



## Company 1

- Reporting
  - Finance Operations Manufacturing: Reports to the VP Finance - and ultimately into the CFO.
  - Cost Accounting: Reports to the VP, Finance and Chief Accounting Officer for the entire organization – and ultimately into the CFO.
- Functional Leaders
  - Finance Operations Manufacturing: John Doe, VP Finance R&D / Manufacturing is the functional leader.
  - Cost Accounting: Jane Doe, Director, Global Operations and Cost Accounting, is the functional head.
- Direct Reports
  - Finance Operations Manufacturing: John Doe has two direct reports.
  - Cost Accounting: Jane Doe has three direct reports.
- Structure
  - Finance Operations Manufacturing: Finance is broken down so that Manufacturing and R&D are together. We have seen this at other companies like Company 2 and Company 3.
  - Cost Accounting: Part of the larger Global Accounting team, which reports to the Chief Financing Officer.
- Career Progression
  - Finance Operations Manufacturing: John Doe obtained an MBA in Accounting. He started his career as a Project Manager, then worked for 10 years at Company 2 as a Senior Project Manager, Financial Reporting Manager, and Manufacturing Finance Manager. He moved to Company 3 for five years to work in Pharmaceuticals. He has been with Company 4 for almost 11 years before taking his current position.