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SHANE FRACCHIA

DIRECTOR & STRATEGIST
MBA BCom CertTech FCPA FAICD

STRATEGIC FINANCIAL ADVISORY CAPABILITY STATEMENT

- STRATEGIC DESIGN & PLANNING
- BOARD & GOVERNANCE ADVISORY
- EXECUTIVE LEADERSHIP SUPPORT (CXO)
- MERGERS & ACQUISITIONS
- FINANCIAL MODELLING, ANALYSIS & REPORTING
- PROJECT STRATEGY & RISK LEADERSHIP
- BUSINESS PERFORMANCE REVIEWS/STRATEGIES
- EMPLOYEE SHAREHOLDER/SUCCESSION

Shane Fracchia is a Director and Strategist with Fracchia Advisory having over 25 years of strategic leadership and corporate financial experience across a range of sectors; including health & aged care; engineering and architectural services; management consulting (accounting/IT) and defence (avionics); in both corporate and not for profit structures. He advises executives, boards and business leaders on governance, strategy, performance/growth, strategic design, financial analysis, values-based leadership, risk/assurance and strategic master planning.

Prior to establishing Fracchia Advisory, Shane served as CFO and COO of Calibre Consulting (formerly Brown Consulting), which was Australia's leading urban engineering design firm. Shane is also a professional director and has served on several boards across many sectors. He was recently appointed by the Deputy Prime Minister to chair Regional Development Australia Brisbane and currently serves on the board of Mercy Community Services SEQ. He is also a former non-executive director of the Aged Care Standards & Accreditation Agency and former chairman of Bickerton Masters Architecture.

Shane holds formal qualifications in engineering, commerce and management including an MBA from Deakin and executive leadership studies at Harvard Business School. He is a recipient of the Australian Defence Medal, the Institute of Management's Professional Manager of the Year Award and a Fellow of both CPA Australia and the Institute of Company Directors.

PROFESSIONAL SERVICES | CAPABILITY

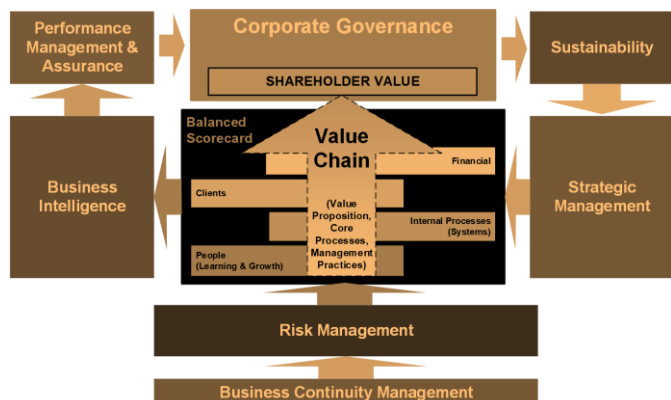
Shane has worked with and for a range of professional service firms, both as a client and as a professional. He joined Brown Consulting in as their first CFO; leading the remarkable growth of the firm (as a member of the executive team) and the private cash sale to Calibre Global in 2011. This growth was achieved equally through organic development and acquisitions, whilst maintaining top quartile earnings in a post GFC environment.

In addition to his career achievements and experience, Shane has studied professional firms at Harvard Business School and has a passion for analysing and understanding the factors that enable these types of firms to develop winning capability, build prosperity and sustain it year on year. Recently, professional firms have come under significant pressure from slowing economic growth, unprecedented competition (on various fronts), increasing commoditisation and the disruption of traditional service models as result of increased mobility, the Internet and globalisation. However, firms who deliberately choose to invest (and re-invest) wisely in the right strategies to leverage opportunities and mitigate threats, can position themselves well to capture the fruits of emerging talent, global disruption and the digital revolution.

Shane is passionate about strategic design, enhancing performance and authentic leadership in professional firms: empowering people to work together for a common purpose, shared values and an inspiring vision. All firms need to constantly challenge how they engage with their stakeholders (staff, clients, community) to better understand value and changing expectations. Developing and sustaining the capabilities to do this requires strong leadership, governance and organisational capability to encourage a culture of working leaner and smarter. Successful professional service firms grow off the back of their ability to influence their clients' success. Conversely, many clients become successful due to the professionals they engage. A relationship built on shared passion and mutual respect; focused on results, builds creativity and a binding commitment to remain ahead of the game. For professional firms the combination of strong client/employee relationships, a nurturing organisational environment, in-demand expertise, passion and responsiveness is still; and will continue to be, the recipe for success in the sector. Although simple, it is not easily achieved.

SERVICES | PROJECTS

Good Strategic Financial Management and Analysis is fundamental to good governance and critical to just about every strategic decision professional firm's make. Although relatively simple in business structure the success of professional firms depends on the utilisation of complex assets and resources namely, IP, professional talent and client relationships. There are complex consequences, assumptions and variables to every outcome, so an understanding of these in the decision-making processes is critical. Good strategic governance, whether for major projects or business as usual, ensures that decisions are supported by 'the facts', robust analysis and well-considered assumptions. Decisions made on 'gut feeling' and 'intuition' are important and have their place but should always be supported by thorough analysis.



There are no returns in business without opportunities and risks; and our ability to understand, measure and model those against commensurate returns are paramount. Good strategic governance ensures accountability for all decisions at every level, maximising opportunities and minimising risks. Common advice and services we provide to assist firms in enhancing governance and assurance of their value chain, systems and/or major projects are as follows;

1. Governance Reporting
 - a. Practical governance in professional firms,
 - b. Working with a Board, Advisory Board or an Advisor,
 - c. Designing an effective Monthly Management Report,
 - d. Developing an enterprise approach to risk culture,
 - e. Designing good financial governance, accountability and delegations,
2. Financial Performance and Position Reporting
 - a. Designing a 'Strategic' Profit & Loss, Balance Sheet and Margin Statement,
 - b. Reporting 'Underlying Performance',
 - c. Intra and Inter Office Pricing, Resourcing and Reporting (Sharing the Love),
 - d. Managing cash and working capital through growth,
3. Non-Financial Performance and Result Reporting
 - a. Designing KPI's and KRI's to drive performance,
 - b. Combining financial and non-financial indicators,
 - c. Understanding Benchmarking,
4. Strategic Financial Reporting
 - a. Designing effective reporting cycles and periods,
 - b. Dealing with emergent strategies and interventions,
 - c. Aligning core processes, systems and culture to support strategy,
 - d. Reporting on major projects and strategic initiatives,
5. Financial Management & Governance

- a. Strategic Financial Management for the C-Suite,
 - b. Practical and Efficient Financial Policies (incl. expenses, procurement, motor vehicles, allowances)
 - c. Financial and Administrative Delegations,
6. The Corporate Support Function
 - a. Designing the best structure for back office, shared services or corporate office,
 - b. Out-source or In-source – key factors to consider,
 - c. Why, what, when, how to centralise or de-centralise,
 - d. Maximising return on Overhead,
 7. Systems
 - a. Designing for Functional vs Process Accountability,
 - b. Effective Meeting and Reporting Structures,
 - c. Business Intelligence and Corporate Knowledge,
 - d. Enhancing your ERP for better strategic reporting,
 8. Financial Modelling
 - a. Sensitivity Analysis – understanding the relationship between core variables and assumptions to outcomes,
 - b. Scenario Planning – modelling a worst case, best case or likely outcome of a project, budget or forecast,
 - c. Forecasting – developing an understanding of the source, magnitude and risk of future revenue streams,
 9. Strategic Budgeting
 - a. Effective Strategic Budgeting and Reporting,
 - b. Budgeting vs Outlook vs Forecasting – how great reporting and budgeting drives great accountability and performance,
 10. Mergers & Acquisitions
 - a. Developing an Acquisition Strategy,
 - b. Design and analysis of alternative growth strategies,
 - c. Planning to enhance value in an acquisition,
 - d. The value of Preliminary Culture Assessments,
 11. Ownership strategy
 - a. The importance of a shareholder strategy,
 - b. Internal Valuation vs External Valuation,
 - c. Modelling the right Internal Valuation Methodology,
 - d. Managing the opportunities and risks of the employee shareholder,
 - e. Designing for generational succession and effective ownership transition,
 12. Service and Product Pricing
 - a. In pursuit of a Blue Ocean™. Distinct advantage, client needs, existing market and new markets,
 - b. Value Pricing and the PSWOT,
 13. Managing Talent and Incentives
 - a. Empowering professionals to perform,
 - b. Developing a career and remuneration strategy,
 - c. Leveraging Salary Packaging and other concessional fringe benefits to maximise performance,
 - d. Designing an incentive bonus scheme,

Please note: Due to the confidential nature of the work we do for our clients, we do not advertise publicly who we work with. Most, if not all of our work comes from referrals, so we have little reason to do this. We believe that it is not the firms we work with that define us, but how well we work with them and the success we achieve together. We work with all types of people and companies; very small to very large, city-centric and regionally based, not for profit and corporate, high performing and those with challenges. Should we believe that our capabilities are not the best for any particular needs our clients, then we seek out the appropriate expertise for them. We work with a range of highly skilled and professional experts and leaders in the field to maximise every opportunity for success for our clients' projects.