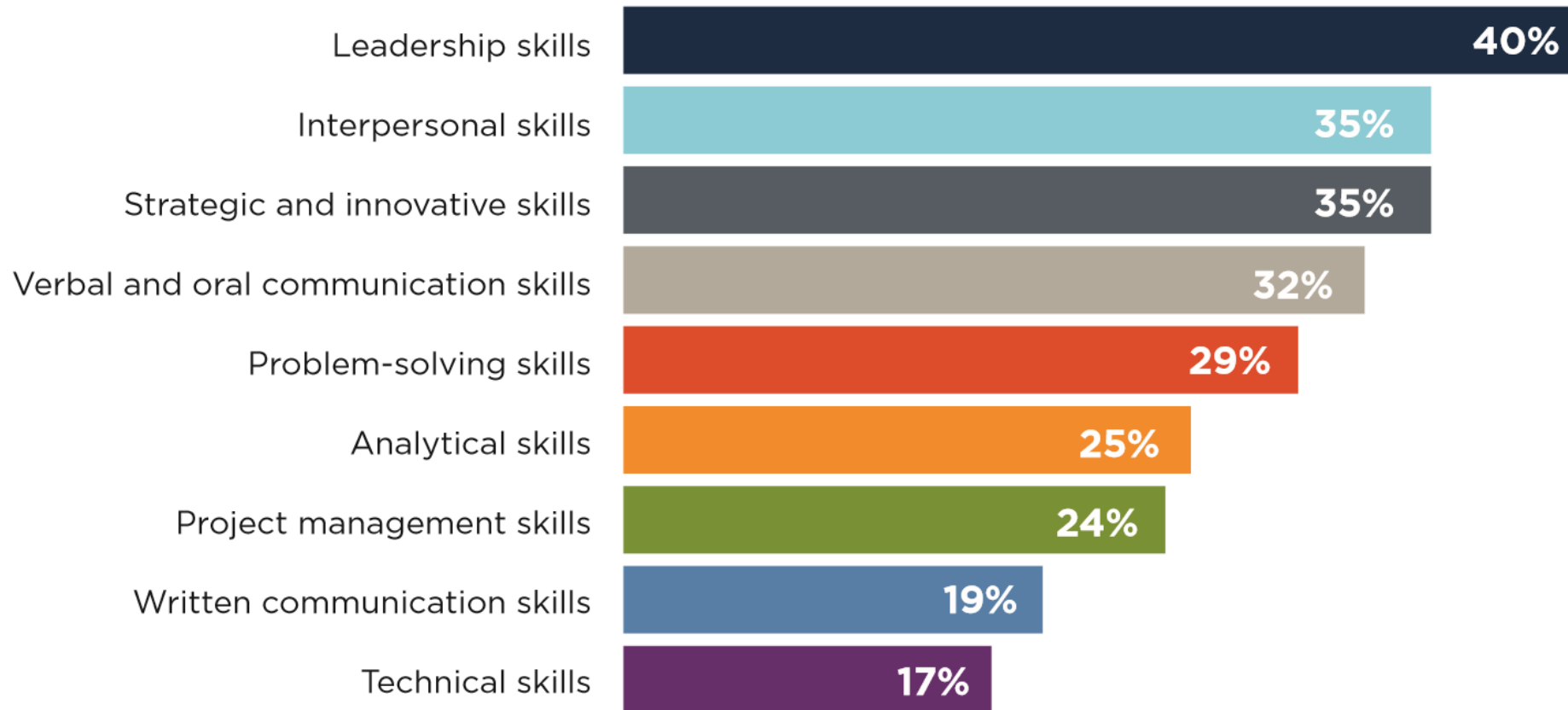
**The Good, The Bad,
Even the Ugly!**

Ask yourself AND a Trusted Advisor “What about my....?”

- **Reputation: Personal and Professional**
- **Job Performance**
- **Job Title**
- **Career Path / Level**
- **Education Level / Advanced Degrees: BA/BS, MS, MBA, PhD, DBA**
- **Professional Development / Training**
- **Certifications: CTP, CPA, PMP, FP&A, ACA, CFP, CPA, etc.**
- **Experience**
- **Network / Associates**
- **Professional affiliations and organizations**
- **Marketable skills: Leadership Potential, Communication Style**

We all have Room for Improvement

Exhibit 23: Talent Gaps and Weaknesses that Impact Job Performance
(Percent of Organizations)



Self Assessment Tools

- **Personality profiling: Myers Briggs** 16personalities.com/free-personality-test
- **Career profiling: Career Fitter** CareerFitter.com (not free), but slick.
- **Skills profile: Strengths Finder (Gallup) or a just make a list**
- **Skills and Requirements for a specific Job Title: Career Builder**
- **Who's who? LinkedIn**

It's not always what you know; It's WHO you know!

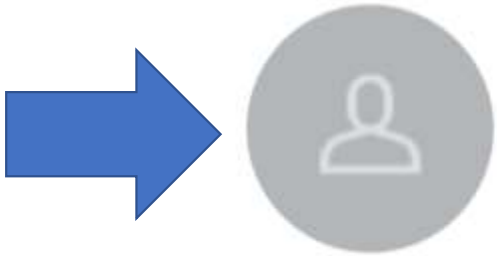
*Identify Strong,
Reputable, Ethical,
Respected:*

- Mentors
- Champions
- Coaches
- Centers of Influence

Keep them:

- Interested
- Invested in your success
- In your “Contact List”
- On Speed Dial
- Well fed and caffeinated
- In your social network
- Feeling appreciated

Are you this person?



Jane Doe

• 2nd

Chief Financial Officer at ABC Company

Greater Boston Area



2 shared connections

How about this one?



OMG I HATE MY JOB!! My boss is a total ker always making me do shit stuff just to piss me off!! KER!

Yesterday at 18:03 · Comment · Like



Hi , i guess you forgot about adding me on here?

Firstly, don't flatter yourself. Secondly, you've worked here 5 months around

Thirdly, that 'shit stuff' is called your 'job', you know, what i pay you to do. But the fact that you seem able to -up the simplest of tasks might contribute to how you feel about it. And lastly, you also seem to have forgotten that you have 2 weeks left on your 6 month trial period. Don't bother coming in tomorrow. I'll pop your P45 in the post, and you can come in whenever you like to pick up any stuff you've left here. And yes, i'm serious.

Yesterday at 22:53

Write a comment...

‘Soooooo sleepy here in the ICU. Will someone please code and give me something exciting to do? #isthatbad?’

The dumbest part about it was she was TAGGING the hospital she worked at in her posts”

People Celebrity

<http://people.com/celebrity/employees-who-were-fired-because-of-social-media-posts/>

Personality Types, Traits, Dangers

Personality	Characteristics	Employer Danger
Buddy	Values close relationships	Out of Touch, Not well connected
Socializer	Socially Inspired	Uses Work Time for Social Media Interaction
Emcee	Moderator, Facilitator	Lacks Substance. Doesn't Take a Stand
Pundit	News Anchor, Pusher, Backer	Controversial Topics, Positions, People
Harmonizer	Mediating, Engaging, Sensitive	Involved too deeply w/ too many groups/ people
Creator	Author, Opinionated	Controversial Topics, Opinions conflict w/ brand
Critic	Constant Feedback, Corrections	Unwelcome edits to coworkers' content
Officiator	Entitled, Rule Follower, Enforcer	Unwelcome rules enforcement. Gaming at work
Status Seeker	Show Off, Shallow, Competitive	Values rank, popularity, winning
Lurker	Passive Aggressive, Anonymous	Watches Others, Generates excessive page views
Rebel	Heckler, Disruptive, Evil Genius	Undermining, Determined to destroy "the man"

Profiles, @Handles, Domains, Oh My!

Mind your Public Facing Extensions

Email Address:

- greeneyedgirl@cutie.com

Domain Name:

- Gmail.com, Yahoo.com, AOL.com, companyname.com

And, don't forget:

YouTube
Instagram
Twitter
SnapChat
Facebook
LinkedIn

Positioning Exercise

Future State

Getting you to where you
want / need to be

Career Objective

To use my _____, _____ and _____ skills;
my _____, _____ and _____ experience; and
my extensive _____ and _____ educational
background to secure a _____ position in a
_____, _____ firm / organization.

Visualize

- **Envision yourself there**
- **Model yourself after someone you admire**
- **Dress the part**
- **Put your next title on your resume and business card**

Networking

1. Keep your network fresh and up to date - Jeff Ragovin, Former CSO, Salesforce-Buddy Media

Give, give, give! Someday, you'll need to take. Send them articles of interest. Invite them to coffee, lunch or a drink.

2. If you are among interesting people, learn - Joe Mechlinski, Founder of Entreques

"Be curious. Ask questions. Get people talking and telling stories so you can learn about them and their challenges and what excites them. Listen with your whole self."

3. Put yourself in the right situation - Judy Robinett, author of *The Power Connector*

"Don't look for a lucky break, strategically place yourself in the company of people with gravitas, influence, money -- and smarter than you.

4. Focus on building relationships - Aaron Hurst, CEO of Imperative

"Build relationships. Take the time to genuinely get to know people and not just close a transaction.

5. Sell without selling - Chris Steer, Entrepreneur and Investor

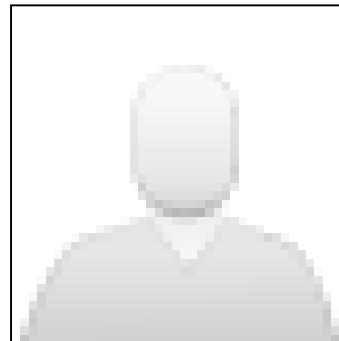
"Add value and TRULY expect nothing in return. Goodwill will come back tenfold.

Source: Inc.com

Laurel's Networking Tips

- Don't "Network"
- Build Relationships
- Stand out
- Be Consistent
- Be Prepared
- Be Creative
- Be Targeted
- Be Professional
- Be Patient
- Be Proactive
- Referral-Centered
- Be Dedicated
- Quality not Quantity
- Give much more than you take
- Know when to come and go

Choose the Way the World Sees You



Social Media has a profound impact on your career

According to Career Builder (6/15/2017):

- 57% are less likely to interview a candidate they can't find online
 - 54% have decided not to hire a candidate
 - 50% of employers check employees' social media profiles
 - 34% reprimanded or fired an employee for inappropriate content
 - 70% of employers screen candidates, up from 11% in 2006!
-
- **92% of recruiters use social media as part of their process.** *AdWeek (9/22/2016)*
 - 87% LinkedIn | 55% Facebook | 47% Twitter
 - **Google alert yourself before others Google you!** google.com/alerts
 - **Know your company's social media policy**

LinkedIn Basic

- **Build and maintain a robust profile**
- **Your Profile is NOT your CV. Entice.**
- **Ask for Recommendations**
- **Give and get endorsements for skills you choose**
- **Educate your connections**
- **Strike a balance:**
 - Don't add someone you would not feel comfortable recommending to someone
 - Don't be afraid to help someone build their network
- **Be original! Don't use standard "invitation to connect"**

Digital is
NEVER as
good as
face to face

LinkedIn Challenge

**Current Professional
Headshot**

**“No Explanation Needed”
Cover Photo**

**Two original posts a
month with a photo or
video!**

**One original article a
Quarter**

- **Start a Group discussion**
- **Comment and Tag a Colleague**
- **Recommend an article to your network.**

Give Back

- **Mentor**
- **Community Service**
- **Lend your talents to a program or event**
- **Align yourself with a cause**

Go outside of your Comfort Zone

Practice diversity:

- Teams
- Projects
- Age groups
- Seniority
- Gender
- Cultures
- Ethnicities
- International

Stay Current

- **What's going on in my industry of choice?**
 - Scan Headlines Every Single Day
 - Read, watch, download, listen, stream news
 - Subscribe to industry publications
 - Set Google Alerts on industry terms
 - Engage! Be part of the action
- **Who do I NEED to know? How do I get to know them?**
- **Press Releases**
- **Industry Discussion Boards: AFP**
- **Industry Organizations**
 - Newsletters & email subscriptions
 - LinkedIn Groups
- **Analyst Sites**
 - Gartner
 - McKinsey

Resume or C.V.

Dos

- **Always have your resume and references up to date**
- **Do the work for them.**
 - Don't leave it up to interpretation. Craft a Career Objective!
 - Map your previous skills, experience, and academic background to what they're looking for
- **One Direction / One Theme**
- **Show Clear Path / Progression**
- **Fill in the Gaps**
- **Repeat Key terms – Think SEO**
- **Get them interested**

Don'ts

- **Typos & grammatical errors**
- **One size fits all**
- **Duties instead of accomplishments**
- **Too long or too short**
- **No action verbs**
- **Leaving off important information**
- **Not industry standard**
- **Incorrect contact information**

Always be looking for your next opportunity

- Same position, different company
- Different position, same company
- Promotion, Same Department
- Move to the Vendor side
- Move to the Client Side
- Non-Profits
- New Industry
- Go out on your own
- Go back to School

Building Success Stories

- Situation
- Opportunity
- Achievement
- Result



Don't make it a Pitch, Make it an Elevator Conversation

- **Step 1. Introduction. Include: Name, Title, Function, Company**

Hello. My name is Laurel Egan Kenny, President of Turningpoint Communications. I help my clients sell more by selling themselves, solutions and value

- **Step 2. Clarify / Enhance / Comment on likenesses: Why should they care?**

Selling isn't about 'selling' anymore. It's about educating, listening, engaging, compelling.

- **Step 3. Describe your Customer Philosophy AND/ OR Differentiators: Why you do it better**

I work closely with my clients to understand their subject matter expertise and what makes them unique. Then I promote their thought leadership and best practices to those that need to hear it, in compelling ways.

- **Step 4. Optional: Results of a recent Success Story**

I have helped thousands of people to sell more and grow their businesses and in their careers.

- **Step 5. Engagement. Interact with the information they shared.**

Since youWould you be interested in learning more about Do you know anyone who may be interested in Would you be willing to make an introduction to

- **Step 6. Call to Action**

Do you have a business card? I would love to follow up with you next week to . . . learn more about what you're doing and how it is working for you. Do you have a half hour next Tuesday at 10:00?

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Take Things to the Next Level

Become a Thought Leader

Thought Leadership Definition

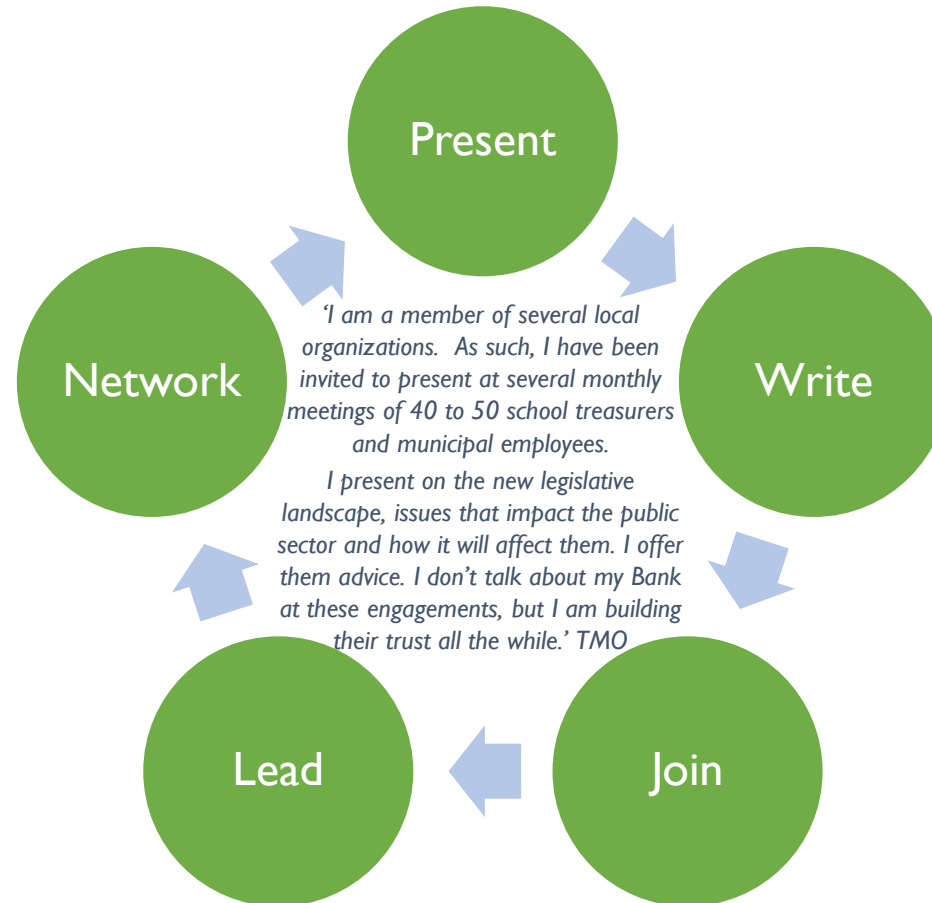
- Your expertise, presented or written for a specific audience
- Study and promotion of best practices
- Presentation of original ideas – a basis for change
- Credible and focused
- Changes how your audience views the topic... and you
- Can only be “granted” by those who you seek out

Articulating your experiences in treasury and finance as original, innovative insights to further your profession, your employer and your career – Ira Apfel, Editorial Director, AFP

Thought Leadership is NOT

- An advertorial or sales pitch
- Brand specific information
- Resigned for managers, executives

Become a Thought Leader: It's free and it works!



Multimedia Exposure

Print

- Newsletters
- Newspapers
- Periodicals
 - Industry Pubs
 - Alumni Magazines
- Byline articles
- Whitepapers
- Books / Manuals

Events

- Conferences
- Webinars
- Focus Groups

Communities

- Industry Organizations / Boards
- Editorial Advisory Board
- Profnet
- Speakers' bureau

Digital

- eBooks
- Social Media
- Blogs
- Google
- Yahoo Experts
- eHow
- Wikipedia
- FaceBook
- Twitter
- LinkedIn
- YouTube
- SnapChat
- Instagram

Key Benefits

- Self Promotion
- Marketing or as an alternative to SALES!
- Positioning as a trusted advisor/ “Go to Expert”
- Opportunities to simultaneously promote clients/vendors
- Supplemental Revenue
- Create change and improvement
- Spotlight your topic
- Focus on what you are passionate about
- Get promoted
- Recognition from colleagues / managers
- Gain clients, market share

Do you have the
support you need?
Position it as a
win/win/win

Best Practices Get Results

Company

- Increase sales
- Brand Awareness
- Recognition
- Industry Standard
- Patents, Trademarks

Personal

- Education / Academia
 - Thesis, Dissertation, Degree, Professorship, Certification
- Name Recognition
- Awards, Honors
- Work-Life Balance

Career

- Go into Business/Consult
- Advancement: Job, Company
- Board Appointments
- Validation of knowledge
- Bonus / Perks
- Editorial Board

Improving Your ROI on an Event

- Identify appropriate opportunities
 - Find your key constituents
 - Organizations, Venues, Events
 - Understand what ELSE you can get:
 - Free admission
 - Booth
 - Travel
 - Lodging
 - Attendee List
 - Paid
- Understand what the organizer is looking for
 - Create customized speaking proposals
 - Tweak your proposal to accommodate their needs
- Wow your audience!
 - Market your presentation to your network
- Follow up with your audience / organization
- Track your experiences / Measure your success

Case in Point!

Lynne Marlor BNYMellon

- **Goal:** Promotion, Job that she loves, Flexibility
- **Presenter:** TEXPO, NEAFP, NYCE, AFP, PAFP, Dallas AFP Windy City 2012-17
- **Participation:**
 - President New England AFP 2012-2013
 - Board of Directors 2008 to Present
 - Published
- **Published Author**
- **2 Promotions:**
 - Managing Director
 - Head of Sales and Relationship Management Corporate



Insert: Laurel's Peptalk

You CAN Do This

The Industry Needs You!

- **By the Numbers**

- AFP Publications:
 - *AFP Exchange* magazine
 - 4 newsletters
- Outside contributors to monthly articles:
 - 13 for *AFP Exchange*
 - 24 for newsletters
- Content needed each year:
 - 418 articles
 - 1,024 pages
 - 500,000+ words
- Total reach:
 - 40,000 worldwide
 - 50 states
 - 100+ countries
 - CFOs, treasurers, VPs

Regional Treasury Management Organizations

AFP 145 Sessions

Regional Conference

10 Tracks

90 Sessions

6 Bi-Monthly meetings

x 2 sessions/each

One Day Conference

5 timeslots

20 sessions

Monthly Meetings

64 regional organizations

You Can Do This

- **Don't be afraid**
 - To try something new
 - Be unique! Unique is GOOD!
- **Don't be sensitive**
- **Meet the deadline**
- **“Spellchek”, “proofred”**
- **Read about an issue – ask me for one!**
- **Don't give up**

Recognize Your Experience as Newsworthy and Helpful!

Pitch:

- Ideas!
- Insights – your experience counts
- Questions answered
- “Why should I care?”
- Tell me a story – case study or timeline
- Give me advice – checklist
- What worked, what didn’t
- Evidence (chart, bio, photos)

Don’t Pitch:

- Product pitches
- Super Vendorman
 - This doesn’t FLY!
- Clichés
- Wandering focus
 - Get to the point!

Extra Credit

- Relevant
- Timely: Fit with their Editorial Calendar and DEADLINES!
- Big Names / Brands
- Sponsors / Big Spenders
- CXOs

Each publication / media type / organization / event has different requirements, preferences, styles

Thought Leadership Plan

Treasury Careers

Marketplace and Jobs

Results from the AFP's 2017 Strategic Role of the Treasurer

- 73% Senior Leaders and Boards are incredibly focused on their organization's **liquidity and risk exposure**
- 64% cite **cash management and forecasting** as key areas of focus for their treasury departments over the next 3 years.
- 63% percent measure treasury's success by its ability to **reduce borrowing costs and achieve liquidity targets.**

Results from the AFP's 2017 Strategic Role of the Treasurer

“With the extreme uncertainty and volatility in the economy, senior executives and boards increasingly demand more actionable insights from treasurers, at a faster rate than ever before, and treasurers have stepped up to the challenge.”

“It’s up to treasurers to maintain their focus on liquidity management, forecasting and financial risk management, while also fulfilling a broader mandate to serve as strategic advisors to their organizations.” -- Jim Kaitz, president and chief executive of AFP.

“As leanly staffed treasury departments take on a wider span of responsibilities, there is a greater opportunity for banks and others serving treasurers to provide robust insights, guidance and tools to help corporate treasurers excel at their traditional and expanding roles,” -- Elizabeth St-Onge, Partner, Oliver Wyman

Outside Its Traditional Responsibilities, the Treasury Department Plays the Lead and/or Support Roles for the Following Functions:

(Percent of Organizations)

	Lead Role	Support Role
Borrowing: long-term (capital funding/sourcing)	79%	6%
Investing: long-term	61	15
Payments strategy and execution (incoming, outgoing)	60	24
Working capital management (e.g., A/R, A/P, inventory)	54	28
Capital planning/allocation	50	31
Counterparty risk analysis	49	24
Internal financial consultant to other departments, business units and/or affiliated companies	40	36
Insurance purchasing	38	28
Leasing	37	27
Insurance claims management	31	30
Investor relations	29	33
Enterprise risk management	28	44
Financial planning and analysis	27	53
Assessing financial technology	24	42
Mergers and acquisitions	22	50
Retirement management (financial wellness)	21	44
Business continuity planning	19	45
Accounting/SEC compliance	15	50
Business development	11	50
Supply chain management	10	46
Employee benefits management, human capital and payroll costs	7	48

Greatest Focus of Organization's Treasury Department over the Next Three Years
 (Percent of Organizations)

	All	Annual Revenue Less Than \$1 Billion	Annual Revenue At Least \$1 Billion	Publicly Owned	Privately Held
Cash management and forecasting	64%	66%	63%	64%	63%
Financing and capital allocation	47	43	52	56	38
Financial risk management	31	31	30	34	25
Treasury and payment technologies	30	31	29	25	35
Bank relationship rationalization	20	17	22	17	23
Credit syndicate renewal	19	11	25	26	15
Mergers and acquisitions/investment banking	18	31	21	20	17
Introduction/renewal of Treasury's IT systems and capabilities	17	16	18	20	14
Cost management	13	17	10	8	21
Enterprise risk management	11	15	8	7	13
Insurance risk management	8	9	7	5	10



Treasury Department and Executive Committee/C-Suite

In addition to their enhanced role and contribution, treasurers have greater access to organizational leadership. Sixty-four percent of finance professionals rate their organization's access and visibility to the executive committee/C-Suite a four or five on a scale of one (poor) to five (excellent), with treasurers at larger organizations rating their access higher.

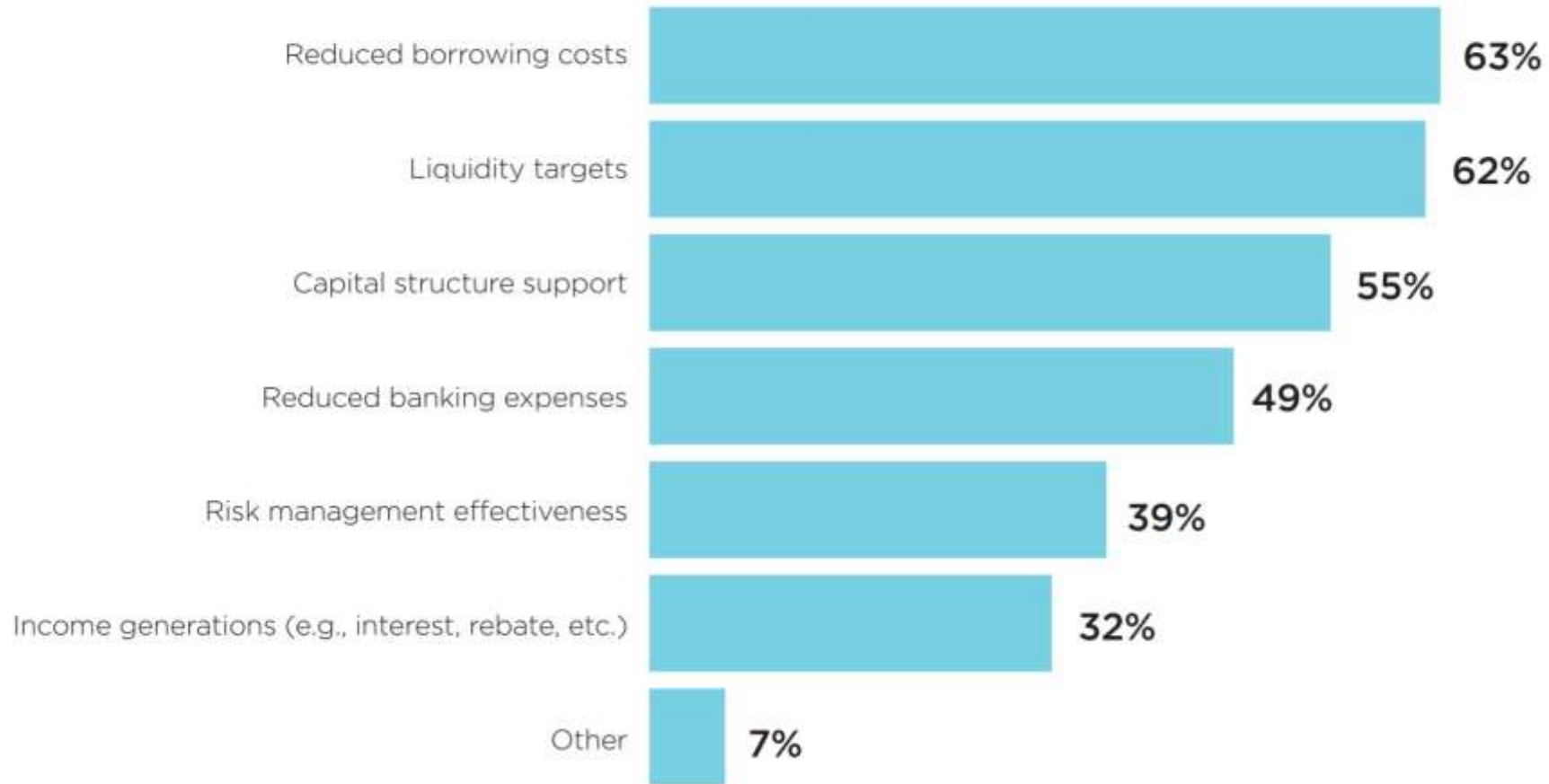
Treasury Department's Access and Ability to Communicate with Organization's Board and C-Suite

(Percentage Distribution of Organizations)

	All	Annual Revenue Less Than \$1 Billion	Annual Revenue At Least \$1 Billion	Publicly Owned	Privately Held
Excellent (5)	24%	19%	30%	27%	20%
(4)	40	42	38	38	46
(3)	27	30	23	25	26
(2)	7	8	6	8	7
Poor (1)	2	1	3	3	1

Activity-based Metrics Used to Measure the Success of Organization's Treasury Function

(Percent of Organizations)



Staffing in Organization's Treasury Department

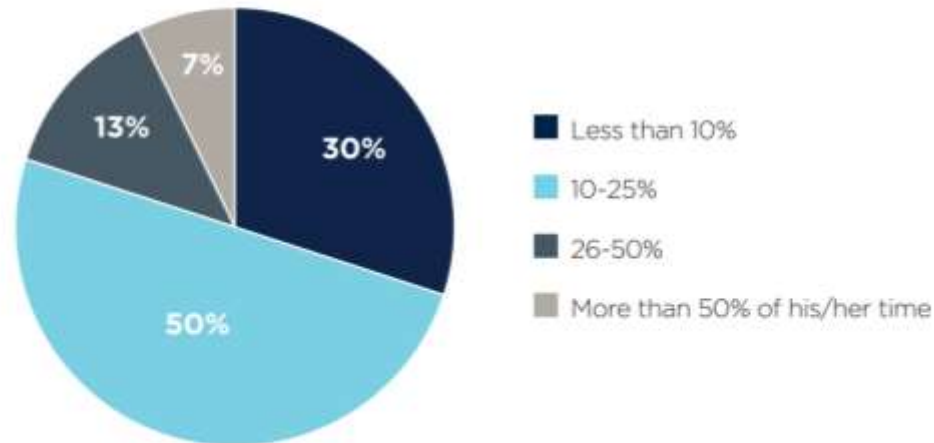
(Percentage Distribution of Organizations)

Number of Treasury Department Staff	All	Annual Revenue Less Than \$1 Billion	Annual Revenue At Least \$1 Billion	Publicly Owned	Privately Held
Less than 5	61%	82%	41%	45%	77%
5 to 9	22	12	30	28	14
10-19	8	3	13	11	4
20 or more	10	3	17	16	5

Nearly half of treasury department leaders (49 percent) spend between 10-25 percent of their workweek directly managing their team; 30 percent spend less than 10 percent of their time doing so. Managing treasury teams effectively in the current economic environment is challenging enough; with staff spread thin, managers are required to provide the support needed.

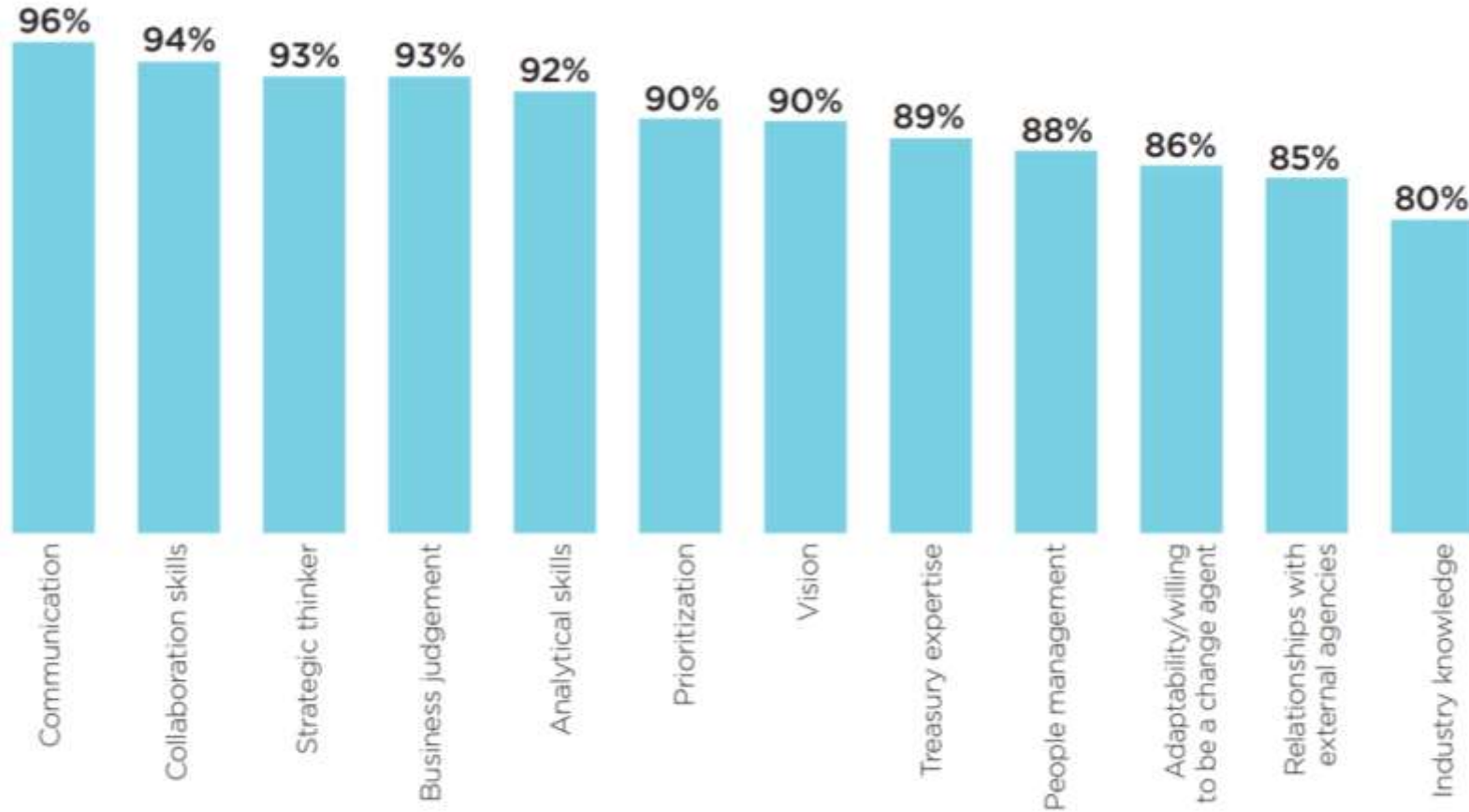
Percentage of the Workweek Organization's Treasurer Spends Directly Managing His/Her Team

(Percentage Distribution of Organizations)



Critical Leadership Skills for a Treasurer

(Percent of Respondents Rating Importance "4" or "5" on a 5-point Scale)



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Methods by Which Leaders in Organization's Treasury Department Gain the Expertise/Knowledge Needed to be Successful

(Percent of Organizations)

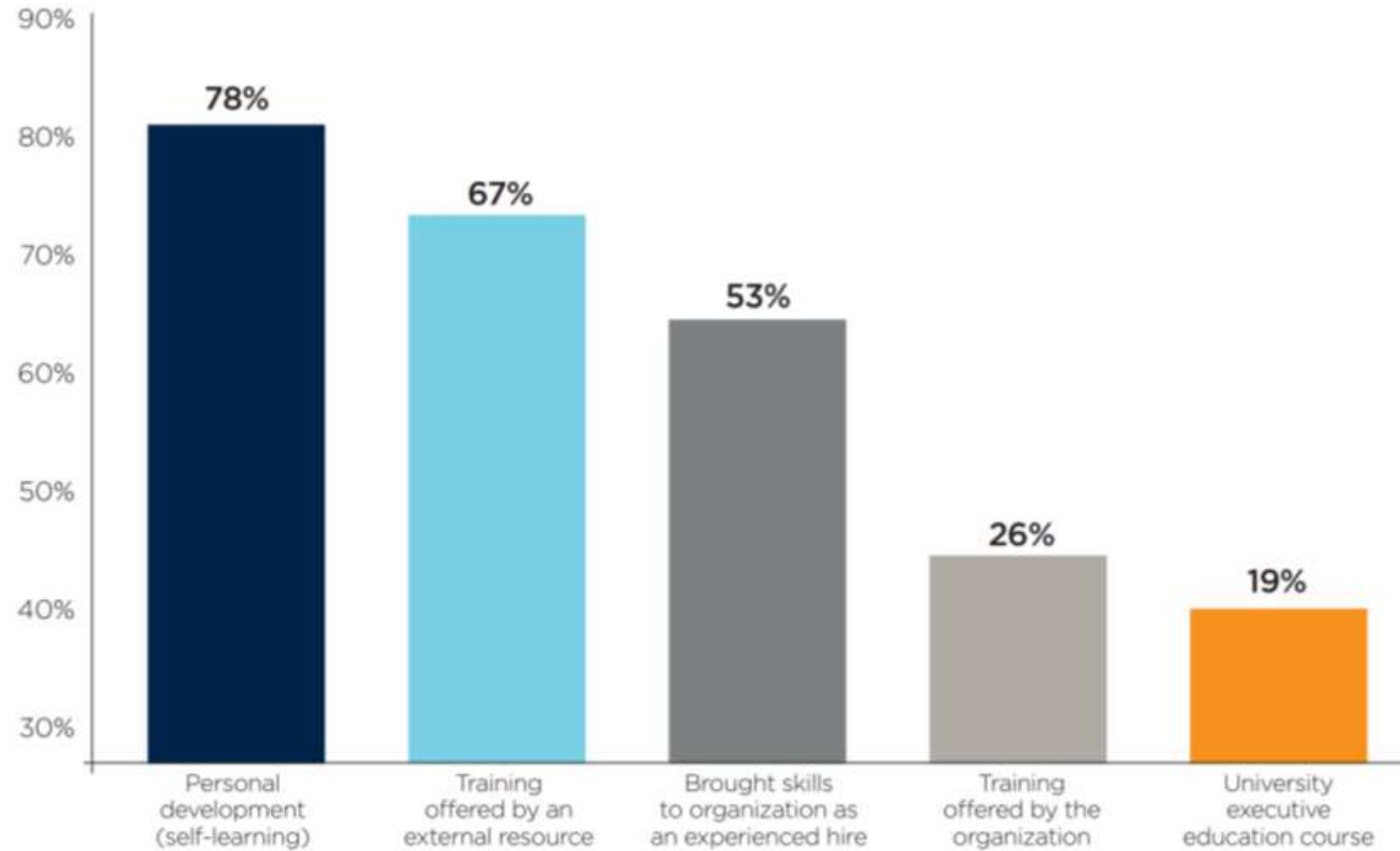


Exhibit 2: Average Compensation by Job Title

	2016 Base	2016 Bonus	2016 Total	2017 Base	% Base Salary Increase*
Executive Tier					
Chief Financial Officer	\$211,439	\$89,618	\$274,970	\$217,418	2.8%
Vice President, Finance	\$181,281	\$60,553	\$229,659	\$185,410	2.3%
Treasurer	\$192,584	\$78,043	\$252,670	\$197,498	2.6%
Controller/Comptroller	\$126,869	\$26,945	\$146,040	\$131,031	3.3%
Management Tier					
Director Treasury/Finance	\$137,753	\$29,490	\$163,646	\$143,202	4.0%
Assistant Treasurer	\$137,659	\$39,023	\$172,835	\$142,452	3.5%
Assistant Controller	\$108,860	\$26,110	\$126,376	\$114,013	4.7%
Manager Treasury/Finance	\$100,460	\$14,202	\$111,966	\$105,549	5.1%
Director Risk Management	\$151,505	\$41,536	\$183,961	\$156,286	3.2%
FP&A Director	\$146,118	\$33,508	\$177,381	\$150,747	3.2%
FP&A Manager	\$100,255	\$19,323	\$113,896	\$103,845	3.6%
FP&A Senior Analyst	\$84,096	\$8,655	\$94,470	\$87,629	4.2%
Financial Reporting Specialist	\$70,629	\$9,026	\$78,376	\$74,203	5.1%
Accounting Manager	\$95,515	\$13,207	\$105,565	\$99,392	4.1%
Cash Manager	\$96,726	\$14,703	\$107,122	\$101,161	4.6%
Assistant Cash Manager	\$80,919	\$9,555	\$86,622	\$83,815	3.6%
Staff Tier					
Senior Accountant	\$68,004	\$5,994	\$70,704	\$69,706	2.5%
FP&A Analyst	\$63,882	\$5,887	\$67,250	\$66,104	3.5%
Accountant II	\$55,281	\$4,685	\$57,154	\$57,460	3.9%
Accountant I	\$47,453	\$2,616	\$48,756	\$49,299	3.9%

*Percentage Base Salary Increase from January 1, 2016 to January 1, 2017

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Exhibit 11: Average Base Salaries by Geographic Region



Exhibit 12: Select Job Titles' Average Salary by Geographic Region

Job Title	Northeast	West	South	Midwest
Chief Financial Officer	\$225,404	\$199,528	\$206,475	\$216,568
Vice President, Finance	\$190,874	\$177,064	\$180,909	\$173,420
Treasurer	\$227,448	\$183,005	\$182,312	\$188,524
Controller/Comptroller	\$138,606	\$122,359	\$118,971	\$122,516
Director Treasury/Finance	\$145,177	\$134,668	\$130,805	\$143,359
Assistant Treasurer	\$157,881	\$127,133	\$128,879	\$139,149
Assistant Controller	\$120,890	\$107,222	\$96,535	\$115,040
Manager Treasury/Finance	\$100,073	\$93,410	\$99,357	\$109,213
Director Risk Management	\$125,444	\$181,200	\$138,741	\$151,861
FP&A Director	\$157,821	\$139,100	\$151,586	\$139,935
FP&A Manager	\$113,797	\$98,077	\$93,405	\$102,578
FP&A Senior Analyst	\$88,331	\$83,624	\$78,722	\$87,711

Factors Determining Bonuses

Exhibit 3: Average Bonuses Awarded in 2014-2016*

Year	2016		2015		2014	
	Average Bonus	% of Base Salary	Average Bonus	% of Base Salary	Average Bonus	% of Base Salary
Executive	\$63,957	36%	\$60,096	34%	\$57,500	34%
Management	\$20,804	19%	\$19,508	18%	\$19,534	19%
Staff	\$5,048	8%	\$5,018	9%	\$4,403	8%

*Average bonus awarded to finance professionals at organizations that offered bonuses

Various factors can determine the type and amount of a performance bonus. Survey results indicate that in 2016, 64 percent of organizations awarded performance bonuses based on operating income/EBITDA targets when awarding bonuses. Nearly half (49 percent) relied on completion of specific projects and a similar share (48 percent) relied on completion of specific projects and a similar share (48 percent) considered profits or increased profit targets when giving bonuses.

Exhibit 4: Factors Determining Performance Bonuses

(Percent of organizations)

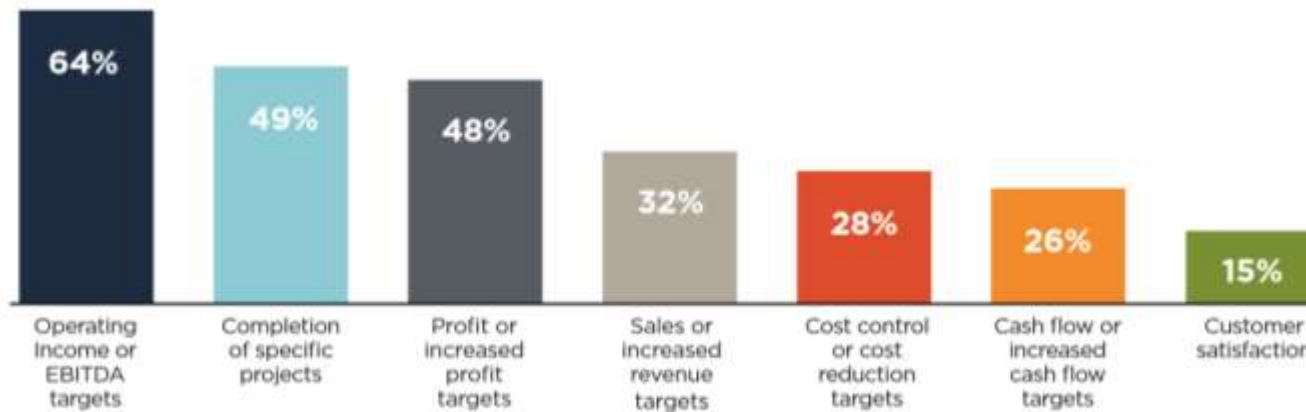
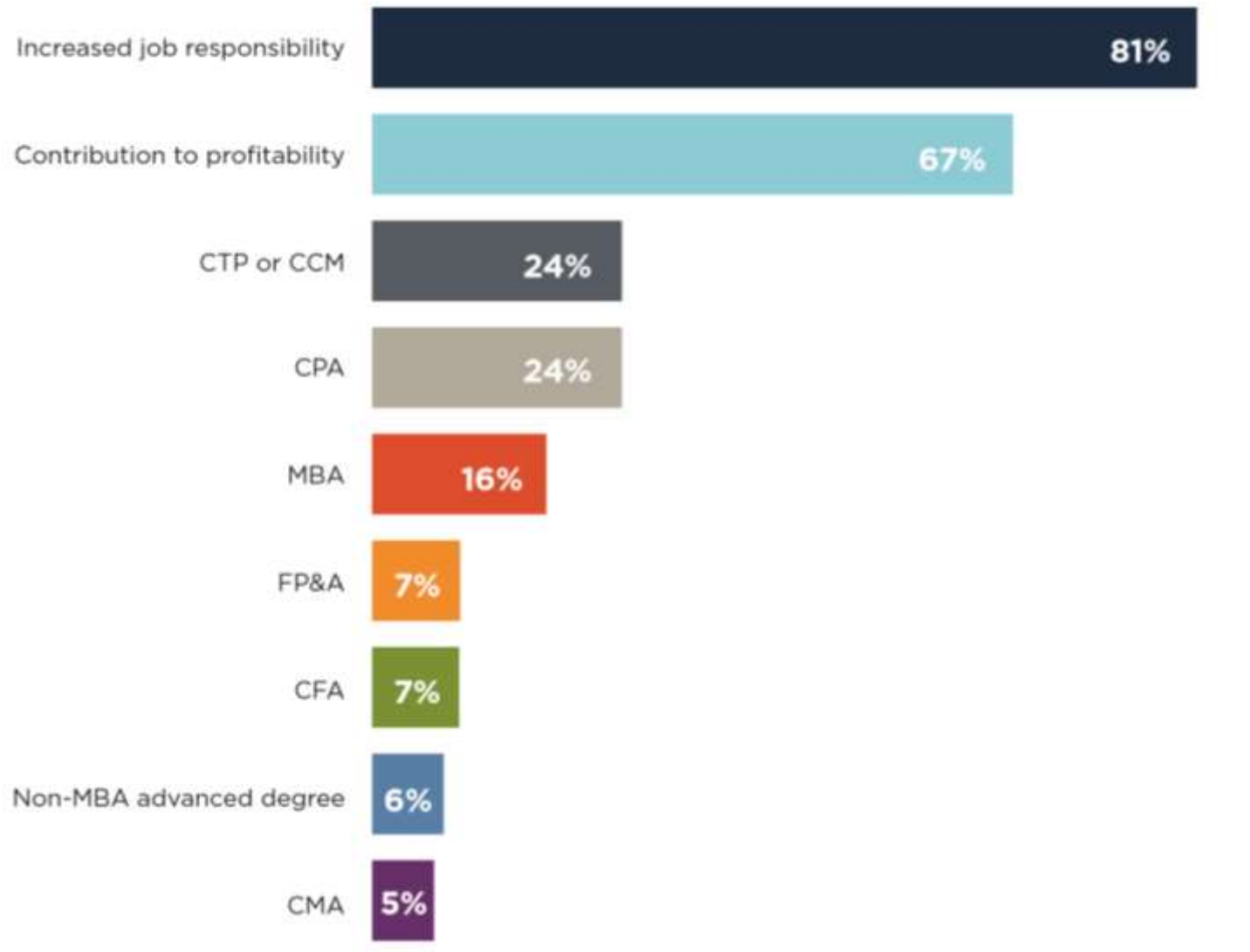


Exhibit 5: Factors Impacting Upward Mobility in Organization's Treasury/Finance Department
(Percent of Organizations)



Influences on Salary

The earnings of finance professionals, too, are influenced by many factors including experience, education level and professional certification. Industry, geographic location and organization size are other key factors.

Education

In this year's survey, 52 percent of finance professionals report their highest level of education is a bachelor's degree. Another 43 percent have also earned their MBA or other post-graduate degree. Data from the survey indicate that those finance professionals with a MBA earned an average base salary in 2016 nearly \$14,000 higher than that of their counterparts who held only a bachelor's degree or high school diploma/associate degree.

Executive tier finance professionals with a MBA earned nearly \$16,000 more, on average, than did their peers without a MBA. Management tier finance professionals with a MBA earned over \$16,000 more, on average, than did their colleagues who did not hold an advanced degree. Exhibit 6 shows the average salary difference in the 2016 base salary for those finance professionals with a MBA degree versus those holding a bachelor's or high school diploma/associate degree.

Finance professionals with a MBA earned an average base salary nearly **\$14,000** more than that of their counterparts without a MBA

Exhibit 6: Difference in 2016 Base Salary and Base Salary Increases Earned by Financial Professionals with a MBA Compared to Those without a MBA

Job Tier	Average \$ Difference	Average % Base Salary Increase
Executive	\$15,944	9%
Management	\$16,130	16%
Staff	\$5,491	10%

Exhibit 7: Difference in Average 2016 Base Salary for Select Job Titles with a CTP

Job Category	Average \$ Difference	% Difference of Base Salary
Director Treasury/Finance	\$3,099	2%
Assistant Treasurer	\$20,692	16%
Assistant Controller	\$4,548	4%
Manager Treasury/Finance	\$19,693	21%
Financial Reporting Specialist	\$4,973	7%
Accounting Manager	\$10,288	11%
Assistant Cash Manager	\$11,983	16%
Accountant II	\$15,126	28%
Accountant I	\$8,384	18%

**Exhibit 8: Average Base Salary Increase for Job Titles with CTP
(January 1, 2016 - January 1, 2017)**

Job Category	% Difference of Base Salary
Manager Treasury/Finance	5%
Vice President, Finance	5%
Cash Manager	5%
Assistant Cash Manager	-4%
Director Treasury/Finance	4%
Chief Financial Officer	4%
Assistant Treasurer	3%
Director Risk Management	-3%
Treasurer	3%

Exhibit 9: Difference in Average 2016 Base Salary for Select Job Titles with FP&A

Job Category	Average \$ Difference	% Difference of Base Salary
Chief Financial Officer	\$20,075	10%
Vice President, Finance	\$7,506	4%
Controller/Comptroller	\$16,990	13%
Director Treasury/Finance	\$19,300	14%
Manager Treasury/Finance	\$24,816	25%
FP&A Director	\$9,324	6%
FP&A Manager	\$6,465	7%
FP&A Senior Analyst	\$6,123	7%
Accounting Manager	\$7,603	8%
Cash Manager	\$11,161	12%
FP&A Analyst	\$2,854	4%

Exhibit 10: Average Base Salary Increase for Job Titles with FP&A (January 1, 2016 - January 1, 2017)

Job Category	% Difference of Base Salary
Accounting Manager	9%
Chief Financial Officer	7%
Director Risk Management	7%
Cash Manager	5%
FP&A Analyst	4%
Controller/Comptroller	3%
Vice President, Finance	2%
Senior Accountant	2%

Exhibit 13: Average Base Salaries by Industry



Exhibit 14: Select Job Titles' Average Salary by Industry

Job Title	Energy/Utility	Technology Services	Manufacturing Construction	General Services	Business Services	Retail/Distribution Transportation	Government/Non-Profit
Chief Financial Officer	\$214,135	\$231,332	\$207,341	\$180,011	\$220,047	\$220,143	\$209,945
Vice President, Finance	\$168,033	\$206,250	\$172,365	\$129,523	\$201,473	\$193,297	\$183,902
Treasurer	\$196,240	\$171,811	\$211,814	\$149,288	\$208,380	\$188,886	\$236,714
Controller/Comptroller	\$115,846	\$145,773	\$132,692	\$114,304	\$128,866	\$126,963	\$135,373
Director Treasury/Finance	\$142,008	\$150,246	\$135,731	\$115,262	\$142,745	\$136,266	\$146,750
Assistant Treasurer	\$132,516	\$130,360	\$135,500	\$122,571	\$147,694	\$141,475	\$151,930
Assistant Controller	\$104,225	\$122,360	\$99,236	\$92,887	\$109,354	\$111,356	\$170,571
FP&A Director	\$141,308	\$158,026	\$138,304	\$122,442	\$157,737	\$138,870	\$157,375
FP&A Manager	\$88,416	\$109,620	\$104,405	\$92,244	\$104,490	\$96,857	\$98,250
Cash Manager	\$104,713	\$102,400	\$92,460	\$94,205	\$96,634	\$82,662	\$107,887
Assistant Cash Manager	\$66,489	\$90,483	\$76,444	\$96,960	\$88,099	\$72,195	\$77,750
Senior Accountant	\$67,144	\$78,625	\$64,032	\$65,879	\$66,070	\$67,271	\$72,871

Exhibit 15: Average Base Salary: Annual Revenue



Exhibit 17: Average Base Salary: Number of Employees

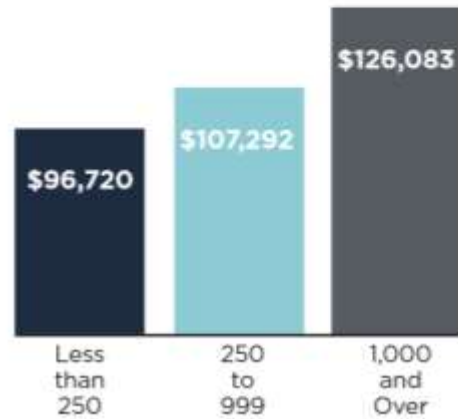


Exhibit 16: Select Job Titles' Average Salary by Annual Revenue

Job Title	<\$100M	\$100M-\$999.9M	\$1B+
Chief Financial Officer	\$174,942	\$259,737	\$389,652
Vice President, Finance	\$148,385	\$193,671	\$203,577
Treasurer	\$139,767	\$157,801	\$225,596
Controller/Comptroller	\$110,086	\$144,328	\$183,237
Director Treasury/Finance	\$113,751	\$134,437	\$144,143
Assistant Treasurer	\$73,370	\$112,990	\$155,337
Assistant Controller	\$77,538	\$100,466	\$144,478

Exhibit 18: Select Job Titles' Average Salary by Number of Employees

Job Title	<\$250	250-999	1,000+
Chief Financial Officer	\$178,151	\$224,131	\$311,676
Vice President, Finance	\$152,022	\$185,209	\$203,689
Treasurer	\$141,293	\$157,222	\$210,633
Controller/Comptroller	\$113,584	\$131,070	\$158,168
Director Treasury/Finance	\$119,774	\$131,930	\$142,606
Assistant Treasurer	\$98,650	\$113,974	\$147,001
Assistant Controller	\$75,397	\$97,495	\$131,900

Exhibit 22: Essential Business Competencies for Finance Professionals

(Percent of Respondents)



Conclusion

- **Personal Brands are how the world sees you**
- **Don't leave this to chance**
- **Like a Marketer, you can take control and influence**
- **You ARE an EXPERT in something!**
- **Get out there – Step up, Speak, Lead, Write, Help**
- **There is a place for you in the evolving Treasury Management Industry**
- **Find Your Place!**

Laurel Egan Kenny

Laurel Egan Kenny, MS, MBA, is Founder and President of Turningpoint Communications, a marketing communications firm focused exclusively on promoting the thought leadership of treasury management focused banks and the technology providers who serve them -- in marketing and sales communications, at strategic events, in the media and in the communities they serve.

Laurel is a Past President of the Treasury Management Association of New England and Communications Chair of the Dallas AFP. She leads membership, marketing and operations support to the Detroit TMA and to Mid Atlantic AFP. She is a sought after presenter on Treasury Management, Marketing, Social Media and other relevant topics at national and regional treasury management conferences. Laurel is an award winning AFP regional officer.

Previously, Laurel spent 15 years building and leading marketing teams for two large, global Fortune 100 financial services firms in wealth and treasury management servicing divisions where she worked in direct alignment with executive, business development and relationship managers. Concurrently, Laurel founded a corporate entrepreneurial wealth management firm where she helped grow assets under administration from \$0 to \$150 Billion. She also grew treasury management win rates by ten times. She brings her entrepreneurial and leadership experience to her clients.

Laurel lives on the South Shore of Boston Massachusetts with her family.



Turningpoint Communications is a marketing communications firm focused on promoting thought leadership and best practices of our treasury management clients in marketing and sales communications, at strategic events, in the media and in the communities they serve. Our people are highly seasoned treasury management industry professionals and specialists, with an average of 25 years' experience.

We help you sell more!





Approach

We work closely with our clients to design solutions to help them grow and sell more.

Differentiator

We bring decades of treasury management industry leadership from the client and sales perspectives.

Who we help

Financial Services Institutions | FinTechs | Treasury Associations

How we Help

We help Financial Institutions position Treasury Management as a strategic focus

We help treasury management sales officers
sell themselves as an expert, sell solutions to challenges and sell a value proposition

