

## CONFERENCE PROGRAMME

5<sup>th</sup> – 8<sup>th</sup> October 2016, Aurora



### Opening address (Wednesday):

Brexit: Uncharted territory – where to now?

Daniel Hannan, Conservative MEP for South East England

The results are in and Britain is out!

As the stock market falls, the Prime Minister resigns and leaders jostle for position, where are we now? Is the volatility of the financial markets a judgement on our prospects? Will the fallout be fatal or can we move forward to a prosperous and independent future? What of the risks of a destabilised Europe? Will there be a single market to trade with and will there be a United Kingdom? Will a change in government direction mean a change in economic policy?

Many had hoped for the end to uncertainty and a quick return to 'normality', instead we have a new era. As we embark on an uncharted social, political and economic journey ... where will it lead us?

Join Daniel Hannan, British Politician, Journalist, Brexit Campaigner and long term MEP to discuss the consequences.



### Keynote address (Thursday): The world economy in 2017:

David McWilliams, Economist, Broadcaster & Best Selling Author

Following Brexit, what lies ahead in European and international economics? What are the implications for the UK and the Single Market? Will the EU's sluggish economy, riddled with inconsistencies and excessive regulation, break into even a trot? On the global front, will the Chinese economy continue to contract or regain its upward trajectory? Will US interest rates rise? Will the price of oil stabilise and what are the likely repercussions of the latest turmoil in the Middle East?

Deciphering the uncertainty is what global economist and much published David McWilliams does best. Professor, practitioner and keenly sought after speaker the world over, David's unique insights provide companies with essential guidance in an increasingly unsteady and unpredictable world.

**David McWilliams** has devoted his entire professional life to understanding economics and developing his own world-view of how the global economy operates. His objective is to make this knowledge and these insights as widely available and easily understandable on as many platforms and to as many people as possible. His economics festival "Kilkenomics" is described by the FT as "simply, the best economics conference in the world". David has worked extensively in the public and private sectors. He was an economist in the International Relations Department of the Irish Central Bank; Chief European Economist at UBS, Europe's largest bank; and Head of Emerging Markets Research at Banque Nationale de Paris. He hopes that by joining Trinity Business School he can bring his years of international experience to a new group of enthusiastic students and a different way of thinking for future Irish Economists.



### **Keynote address (Friday): You too can save the space station!:**

**Dr Michael Foale CBE, Astronaut, Scientist & Inventor**

NASA's former record breaking astronaut will describe his journey from being born in rural Lincolnshire to becoming the man who saved the Mir space station following the only collision in space. He will give practical insights into being selected for and shaping high performance teams, maintaining leadership and team work under pressure and innovation under extreme and unique danger and high profile pressure. In short he will describe how to be a leader when things have gone completely wrong.

Mike will also draw on his experiences as Chief of the Astronaut Expedition Corps, Assistant Director of the Johnson Space Centre, and Deputy Administrator at NASA Headquarters. He will give perceptions from his extensive international and cross-cultural high level work, especially with the Russians. He will cite specific programmes he developed at NASA to help both sides overcome bias and integrate US astronauts and Russian cosmonauts into teams capable of meeting some of the world's most complex challenges. In summary he will share developing best behaviours as a leader, a team member and as an individual together with working and planning at the edge of human experience to manage risk and ensure high quality outcomes and innovations.

**Michael Foale, CBE, PhD** is a British-American astrophysicist and former NASA astronaut. He is a veteran of six Space Shuttle missions and extended missions on both Mir and the International Space Station. He was the first Briton to perform a space walk, and until 17 April 2008, he held the record for most time spent in space by a US citizen: 374 days, 11 hours, 19 minutes. He still holds the cumulative-time-in-space record for a UK citizen.

Mike has been into space on 6 missions and was Commander of the International Space Station (ISS), bringing the Hubble Space Telescope back to life and having a major role in saving the Russian 'Mir' Space Station, following the only collision in outer space when, during Mir 23, the station was struck by a Progress resupply vessel. Mike has experience of multi-million dollar contracts and working with International partners including governments, businesses and former adversaries. He developed the leadership and team building programme for NASA's Astronaut office. He has held major roles of responsibility within NASA including Chief of the Astronaut Office Expedition Corps, Assistant Director of the Johnson Space Centre in Houston, and Deputy Associate Administrator for Exploration Operations, NASA Headquarters in Washington DC. After a 26-year career Mike left NASA to develop an electric aircraft to advance green aviation technology.

## EVENING ENTERTAINMENT

### Geoff Miller: After dinner speaker (Thursday 6<sup>th</sup> October)



Geoff Miller spent 20 years on the professional cricket circuit representing Derbyshire, Essex, Natal and England. He travelled to all the major Test-playing countries and played with or against some of the greatest players in the game.

Geoff played in 34 Test Matches; 25 One Day Internationals; 7 Overseas Tours; Scored over 14,000 runs; was captain of Derbyshire and Vice Captain of England; took over 1000 wickets and held over 300 catches.

Apart from cricket, Geoff's greatest attribute was the ability to keep his team-mates amused with his hilarious, dry, northern humour. He now brings his highly entertaining experiences and anecdotes to audiences all over the country.

### Stringfever: (Friday 7<sup>th</sup> October)



Take three brothers, one cousin, 4 string instruments, add live beat-box, generous amount of talent and comedy and witness a totally unique act that exceeds all expectation.

Stringfever are not a string quartet - or at least not as you know one. With their striking electric instruments & beat-boxing they combine unrelenting energy, humour and audience interaction with great musical skill as they perform their unique show which includes, "The History of Music in 5 minutes" and "Ravel's Bolero", played altogether on one instrument! All from the same family this fantastic and unique

band is guaranteed to have the tireddest of feet tapping and the most cynical of audiences smiling.

In May this year Stringfever completed their 12th successful concert tour of the United States, playing 45 performances over 2 months & have now performed in 37 different states across the USA.

Notable performances on National TV & Radio include Friday Night Is Music Night, The One Show, Good Morning.

Worldwide Festival Appearances including The Beijing Festival. The Holders Festival Barbados, Cayman Islands Art Festival, Henley Festival, Ontonio Music Festival Spain,

Corporate and Private Parties include performances at The Rothschild Villa Nice, Monaco, Kuala Lumpur, Dubai & Windsor Castle.

## INDUSTRY FOCUSED SESSIONS

### **Superdry: the real story of a brand from market stall to FTSE 250 in 7 years**

Chas Howes, Pursuing a portfolio career and former CFO of SuperGroup Plc



Chas was CFO of SuperGroup Plc., the owner of fashion clothing brand Superdry, from 2007 until 2012 having had a classical finance career in large blue-chip organisations operating in the FMCG, Telecoms, Alcoholic Beverages and Retail sectors. During his tenure turnover grew from £41m to £314m, profits from £2m to £43m, operating margins from 10% to 14%, and 68 stores were opened in the UK and 130 overseas, all without debt!

Originally recruited to lead an exit, the business listed on the London Stock Exchange in March 2010 achieving IPO of the year in the process and becoming a FTSE 250 company within a year. None of this happened by chance. It was the culmination of two men's vision of a range of casual fashion clothing built on a passionate attention to detail in deciding what would and wouldn't work.

Chas will tell the story of this high profile brand beginning with its origins in 2003, how it was developed and what made it different and therefore successful. He will relate what it is like to work for a true entrepreneur and describe the, somewhat troublesome, journey to becoming a full blown Plc.

Chas will also talk openly about what he went through personally in a business where he was the only employee with any experience of working in a Plc. and how he developed the structure and behaviour of the finance function to reflect the brand ethos and company culture.

### **How do you extend your career when the road to the top suddenly turns into a cul-de-sac?**

Chas Howes former CFO of SuperGroup Plc

There are times in a career where it doesn't go as planned and, sometimes through no fault of your own, you find yourself looking for a job. This can take time (sometimes longer than you would like!) and puts pressure on you and the family. When it happens towards the end of your career the opportunities become less and less and finding the next step can be difficult, particularly if it involves building a portfolio of roles that need to balance the time and capacity you have.

Chas has held a number of senior roles in finance across multiple industry sectors and building his career has not been easy, involving some degree of personal sacrifice. Chas will outline his story and, more importantly, after his mainstream career came to a sudden end in 2012, how he has developed a portfolio career since he "retired"





**Chas Howes** read Business Studies at Nottingham Trent University, completing the course in 1979 achieving a 2(i) Honours degree before qualifying as a CIMA accountant two years later. A diploma of the Institute of Marketing followed one year after that. He then went on to pursue a finance career at a number of different companies including Cadbury Schweppes, TI Raleigh Cycles, Plessey Telecoms, Grand Metropolitan, Debenhams and The Burton Group gaining a wide range of industry and functional experience in the process. Chas then spent 16 years in senior finance roles working with Diageo (United Distillers and Guinness), Allied Domecq Wines & Spirits and The Fosters Group. He worked both in the UK and

overseas (Japan) in operational, regional and central roles. Chas has a proven track record of delivering business improvement during periods of change through strengthening and rationalising business and financial controls. He has historically exceeded profit and cash targets through effective performance management. Chas's last major role was as CFO for SuperGroup Plc where he was part of a small management team leading a rapid expansion plan which saw the business grow from £41m in 2008 to £314m in 2012.. He chaired the project team to list the business on the London Stock Exchange in March 2010, winning IPO of the Year in the process and achieving FTSE250 status within 1 year.

## **Shifting performance and culture: vision values and behaviour – an ongoing case study.**

**Greg Searle** MBE, Olympic Gold Medallist, Practice Director at Lane4 Management Group Ltd



Greg Searle will speak, from personal experience, about the culture shift within the British Olympic Team. This session will demonstrate how Team GB engaged all stakeholders and an entire nation with their vision, values and behaviours which shifted performance from winning one solitary gold medal in 1996 to 29 golds in 2012.

Following the Rio Olympics Greg will give insight into how Team GB performed bearing in mind Rio's unique and challenging environment. Drawing on his Olympic experience, Greg will share his elite performance stories to engage and inspire.

**Greg Searle** is a Practice Director at Lane4. He famously won a Gold Medal in the Coxed Pair alongside his older brother, Jonny, at the 1992 Barcelona Olympic Games. He was also a Bronze Medallist in the Coxless Four at the 1996 Atlanta Olympic Games and an Olympic Finalist in the Coxless Pair in Sydney 2000. Inspired by the 20 year anniversary of his Gold Medal, Greg successfully launched an amazing comeback, winning a Bronze Medal in the Men's eight at the 2012 London Olympics, aged 40.

In recognition of his achievements, Greg became one of the youngest recipients of an MBE aged 20. He also has a BSc (hons) Degree from Southbank University. Drawing upon his extensive commercial experience and elite sporting background, Greg leads Lane4 consulting teams to deliver performance development programmes for our clients. He specialises in the fields of leadership and team development.

## I am more than just numbers

Simon Hellier, Shareholder founder and Managing Director of Rotation Consulting Limited



Finance and financial control sits at the heart of every business and the information provided by the Financial Team is essential for business decisions from purchase to HR.

Two way communication is therefore vitally important between the Finance Team and other departments in the organisation, as well of course as externally. Different people communicate in different ways, and to many financial concepts, numbers, return on investment are foreign concepts, but nonetheless important for them to understand.

In this industry session, you will be taught:

- why different people communicate in different styles
- how to immediately recognise the communication style of a colleague/client/supplier
- how to adapt the way that you communicate
- how to solve problems faced by colleagues with new intervention techniques

**Simon Hellier** is one of the shareholder founders and Managing Director of Rotation Consulting Limited. Simon has been involved in the Financial Services industry for over 30 years working with companies including, Noble Lowndes & Partners, Commercial Union, Marsh and Mercer, KPMG, Bankarts, Bland Bankart and until August 2007, he was Managing Director of Oval Financial Services Limited.

Simon believes strongly in the Financial Services industry, but was disappointed in the level of management consultancy, correct recruitment and training support that was available to the industry. With the development of Rotation Consulting Limited, Simon and his colleagues will redress this balance.

## **Purpose: The £130 billion missed opportunity for UK businesses**

Michelle Keaney, Co-Founder and Head of Business Change and Simon McEvoy, Co-Founder and Chief Strategy Officer



Research out this summer suggests that UK business could be losing out on up to £130bn\* per year as a result of having no clearly defined or well articulated 'Purpose' – a reason for business existence over and above simply making money. As customers and employees start to shift their loyalties to organisations that are 'good for business and good for the world', we ask – can Finance Directors afford not to be driving the need for a clear and authentic purpose in their business?

Join Simon & Michelle, the team behind the business growth specialists Three Point Zero to explore how purpose is impacting business, including:



- The business case for purpose and understanding value attribution.
- Who is creating best-in-class purposeful strategies which grow the bottom line.
- How to keep your eye on long-term value horizons whilst managing short-term financial pressures.
- How measurement models need to adapt to better inform strategic thinking.
- How finance can act as a business partner to help your business implement a purposeful growth plan

You'll leave this session with a Purpose Tool kit, enabling you to take the first steps in your organisation to defining strategically integrating purpose into your financial planning and the tools and data to enrol your CEO and leadership team on the journey.

\*Big Innovation Centre

### **Simon McEvoy**

**Co-Founder and Chief Strategy Officer**

Simon is a business strategist and joint-founder of Three Point Zero. Three Point Zero is a Millennial-led business which helps organisations use Purpose as a driver for growth. Customers, employees and society increasingly reward businesses that demonstrate a Purpose which goes beyond simply making money. Three Point Zero helps businesses navigate this trend through internal and external strategic programmes.

Simon has over 10 years of experience working with blue chip organisations across brand, digital, social, CRM and data. His CV includes work with Sky, Unilever, Microsoft, Capital One and Aston Martin. He has a passion for behaviour change and social impact and has won over 30 creativity and effectiveness awards. He is also an Alumni of the Marketing Academy.



## Michelle Keaney

### Co-Founder and Head of Business Change

An inaugural scholar of The Marketing Hall of Legends and listed as one of The Observers Future 500, Michelle is acknowledged as being one of the most talented millennials shaping industry. Co Founder of Three Point Zero, Michelle's career is an eclectic mix of business and consumer sales, marketing and organisational transformation.

Michelle worked on the major retail marketing drive for The Walt Disney Company's licensing division in her early career, moving onto HEINEKEN in 2010 to establish their UK Marketing Capability function that underpinned a portfolio of brands including Fosters, Heineken, Strongbow and Amstel. More recently, Michelle founded and ran award winning social enterprise, Inventing Futures. Michelle is Partnership Director for The Marketing Academy, a role that she has enjoyed for the last 4 years.

## The power of a leaders quest: Building competitive advantage in a changing world

Dean Van Leeuwen, Futurist, Tomorrow Today Global



Over the past decade a shift in what delivers competitive advantage has occurred. This shift is being driven by a new type of leader and organisation. These new leaders are disrupting industries with unprecedented speed and being rewarded with market leadership. Their secret is out. Extensive research and investigations by TomorrowToday Global's Strategic Insights Lab reveals how unparalleled access to technology, the democratisation of information and social media means that the power of a leaders' quest is now in anyone's hands. This session takes you on an inspirational journey sharing stories that explore and explain what competitive advantage and leadership in the 21st Century means for your organisation. This offers unique insights

into an emerging leadership mindset that provides a powerful framework for being a strategic and successful leader in this century.

## FD KNOWLEDGE EXCHANGE – PANEL SESSION:

MODERATOR: Andrew Sawers, Freelance Financial Journalist



As a senior finance professional, how often do you get an opportunity to ask for advice and opinions from fellow finance professionals - esp. those with a wealth of experience? It's easy enough to get answers on technical questions from your auditor - but what about the best ways to communicate, influence your board colleagues or handle tricky situations? What about your next career move? Operating under the Chatham House Rule, this panel is the ideal forum to share your thoughts.

This session will allow delegates to ask the views of 5 panellists with a wealth of experience. Questions are welcomed on areas ranging from boardroom politics, becoming a CEO or NED, turning companies around, M&A, PE, entrepreneurship, growing companies, investor relations, strategy.....anything, in fact, that you've wanted to discuss with your peers, but not had a chance to.



**Crisis Management: Crises come in many shapes and forms. From oil leaks to fraudulent activity to data hacking. Do you have a 'what if' strategy in place?**

Guy Esnouf, Director of External Communications & Corporate Responsibility, npower.



Managing communications in a crisis is the same as normal communications management – but more so. Everything's heightened, exaggerated. Based on substantial experience of crisis comms – in three industries on three continents – here are Guy's Rules:

- Get there fast
- Be in the room.
- Get approval routes sorted out, before you are under the gun.
- Establish your objectives.
- Know what will drive the story
- Control what you can.
- Understand the emotion as well as the facts.
- Sleep!
- Measure – but know what the limits of measurement are.

**Guy Esnouf** is Director of External Communications & Corporate Responsibility at npower. He started with the company in October 2013 after 6 years as Head of Corporate and Internal Communications for E.ON UK. He spent 14 years in the US, most recently as Senior Director of PR at Microsoft.

After completing a PhD in London University's Department of War Studies, Guy began his career in politics before becoming a lobbyist and then spending four years in a Government Relations role at Glaxo Pharmaceuticals. After this, he joined pharmaceutical company Rhone-Poulenc Rorer, working initially in the UK before moving to the US as Director of Worldwide Corporate Communications in 1994. In 2000, Guy moved to Unisys, where he spent six years, rising to Vice President of Corporate Media Relations before joining Microsoft.

## Turning Fixed expenses into Variable

Ivana Moravcikova, UK COO for Financial Lines, AIG



The pressure for returns in mature industries frequently leads to expense reduction initiatives – with finance directors at the forefront. The name of the game is to turn expenses from fixed to variable, so that they can grow or reduce in line with demand. Traditionally, we all realised that technology driven efficiency is the way forward – at the same time – the initial capex was too high and time taken to develop, install and get the benefits of the system was too long. We used people to hold the infrastructure together, resulting in high fixed expenses for both people and technology.

The advances in cloud based computing delivered substantial reduction in the cost of technology, and it also made it readily accessible. This enabled the development of huge variety of cloud based software geared towards solving business problems: the SaaS model. We'll take a look at some opportunities this offers us.

The other technology based development is the so-called on-demand or gig economy – the ecosystem hosted on freelancing platforms. These platforms enable us to find skills and expertise when needed – on-demand. Non-core support activities can be accessed at low cost, for a few days or weeks, frequently from any location around the world. Can we use these platforms to source expertise as needed?

These developments represent huge changes in the business model, how do we adapt our organisations, our careers and our industries to not only survive, but thrive?

**Ivana Moravcikova** joined AIG in 2006 in the UK, progressing through various finance positions at country, regional and global level. Currently, Ivana is COO for Financial Lines in the UK responsible for: Finance, Portfolio Analysis and Management, Management Information, Multinational servicing, Receivables, Training and Compliance. UK Financial Lines are high growth and high margin business for AIG, with \$400m of premium written across 5 branches in the UK. Prior to that, Ivana served as Finance Director for Global Specialty, with \$5bn of premium written across 130 countries and seven complex business lines. In this role, Ivana provided insight into the business strategies and helped to create the environment of decision making based on KPIs and financial metrics. Prior to this role, Ivana was Head of UK FP&A and FP&A Manager for the CE&CIS region. Ivana is a chartered global management accountant (CGMA) and holds BA Business Studies degree from London Metropolitan University. AIG is a global insurer with top-line of \$60bn serving 98% of Fortune 500 companies, supported by more than 50,000 employees around the world.

## Peer-To-Peer Discussion Groups

*These sessions are small, interactive, peer-to-peer discussion groups hosted by industry practitioners / moderators. Please note they are not formal presentations given by a speaker.*

### Your suppliers are not your enemy: taking a more strategic approach to procurement

Andrew Sawers, Freelance Financial Journalist



Obviously times remain difficult and hugely competitive. No wonder FDs lead a relentless search for cost-cutting. Suppliers are an easy target and tough-talking procurement teams can always squeeze an extra few pence off of purchase prices. And finance is often quite happy to push out payment terms to conserve cash.

But is that the right approach? Are the right metrics being used to measure and incentivise the procurement function? Could your procurement function actually add value rather than simply take a bacon slicer to costs? And are you endangering the viability your supplier base, thereby taking unnecessary risks?

This discussion group will talk about:

The right metrics to make sure that total cost of ownership is reduced, not just prices.

How procurement can add value through demand management, proposing different solutions to familiar problems, and how suppliers can be part of your company's innovation agenda, growing your top line.

Supplier financing arrangements that can de-risk your supply chain while supporting your working capital or cost-cutting goals.

**Andrew Sawers** is an award-winning financial journalist and editor with 20 years' experience writing about the issues that affect finance directors, CFOs and corporate treasurers. He contributes to a wide range of publications including Accounting & Business (ACCA), FS Focus (ICAEW), The Treasurer (ACT) and Customer Focus. He is the special projects editor at Procurement Leaders and editor of SCF Briefing. Between 1997 and 2009 he edited Financial Director.

Andrew has chaired and spoken at events from Miami to Tokyo and has facilitated workshop sessions on board the Finance Directors' Forum on many occasions.

Before turning to journalism, Andrew was an investment analyst in London. He has a degree in accountancy and economics from the University of Glasgow and is a Fellow of the Royal Astronomical Society.

## PROFESSIONAL & PERSONAL DEVELOPMENT SESSIONS



### Recruiting & managing talent?

Dr Michael Foale CBE, Astronaut, Scientist & Inventor

Mike will draw on his experience of unsuccessfully applying to be an astronaut, being selected by NASA to be an astronaut and of interviewing applicants to what is possibly the most prestigious group of operatives in the world. He will discuss managing experienced astronauts, including Generals, and how you improve the performance of those seen to be at the pinnacle human achievement. Mike will also relate NASA practices that contribute to its workforce ranking as the top federal organisation in the world.

### The what and the why of leadership

James Kerr, Bestselling Author, Speaker and Adviser



Throughout this session James will weave in examples from his work to provide lessons for ambitious leaders on 'lifting their game'. This session will discuss:

- The importance of values within leadership
- How leaders create leaders; mission leadership in the team and the organisation
- How winners handle pressure
- How to create marginal gains through exceptional leadership
- Turning purpose into practice
- Transforming strategy into everyday actions
- Creating a common cause for all levels of the organisation
- The essence of the keynote; storytelling as a leadership tool

Writer, speaker and advisor James Kerr is the first outsider to gain access inside the legendary All Blacks rugby team. His international best seller, *Legacy*, reveals the secrets of their extraordinary success - *Champions Do Extra, they Go for the Gap, Sweep the Sheds, Play with Purpose and Leave the Jersey in a Better Place* to create a culture that delivers sustainable competitive advantage



## The winning mind-set

Jeremy Snape, Founder, Sporting Edge



With compelling research from psychology and neuroscience brought to life by fascinating insights from sporting champions and coaches, delegates will learn how to develop the winning mind-set by learning more about:

- Dealing with pressure and stress.
- Retaining emotional control in high pressure situations.
- Developing and boosting your confidence.
- Maximising your focus and concentration.
- Sustaining commitment to achieve your long-term goals.
- Practical tools to boost coping resources in challenging times.

**Jeremy Snape** is widely regarded as one of the world's most innovative thinkers in the field of performance psychology, Jeremy has the combined experience of being a successful international cricketer and coach with a Master's Degree in Sport Psychology. On the sporting front Jeremy is currently working with Crystal Palace Football Club and the England Rugby Team and has held roles as Performance Coach to the South African Cricket Team as well as Shane Warne's victorious Rajasthan Royals in the Indian Premier League. Jeremy has also supported some very successful corporate clients delivering team culture, leadership and executive coaching programmes for organisations such as BMW, Centrica, Barclays, EDF Energy, Coutts and Heineken.

Jeremy's unique expertise in simplifying and communicating complex areas of performance is now yours to share.

## **Tomorrow's World Today: The disruptive forces shaping the world right now, and how we should respond**

Dean Van Leeuwen, Futurist, TomorrowToday Global



We're not just living in a time of fast-paced change, we're actually experiencing an era shift in history. Driven by technology, globalisation, shifting social values and even demographic shifts, amongst other mega-trends, every industry and sector of society is experiencing deep structural change. The rules for success and failure are being rewritten, bringing both threats and opportunities to every organisation in the world.

The marketing function is being affected more than most parts of your business, as disruption comes to your customers, your products and services and your communication channels. We'll look specifically at some of the ways that Marketing needs to change in the next few years in order to add maximum value to your organisations.

This workshop will overview a number of key disruptive forces that are shaping the world right now, showing how these forces are bringing significant changes to your industry, creating threats of disruption and opportunities for future growth. It will also highlight some of the new attitudes and actions required from your people if you are going to successfully navigate the future of work.

Dean Van Leeuwen is a founding partner of TomorrowToday Global, a consultancy that explores and helps leaders to succeed in a changing world. His areas of focus include leadership, strategy and future/disruptive trends. Dean's extensive global experience covers multiple industries. He has worked across 30 countries, with senior leadership for FTSE 250 companies and consulted to both large and small businesses and is passionate about the future of work. He has worked in business schools and institutions including the London Business School in their global executive development programmes. He studied economics and law and has a masters degree in business strategy.

## The Inadvertent Saboteur® – the missing link in high performance

Laurence Coen, Change Management Innovator and Founder, Glorious Day



Like good managers, we try to fix our issues in a logical and structured way. However, where mind-set, attitude and culture are concerned, this doesn't always work out, because human behaviour at work, in spite of what we'd like to think, is not a rational response mechanism. This is why it can, for example, be easier to re-fit your shops than to get the staff who work in them to smile more at customers.

Hence inadvertent sabotage, where we do things that don't help without meaning to, and then get defensive because we can't explain why. Like really smart people who can use language to do anything, except, sometimes, it seems, take responsibility for their own actions (and words.)

Fortunately this unpredictable and unreliable aspect of human behaviour, that can be so detrimental to business performance improvement, now has a neurological explanation and solution, developed by Laurence Coen in partnership with neuroscientist, Parisa Zarnegar, PhD.

In this session Laurence will outline the Inadvertent Saboteur® methodology, based on the principles of Neuro-effective Leadership™, to help you change your team, department and organisation for the better – without the usual drama and cost.

**Laurence Coen** is the founder of change agency, Glorious Day, the creator of the Inadvertent Saboteur®, and the former marketing director of Guinness Great Britain.

He spent fifteen very successful years at Unilever, Mars and Diageo, but still felt that there was so much more that could be done to unlock the power of mind-set, culture and attitude on business performance. So he developed the Inadvertent Saboteur® methodology, which has already helped to slice through resistance to change in Vodafone, KPMG and TUI Travel, and a multitude of smaller businesses. The results can be measured in commercial breakthroughs worth millions of pounds to Laurence's clients.

**“A World of Cities: A New Map of the World Economy”,**

Dr Steve Davies, Head of Education at the Institute of Economic Affairs, London



Our understanding of the world is shaped by the way information is packaged and presented. Changing this can lead you to see things very differently. One major example of this is the way we see business, economic life, and the world economy through the prism of the territorial nation.

In fact it makes much more sense to look at these things through the lens of the city region. Economically and socially we should think of the world as consisting of about two thousand city regions. Cities are the place where most growth and innovation happens. They often have more in common with other cities hundreds or thousands of miles away than they do with their geographical hinterland or rural areas close to them.

A map of the density of connections between people in various places makes this clear.

You cannot really understand what is going on in business, in trade and production, and in politics if you continue to think of these things as taking place in units with names such as ‘Britain’, ‘Germany’, the ‘US’, and ‘China’ rather than in a web of links between places such as ‘London’, ‘New York’, ‘Chongqing’, and ‘Munich’ (not to mention Luanda, Sao Paulo, Istanbul, and Mumbai). In particular you will not really grasp the nature of the increasingly serious political divisions in the world, or understand what should be done to deal with them

Steve Davies is Head of Education at the Institute of Economic Affairs in London. He has held this position since 2010, although he has had connections with the IEA since he was an undergraduate at St Andrews University in 1972. Before joining the IEA he was Program Officer at the Institute for Humane Studies at George Mason University in Virginia. From 1979 until 2009 he was Senior Lecturer in the Department of History and Economic History at Manchester Metropolitan University. While there he taught courses on a range of topics, including world history, the history of crime and the criminal justice system in the UK, and the history of the Devil. He has also been a Visiting Scholar at the Social Philosophy and Policy Center at Bowling Green State University in Bowling Green, Ohio.

A historian, he graduated from St Andrews University in Scotland in 1976 and gained his PhD from the same institution in 1984. He was co-editor with Nigel Ashford of *The Dictionary of Conservative and Libertarian Thought* (Routledge, 1991) and wrote several entries for *The Encyclopedia of Libertarianism* edited by Ronald Hamowy (Sage, 2008), including the general introduction. He is also the author of *Empiricism and History* (Palgrave Macmillan, 2003) and of many articles and essays, on topics including the private provision of public goods, the prospects of the BBC, and the history of crime and criminal justice. Among his other interests are science fiction and the fortunes of Manchester City.



## Post-Brexit Wines & Paired Cheeses

Steve Parker, Managing Director, Hampton Cheese and Wine Company



Now that we face the prospect of European wines either costing more or becoming less available, what will we be drinking instead? If you are a lover of Champagne, Rioja, Chianti, Châteauneuf du Pape or Sancerre, then this session will introduce you to some great alternatives from outside of Europe.

Each wine will be presented with a paired cheese.

Steve's lively and entertaining presentation style is informal and informative meaning you will taste some amazing cheeses and wines whilst learning a whole pack of information at the same time.

## South American Wines & Paired Cheeses

Steve Parker, Managing Director, Hampton Cheese and Wine Company



With the Olympics completed this summer in Rio, this innovative tutored tasting is adopting the theme of South America and this tutored tasting will give you the opportunity to try some of them in a series of carefully chosen pairings. Come along and see whether you can tackle all the cheeses and pass all the wines, without any of them ending up in the sin-bin.

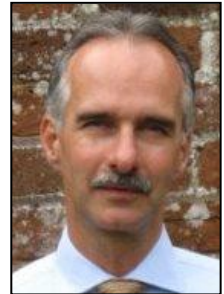
Steve's lively and entertaining presentation style is informal and informative meaning you will taste some amazing cheeses and wines whilst learning a whole pack of information at the same time.

## ONE-TO-ONE EXECUTIVE LEADERSHIP COACHING



Having a dedicated coach is an invaluable pillar of support for any business leader. An executive coach helps individuals identify paths of professional & personal progress and act on the desire to learn & grow.

Whilst the coach can only offer you a short one-on-one session, it is hoped this initial informal discussion will help you, amongst other things to:



- Review and clarify your personal and business goals, shorter term and longer term.
- Reflect upon what is currently working and not working, and what is important to you.
- Explore options and consider what could change, what would make the biggest impact and how to move forward.
- Come away with some high level actions and commitments that will make a real impact for you.

### Coaches:

**Stuart Pickles**, Leadership coach, mentor, founder & director, AIM Higher Leadership

**Peter Lachecki**, Consultant Partner

**Tim Moody**, Consultant Partner



### **CFO ONE-TO-ONE ON WORKING OVERSEAS: Richard Turner, Group Chief Financial Officer, Jagal Group**

Ever wondered what it would be like to work overseas.... tax free, golf, sailing and sunshine every day?

This one-to-one session will offer delegates the chance to informally explore with a fellow professional CFO, the good, the bad and the ugly about working overseas. Discuss how to secure and win the role and how to survive in the new environment and culture. Discuss ideas and share experience so as to excel in the new role.

Richard has lived and worked overseas for a number of years in Asia, Middle East, Japan and Africa as a CFO. Building up a broad experience over a number of sectors, he will offer fellow colleagues an opportunity to share knowledge and ask questions, as we continue to learn together. The session will be tailored to you and focused on practical experience.

**Richard Turner** has over 30 years experience in finance. He is currently Group CFO of the Jagal Group and is based in West Africa. Prior to this, he was CFO of Abu Dhabi Ship Building plc. Please see LinkedIn for further information.

## SUPPLIER CASE STUDY PRESENTATIONS

### 5 COST SAVINGS YOU CAN DO YOURSELVES

Paul Millican & Max Kent, Auditel

- Getting more from your suppliers and reducing admin. How consolidating suppliers can achieve big savings in more ways than one.
- We'll share some of the hidden 'small print' profit opportunities in most supply contracts
- Achieve double digit % savings on any purchase by only dealing with National Account Directors, accessing pricing structures not available through local or regional supplier representatives
- Reduce your overall fleet costs by at least 10%, without compromising on choice or specification
- Fire Extinguishers, Security and Facilities System Compliance – a bright red 5 figure saving staring you in the face everyday

### REPORTING AND SYSTEMS MIGRATION - AUTOMATION TO THE RESCUE

Denver McCann, Numeritas

- Most FTSE 350 organisations recognise the need to improve the conversations in the boardroom. A quality board reporting solution is key to that. This case study describes how we delivered significant process efficiency, accuracy and quality of insight improvements when overhauling our client's reporting process and tools.
- Our client, Bunzl Plc recognised the need to enhance their board pack output and process which resulted the development of the first iteration of our Management Reporting Framework, which has now evolved to incorporate tools that enable us to access multiple underlying systems (SAP BW, Hyperion Enterprise, HFM and Cognos Controller), whilst providing a familiar and flexible Excel based report design and production environment.
- Systems migrations all too often underestimate the demand that the migration of related ""Retrieve"" spreadsheets will have on the business and no real grasp of how large a task the process of data migration will be or what to do to validate whether the migration of historic data is complete and accurately. Whilst systems implementers typically deal with configuration and rules, they tend to leave the mess of data validation and spreadsheet migration to the client. We delivered solutions to tackle both these problems.
- The Data Migration was supported by a simple yet effective Excel solution that could access both old and new systems and compare the millions of data points within the old data-cube to the data imported and remapped into the new data cube, which proved to be an invaluable tool to both trouble-shoot, refine and validate the data migration process.
- The migration of the organisation's 76 most business critical spreadsheet files, was delivered over an 8 elapsed week timetable, with the final conversion of the entire batch of files being processed within 9

hours, against a conservative estimate of over 370 man days to manually convert the same files. Along with the files we delivered a complete audit trail and error / exception logging.

## **EXPENSES FRAUD: EXPOSING THE TRUTH**

Chris Groome, Software Europe

- From lobster to nail varnish – The hard facts, figures and stories from real world scenarios of what happening in your business right now and what it's costing you.
- How is this happening – We discuss how manual processes and disparate data can allow these activities to go un-noticed, from poor policy visibility to duplicate claims and overspend.
- Health-check your policy – How recently did you review your expenses policy or do you even have one. Clear guidance on how a good expenses policy will save you time and money.
- What can you do about this – We explore various ways that organisations can increase visibility of employee expenses, gain control and ensure compliance and accountability.
- Culture change – Understand how to implement a robust expenses process that benefits everyone throughout your organisation.

## **WHY DISHONESTY HAS BECOME THE BEST POLICY FOR UK WORKERS?**

Andrew May, Webexpenses

- Nationwide audit of employee attitudes towards workplace honesty
- Look into these results and findings in more detail
- Why they committed these acts?
- Why it's costing UK businesses around £100 million each year in losses
- Tips for successfully managing the challenge

## **COULD YOUR HISTORICAL SETTLED INVOICES BE A SOURCE OF REVENUE FOR YOUR BUSINESS?**

Sarah Peteranna, PCMG

Client Name: Legal & General, Northumbrian Water & the NHS

- Explore the different methods of analysing historical invoices, transactions and supplier statements to identify cost recoveries
- Find out which specific areas of spend can lead to the most significant savings
- Find out how leading insurance firm Legal & General reclaimed £179,000 from a duplicate payment audit and supplier statement review
- Discover how major energy user Northumbrian Water reclaimed more than £900,000 against their historical electricity costs by carrying out a forensic cost recovery audit



- Understand how a whole sector has benefited from cost recovery with a case study on how £15.2 million over overpayments were reclaimed across over half of the UK's NHS Trusts



The Finance Directors' Forum qualifies for CPD credits. All delegate attendees will receive a CPD certificate after the event.

**For further information please visit [www.fdforum.com](http://www.fdforum.com), or contact:**

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