

Ulrich Hommel • Michael Fabich  
Ervin Schellenberg • Lutz Firnkorn  
Editors

# The Strategic CFO

Creating Value in a Dynamic Market  
Environment

 Springer

# Contents

65

**The Strategic CFO: New Responsibilities and Increasing Job Complexity** ..... 1  
Michael Fabich, Lutz Firnkorn, Ulrich Hommel,  
and Ervin Schellenberg

**Part I Strategy-Linked Approaches to Risk Management and Corporate Financing**

**Linking Strategy to Finance and Risk-Based Capital Budgeting** ..... 9  
Ulrich Hommel and Mathias Gerner

**Linking Strategy, Operations and Finance with Simulation-Based Planning Processes** ..... 31  
Michael Rees

**Risk-Return Management of the Corporate Portfolio** ..... 49  
Ulrich Pidun and Matthias Krühler

**Capturing the Strategic Flexibility of Investment Decisions Through Real Options Analysis** ..... 69  
Johnathan Mun

**Exposure-Based Cash-Flow-at-Risk for Value-Creating Risk Management Under Macroeconomic Uncertainty** ..... 85  
Niclas Andrén, Håkan Jankensgård, and Lars Oxelheim

**Part II Coping and Benefiting from the Dynamics of Financial Markets**

**Capital Markets 2.0 – New Requirements for the Financial Manager?** ..... 109  
Holger Wohlenberg and Jan-Carl Plagge

<b>Evolving Capital Markets and the Changing Role of the CFO</b> .....	127
Hady Farag, Frank Plaschke, and Marc Rodt	
<b>Integrated Capital Structure Management – Value Improvement by Overcoming the Silo Approach of Financial Institutions</b> .....	143
Michael Fabich, Ervin Schellenberg, and Katinka Wölfer	
<b>Managing Cash Flow and Control Risks of Financial Contracting</b> .....	171
Petri Mäntysaari	
<b>The CFO’s Information Challenge in Managing Macroeconomic Risk</b> .....	189
Lars Oxelheim, Clas Wihlborg, and Marcus Thorsheim	
<b>Part III Linking the Dynamics of Financial Markets and Product Markets</b>	
<b>Capacity-Adjustment Decisions and Hysteresis</b> .....	211
Benoît Chevalier-Roignant and Arnd Huchzermeier	
<b>Linking Strategy to the Real World: Working Toward Risk Based Supply Chain Optimization</b> .....	227
Wilhelm K. Kross	
<b>Dealing with Recent Challenges in Cash Flow Management: Commodity Volatility and Competitive Pressure</b> .....	249
Lutz Firnkorn, Arno Gerken, Sven Heiligtag, Konrad Richter, and Uwe Stegemann	
<b>How Climate Change Impacts the Role of the CFO</b> .....	265
Thomas Rüschen and Markus Eckey	
<b>Capturing the Impact of Market Dynamics on Firm Value for Service-Driven Enterprises</b> .....	285
Diem Ho	
<b>Creating Corporate Value with the Exposure to Financial Innovations: The Case of Interest Rates</b> .....	295
Marcus Schulmerich	