

Build Back Better – Strengthening Finance 3 – 26 November 2020

Enduring months of struggle and uncertainty has left many businesses focusing on survival, however as we look forward, we must return to the key objective of creating stability and then growth. As we embark on these challenges, we must be ready to tackle both productivity, profitability and remain ready to deal with instability created by the pandemic, political changes, the economy, technology, and the future workforce.

The CFO finds themselves thrust forward and now more than ever taking the helm and driving the organisational changes required to survive this period of extreme turbulence. Through exceptional leadership, commercial acumen and by finding the balance between the precision of data and global strategy: the seasoned CFO can identify new areas of value and derive the competitive advantage that will see their business through the storm.

Whatever the sector, businesses have never been under more pressure to achieve more for less and at an unprecedented speed. Those who were unable to adapt to the changes of the past months will have been left behind. For Finance, 2021 marks the start of a new set of challenges where the proactive leaders will be at the helm, having navigated their businesses safely through the changes of the past year and now looking to the future to create stability and capitalise on new opportunities.

THEMED CONTENT:

The CFO Agenda Virtual Finance will be scheduled over four weeks and divided into four key content themes which will be covered by sessions running throughout the week. The Virtual Themes for 2020 are:

- Future of Finance (w.1)
- Technology Transformation (w.2)
- Business Strategy & Resilience (w.3)
- Leadership (w.4)

SPEAKERS INCLUDE:

- Tatiana Artohona, Digital Finance & Supply Chain Sales Development Director, Oracle
- Keith Bailey, Vice President, Finance, Galvanize
- Luke Bailey, Finance Director TUI Airways, TUI UK
- James Best, Head of Transformation, Precision Finance Consulting
- Paul Brand, Head of FP&A, UK and Ireland, ADP
- Daniel Burton, Chief Finance Officer, Accenture UK & Ireland
- Timothy Caudill, Director of Pre-Sales, Longview Solutions
- Joanna Cheres, Head of Finance, Creativ Ceutical
- Tom Coward, CFO, Cytora
- Richard Exact, Director of Finance and Risk, Ocado



- Byron Flores, Global Head of Digital Finance, Novartis
- Ken Fung, Brand Finance, International Finance & Operations Director, Urban Outfitters
- John Gardner, Sales Development Manager, Oracle
- Morton Geppert, Financial Solution Practice Lead EMEA, insightsoftware
- Christian Hardy, Senior Partner, Mercer
- Harold Humbert, Chief Financial Officer EMENA, Nestle
- Nusrate Ibrahim, Head of Corporate Governance and Internal Controls, Diamond Developers
- Nick Jackson, Director of Finance and Performance Innovation, Oracle
- Yemi Jackson, CFO, Founder and Talent Hunter, Engage Transform
- Paul Johnston, European Financial Controller, Chubb
- Bina Khatwani, Executive Finance Lead, CBRE
- Scott Layton, Senior Partner Global Leader Finance Transformation, IBM
- Evelyne Legaux, Founder, Finance OTC Consulting Ltd
- Nick Ludlow, Sales Director Europe, Chrome River
- Eleena McDaniel, Nordic Controller, Henkell Freixnet
- Bryan Motteram, insightsoftware
- Abby Obomighie, Head of FP&A, Hitachi
- Ciaran O'Donnell, CFO & Founder, The Virtual FD
- Guillaume de Pommereau, (former) CFO, Hitachi Europe
- Nick Rathbone, Finance Director Defence and HMRC Business Lines, Fujitsu
- Rachel Seymour, Head of Product, Sage
- Ambrose Shannon, CFO & Enterprise Value UKI Practice Lead, Accenture Strategy & Consulting
- Ranu Sharma, Head of International O&T Finance, Vocalink, a Mastercard company
- Nivi Singh, Manager Finance Transformation, GSK
- Wendy Smith, Chief Financial Officer, Glanbia Global Sport Nutrition
- Thomas Sutter, Finance Centre of Excellence, Oracle NetSuite
- James Taylor, CFO, Yoyo Wallet
- Richard Taylor, Digital Transformation Specialist, AppZen
- Clive Teuten, CFO, Blue Bracken
- Will Thompson, UK Finance Director, The Engine Group Limited
- Paul Venables, Group Finance Director, Hays
- Terry Walby, CEO, Blue Prism Cloud
- Paul Winsor, Head of Customer Solutions, Sempre
- David Wreford, Partner, Mercer

PRE-CONFERENCE DISCUSSION

27 Oct	PANEL: FUNDING NEW BUSINESS MODELS IN A POST-COVID RECOVERY PROGRAMME
1-2pm	The rate at which businesses need to evolve to remain competitive has progressively accelerated as the pace of technology and digital disruption have increased. The Coronavirus pandemic has exacerbated this challenge and forced business leaders to recognise the importance of digital readiness in creating a future-ready organisation.



290,000 employees and over 2000 brands in more than 150 countries Nestlé, have had to rise to many challenges in this unprecedented era of change. In this keynote interview Chief Financial Officer EMENA of Nestlé, Harold Humbert will share his experiences including:
 Ensuring that focus is not just on an immediate crisis response and instead why a CFO must always think one step beyond what is happening in the present The balance between brands, suppliers and ensuring you maximise revenu in areas of growth whilst minimising risk in areas of concern Why the biggest asset to any company is their staff, the importance of their well-being and the challenges of retaining talent within the workforce The agility required for operations to continue throughout the pandemic, including keeping manufacturing sites open and the partnerships required create logistic corridors as countries closed their borders
Harold Humbert, Chief Financial Officer EMENA, Nestle



The CFO sits in a unique power position within the corporate machine to harness the continuous delivery of data and insights and to unleash a new vision that will see their business through the next decade. As such the role of finance is changing. Previously acting as a back-office function, businesses are now embracing an era of intelligence, while continuing to service the back-end. The modern CFO needs the ability to look beyond the numbers, understand where their business sits within the broader context of their industry. They must also take proactive steps in anticipating the coming market changes. Business intelligence is key to ensuring a company is agile enough to survive and thrive in the new landscape. Process re-engineering provides a key opportunity to automate mundane and repetitive work and free up resources to focus on supporting growth.
 Discussion will include: Drawing the digital roadmap and key objectives for progressing the finance function
 Implementing and sustaining successful data analytics practices Introducing process automation and machine learning into operations Upskilling the team to focus on value-add, intelligence-based work
 Speakers: James Best, Head of Transformation, Precision Finance Consulting Tom Coward, CFO, Cytora Paul Johnston, European Financial Controller, Chubb Rachel Seymour, Head of Product, Sage
SESSION PARTNER: SAGE KEYNOTE PANEL DISCUSSION: ACHIEVING HARMONY BETWEEN COMPANY STABILITY
 AND EMPLOYEE WELLBEING
As strategy evolves and businesses look to create stability the careful balance between cost management initiatives, sustaining profitability and trying to foster an environment in which employees feel both motivated and engaged is key.
As the economy suffers, organisations will continue to struggle to stay afloat and so are forced to adapt their business strategy, optimise resources, and where necessary reduce costs. The CFO's priority is to appropriately manage spending while trying to maintain profitability, having engaged employees who feel both supported and closely aligned with both organisational and personal goals is key in achieving this.
 Discussion will include: Why the biggest asset to any company is their staff: why their well-being is so important – and why a big part of this is financial well-being Understanding why staff productivity is a key business metric Seizing the opportunity to reshape the cost base, whilst keeping employees at the heart of the business plan



 Leading change management to find more efficient, leaner ways of doing more with less resource in the long run Identifying opportunities for business growth and ensuring that employees feel motivated to support this journey Why a new model of work could increase both company resilience and employee wellbeing How the growth in remote working could affect productivity, employee engagement and financial wellbeing
Speakers:
Christian Hardy, Senior Partner, Mercer
Nick Rathbone, Finance Director - Defence and HMRC Business Lines, Fujitsu
Ranu Sharma, Head of International O&T Finance, Vocalink, a Mastercard
company
David Wreford, Partner, Mercer
SESSION PARTNER: MERCER
WORKSHOP: PREPARE FOR THE ACCELERATING PACE OF DISRUPTION THROUGH
INCREASED BUSINESS AGILITY
Digitalisation will change your market, business, skills requirements, and customer
engagement regardless of whether you, your team and your business are ready for those
changes or not. Those who do not adapt will get left behind. This workshop will explore
how you can take full advantage of the technological tools available to create a lean and
agile Finance function that can anticipate and prepare for the challenges that lies ahead.
In this new, virtual, and increasingly complex global economy, ensuring your business
stays agile and responsive enough to meet the changing needs of your market is
complex. It is the speed at which you can respond to changes in your supply chain that is
vital to strengthening your business and support recovery. It is the speed at which you
can respond to your customers changing need that is vital to strengthen a business and
support recovery. The breakout discussion will provide a forum to share insights into
their long-term strategies for increased business flexibility and resilience, and the role
that digitalisation will play in facilitating these changes.
Break out discussions will include:
Group 1
How has finance digitisation helped you to remain agile in recent months?
• What are the key processes?
• How are you creating a common set of data points across your organisation?
How has this helped with enablement of remote working?
Group 2
What gaps have you uncovered in your processes and systems that need to be
addressed within the next 6 months?
 What are the implications of any shortfalls?
 How do you prioritise what to address first?



	Where can you find quick wins to drive improvements?
	Group 3
	How has the recent disruption impacted your thinking around, and prioritisation of
	digital transformation?
	• Has the appetite for investment changed (large long term, vs smaller short-term
	investments)?
	 Which process changes have become more or less critical and why? Has the disruption impacted your decision-making process?
	SESSION PARTNER: BASWARE
	TECHNOLOGY TRANSFORMATION
	KEYNOTE PANEL DISCUSSION: HOW TO EMBRACE EVOLUTION IN THE FINANCE FUNCTION
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	As businesses return to a new normal and begin to recover from the impact of the
	Coronavirus crisis, it is increasingly evident that the role of the finance function is ever
	changed and will continue to evolve. Many have witnessed the shift in responsibility as
	finance leaders have become even more critical in decision making. Enterprises must
	now look ahead to how they will harness the evolving capability of finance technology to support all areas of the business and allow them to navigate the uncertainty of the
	environment they are working in.
	Discussion will include:
	Technological tools available to create a lean and agile Finance function that can
	anticipate and prepare for the challenges that lies ahead
	 Ensuring that technology development does not stagnate to due to decreased spending
	 Data first practices, process alignment and the development of AI capability
	• Setting up the team to address immediate challenges and the 5-year strategic
	goals
	The importance of being the gatekeeper for critical data which supports senior
	leaders' strategic plans
	Speakers:
	 Scott Layton, Senior Partner - Global Leader Finance Transformation, IBM
	Nick Ludlow, Sales Director Europe, Chrome River
	Wendy Smith, Chief Financial Officer, Glanbia Global Sport Nutrition
11 Nov	SESSION PARTNER: CHROME RIVER
11 Nov 2 – 3pm	PANEL DISCUSSION: UTILISING EXPONENTIAL TECHNOLOGY TO PROACTIVELY RESPOND TO CHANGE
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	Advances in exponential technologies allow the CFO to derive key insights from data
	which are vital to the future of the business. However, data collection alone will only get
	you so far and it is up to the CFO to demonstrate an exceptional strategic mindset,



	leadership skills and ability to translate business intelligence into actionable steps as part
	of the broader business strategy.
	How a CFO is able to optimise the value of their finance function through business
	transformation, use of exponential technology and efficient collection of data can mean
	the difference between success and failure.
	Discussion will include:
	 The importance of breaking down silos across the enterprise
	• Creating an agile finance function to continuously adapt to ever changing global
	landscape during a pandemic and recession
	 The role of exponential technology to enhance a company's ability to proactively
	manage unforeseen economic and political uncertainty
	 Staying innovative by identifying new revenue streams and business models
	while minimizing the costs of risk management, compliance, and internal
	controls
	controls
	Speaker:
	 Keith Bailey, Vice President, Finance, Galvanize
	 Guillaume de Pommereau, (former) CFO, Hitachi Europe
	 Nivi Singh, Manager - Finance Transformation, GSK
	SESSION PARTNER: GALVANIZE
	KEYNOTE PANEL DISCUSSION: LEADING THE CHARGE IN BUSINESS TRANSFORMATION
10 – 11am	
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	SESSION PARTNER: SEMPRE ANALYTICS
	REIMAGINING THE ROLE OF THE CFO AND THE FUTURE OF THE FINANCE FUNCTION
2 – 3pm	
	The business landscape is changing more rapidly now than ever, and with these changes CFOs must be empowered to take the helm and become strategic advisors to the business, acting on insights to guide senior leaders and work collaboratively across all lines of the business. This session will explore some of the challenges in creating a culture that is both resilient and analytical, that is able to glean insights and utilise technology to improve decision making and guide future business strategy.
	Breakout discussions will include:
	 Focus on planning and scenario building; taking an integrated approach across the organisation
	 Developing a medium to long term Finance Strategy The role of the CFO – Leader of Change!
	Speaker:
	 Tatiana Artohona, Digital Finance & Supply Chain Sales Development Director, Oracle
	John Gardner, Sales Development Manager, Oracle
	Nick Jackson, Director of Finance and Performance Innovation, Oracle
	SESSION PARTNER: ORACLE
	BUSINESS STRATEGY & RESILIENCE
17 No.	(W.3)
17 Nov 10 – 11am	KEYNOTE PANEL DISCUSSION: BUILD BACK BETTER – A YEAR OF CHANGE
	2020 was undoubtedly the year of cash! In an era of uncertainty, cash management and forecasting has never been more important. As the Finance function undergoes a complete transformation in terms of its role within the business, the CFO has never had more opportunity to contribute to the business strategy and help drive growth across the organisation.
	Discussion will include:
	 Finding the equilibrium between planning and proactive agility to navigate a changing landscape
	 Ensuring that there is a balance of focus between driving growth and managing costs
	 Managing risk across a changing consumer market Proactively managing cashflow across the business
	Speakers:
	Luke Bailey, Finance Director - TUI Airways, TUI UK
	 Thomas Sutter, Finance Centre of Excellence, Oracle NetSuite



	SESSION PARTNER: ORACLE NETSUITE
17 Nov	INTERACTIVE ROUNDTABLE DISCUSSION
12 – 1pm	
	THE ROLE OF THE CFO IN CREATING GROWTH AND GREATER RESILIENCE IN AN
	UNCERTAIN WORLD, IS YOUR FINANCE TEAM READY AND PROPERLY EQUIPPED?
	2020 has been an unprecedented year of change and disruption. Technological advancement is at a pace, the c-19 pandemic has turned the consumer market on its head, and working norms are quickly changing as they move from the office to home. Organisations are struggling to adapt quickly enough to navigate the changes. To survive and lead in the market, businesses need to be agile, with immediate access to business performance metrics, making swift decisions and taking actions quickly. The most resilient of businesses have instant access to key financial and non-financial results and KPIs and can respond immediately to changing circumstances with valuable insights. To achieve this, they are coming straight to the CFO finance team to provide that insight, it's about driving the top growth not just cost take out, but are you prepared?
	To deliver on this and lead in the market you need reliable data, robust technologies combined with automation, digital reporting and analytics, an agile and adaptable finance team who can work alongside the business, and forward looking predictive insights. Are you and your teams equipped for the challenge we face; are you moving quickly enough to survive and thrive?
	Speakers:
	Daniel Burton, Chief Finance Officer, Accenture UK & Ireland
	 Ambrose Shannon, CFO & Enterprise Value UKI Practice Lead, Accenture Strategy Consulting
	& Consulting
	SESSION PARTNER: ACCENTURE
17 Nov	RESHAPE THE BASICS WITH LESSONS LEARNED FROM COVID-19
2 – 3pm	
	Operational finance, known as activities, associated with order to cash, procure to pay, fixed assets, close, consolidation, and reporting, has been faced with unprecedented disruption during the pandemic. Whether it was responding to changing government policies, providing increased visibility into cashflows, or adapting to a remote working environment, each of these activities has been tested like never before.
	While it is important for finance leaders to invest in process changes, technologies, and best practices to support their teams, they must do their best to minimise any further disruption. That is why, when the future is still unclear, getting the basics right in 2020 sets you up in the long term to handle whatever unexpected events may come your way down the line.
	 This session will explore these areas where companies have the most opportunity to reshape the basics and drive future improvements: Overcoming month-end inefficiencies
	 Improving cash flow management procedures
	 Leveraging operational data to make decisions



	Speaker:
	 Morton Geppert, Financial Solution Practice Lead – EMEA, insightsoftware
	 Evelyne Legaux, Founder, Finance OTC Consulting Ltd
	 Bryan Motteram, insightsoftware
	SESSION PARTNER INSIGHT SOFTWARE
	INTERACTIVE ROUNDTABLE DISCUSSION: CONTINUAL SCENARIO PLANNING AND
	CREATING A FLEXIBLE FINANCE STRATEGY THAT CAN MOVE IN PACE WITH A
•	CHANGING LANDSCAPE
	This is an invite only round-table style discussion, where guests will become active
	participants in the discussion and benefit from the curated conversation where all guests
	reflect together on the presented challenges. During this interactive roundtable
	discussion will focus on:
	The set of the standard state device discussion in the basis from the basis for the basis in the set of the state of the s
	 The role of the cloud and understanding the benefits of collaboration, continuity and scalability whilet still have the notantial to reduce costs.
	and scalability whilst still have the potential to reduce costs.
	 The evolving role of the CFO and the impact that this has had on the skill set of the modern CFO.
	 How should high performing CFOs be looking to build their knowledge and
	develop in line with new demands.
	develop in file with new demands.
	Speaker:
	 Timothy Caudill, Director of Pre-Sales, Longview Solutions
	SESSION PARTNER: LONGVIEW SOLUTIONS
19 Nov	PANEL DISCUSSION: CASHFLOW MANAGEMENT, FORECASTING AND MAINTAINING
10 – 11am	INVESTMENT IN TURBULENT TIMES
	As heads of finance do their utmost to navigate their businesses through the storm, the
	relationships that they have fostered with both internal and external stakeholders are
	more important than ever. It is this balance between numbers and the people and
	business that they represent that is key to creating and maintaining stability.
	Not all businesses have been able to successfully make the shift from business survival to
	recovery. Those who have, find themselves in new territory of trying to build long-term
	resilience whilst there are still potential challenges ahead.
	Discussion will include:
	 How to adapt strategy to pivot with market changes and business disruptions
	Understanding the importance of relationships with stakeholders, both internal
	and external
	How to stem spend leakage and identify cost savings whilst remaining
	sympathetic to the business as a whole
	 Identifying cashflow priorities and accurate forecasting
	Building and maintaining a culture of cashflow throughout the business
	 The power of engaged and motivated employees



	Crockers
	Speakers:
	Paul Brand, Head of FP&A, UK and Ireland, ADP
	Byron Flores, Global Head of Digital Finance, Novartis
	Eleena McDaniel, Nordic Controller, Henkell Freixnet
	James Taylor, CFO, Yoyo Wallet
	SESSION PARTNER: ADP
19 Nov	PARTNER PRESENTATION FOCUSING ON BUSINESS STRATEGY AND RESILIENCE
2 – 3pm	
	LEADERSHIP
	(w.4)
24 Nov	PANEL DISCUSSION: THE FUTURE OF FINANCE AND A CFO'S ROLE IN DRIVING
10 – 11am	TRANSFORMATION ACROSS THE BUSINESS
	In this new era of unprecedented change, the proactive CFO can future proof their
	business and continue to achieve growth. The importance being an integrated member
	of the senior leadership team is vital, just as understanding the human element is key to
	sustaining an agile and responsive finance function.
	Disevesien will include:
	Discussion will include:
	 Keeping the team motivated when adapting to digital disruption and pioneering new technologies
	 The importance of partnering with and adding value to the CEO A CEO's role in creating and prioritiging the business agende during a paried of
	 A CFO's role in creating and prioritising the business agenda during a period of extreme change
	 Understanding how to prioritise internal demands and potential funding
	requests along with balancing the budget
	Speakers:
	• Nusrate Ibrahim, Head of Corporate Governance and Internal Controls, Diamond
	Developers
	 Richard Taylor, Digital Transformation Specialist, AppZen
	Paul Venables, Group Finance Director, Hays
	SESSION PARTNER: APPZEN
24 Nov	FIRESIDE CHAT WITH BINA KHATWANI, FINANCIAL PARTNER AND JULIET TURNBULL,
2 – 3pm	CEO AND FOUNDER OF 2TO3DAYS
	During the Final date bing and bullet will show their newspectation their measure for
	During the Fireside chat Bina and Juliet will share their personal stories, their passion for
	empowerment, how to effectively utilise flexible working, and the importance of
	knowing and understanding the individual. The discussion will touch on:
	 Introduction and sharing of personal stories
	Why Bina and Juliet are passionate about women empowerment, flexible
	working, work-life balance and how this contributed to their journey
	• Understanding 'The evolving role of the CFO' and the importance of being a good
	business partner to MDs and CEOs. Why personal connection is key



	Their passion of helping and supporting small businesses and how they believe
	post COVID recovery will be achieved
	The importance of diversity in the workplace
	 Revolutionising the recruitment process and going beyond the CV, forming connections, building relationships to achieve
26 Nov	INTERACTIVE ROUNDTABLE DISCUSSION: UTILISING END OF LIFE TECHNOLOGY FOR A
10 – 11am	POSITIVE TRANSITION AND EMBRACING OPPORTUNITIES FOR CHANGE
	Often large, enterprise wide technology project can be seen as an obstacle to overcome, this is even more true when the project is driven by end-of-life software. However, such changes should be embraced and leveraged to increase efficiencies, drive commercial benefits and bring improvements that can be seen across the entire finance function and even business wide. It is vital for the CFO to embrace the opportunities and reform that can be driven through successful ERP migration and seize the opportunities that are unlikely to be presented again.
	During this round table, discussion will include:
	 Increasing momentum by transition enterprise resource planning and the significant opportunity to increase efficiencies and achieve a broad range of commercial benefits The strategic role of the tax department, and how to transform this function with the right technology stack to improve business agility and real time reporting.
	 the right technology stack to improve business agility and real-time reporting Understanding the importance of removing manual processes that can cause issues with compliance and increase business risk How to tackle and fix legacy issues and ensure they are not carried forward in the
	business
	SESSION PARTNER VERTEX
26 Nov	CLOSING KEYNOTE PANEL: ACHIEVING PERSONAL SUCCESS IN A NEW DECADE - HOW
	THE CFO CAN DRIVE COMMERCIAL GROWTH
	With the evolution of the finance function and the place of the CFO within an organisation developing into a strategic business focused role, the requirements and pressures are ever changing. A CFO's role is becoming more diverse, complicated, and wide ranging. With this the skill set needed by a CFO is also changing, the importance of being able to bring creativity to help problem solve and understanding when to embrace risk is now key to running a successful finance function, and ultimately a profitable business.
	 Discussion will include: The need to balance numbers and creativity Understanding when and how to embrace risk The benefits of embracing an entrepreneurial mindset
	 Speaker: Ken Fung, Brand Finance, International Finance & Operations Director, Urban Outfitters



• Yemi Jackson, CFO, Founder and Talent Hunter, Engage Transform

Partners

