## 2016 EUROPEAN BEST PRACTICES CONFERENCE
Creating Agility in a Digital Age

www.thehackettgroup.com/bestpractices2016

### AGENDA

#### Tuesday, 4 October

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<th>Time</th>
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<tr>
<td>14:00 - 18:00</td>
<td><strong>Workshop</strong></td>
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<tr>
<td></td>
<td>Tudor Rose</td>
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Increasingly, global business services (GBS) organisations are moving away from delivering transactional services based on a high-turnover, low-skills labour model. This requires a more effective approach to talent management, tailored specifically to the workforce characteristics of GBS organisations. In this interactive workshop, participants will learn – guided by The Hackett Group’s advisors and using a GBS talent management framework – which practices work best to attract, retain and develop GBS employees.

Facilitated by:
Martijn Geerling, Associate Principal, Advisory Practice Leader, GBS Programme, The Hackett Group

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Whilst process improvement and efficient organisational design have always been hallmarks of world-class EPM capabilities, the role of technology has been changing and maturing. We all realise that technology can play a role in achieving our desired future state, but the options and strategies to leverage technology can be complex. In this interactive workshop, participants will learn – guided by The Hackett Group’s advisors – how to cut through the buzzwords and acronyms to rationalise a technology roadmap in business terms.

Facilitated by:
Jason Fitzgerald, Managing Director, Europe Practice, Enterprise Performance Management and Business Intelligence, The Hackett Group

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This interactive workshop will examine best practices and world-class approaches to building an agile procurement function that can cope with, and take advantage of, the “new normal” – characterised by high volatility, technology-led innovation and hypercompetitive market conditions. It will draw on real-life examples of leading organisations. Participants will hear about The Hackett Group’s latest research on the five key attributes of digital procurement transformation: a multichannel stakeholder experience, a digitally enabled workforce, pervasive smart process automation, highly network-enabled trading partners, and a future-looking/predictive, insight-driven enterprise. Guided by subject matter experts and using our framework for assessing enterprise agility, participants will learn and discuss in small teams how to determine key gaps in their service delivery model and identify viable ways to effect change to support procurement’s evolving role.

Facilitated by:
Mélani Flores, Practice Leader, Procurement Advisory EMEA, The Hackett Group

#### Wednesday, 5 October

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<th>Time</th>
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<td>07:30 - 08:30</td>
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<td>08:30 - 08:45</td>
<td><strong>Welcome</strong></td>
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*Innovation@work*

Our work practices and the tools we use to do our work are changing. What are the impacts of the digital on the human and how might we embrace human-machine collaborations to build stronger, more competitive workforces? Roberto Masiero will share his thoughts on innovation, work and creating tools to help your people succeed.

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*Creating Agility in a Digital Age*

Continued high volatility, risk of disruption and global recession are casting dark clouds over the business environment in 2016. In the face of this uncertainty, companies’ ability to anticipate and swiftly respond to change – to be agile – is more important than ever. In this session, we will highlight effective practices that leading companies are deploying to improve enterprise agility by developing specific capabilities related to culture, talent, digitisation, information and customer-centricity. We also will be introducing a next-generation transformation framework required to successfully build out the right capabilities for achieving competitive advantage in the emerging digitally interconnected, customer-centric world.

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<td><strong>Networking Break</strong></td>
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Wednesday, 5 October (continued)

11:00 - 11:45

Plenary | Robert Weltevreden, Head of Syngenta Business Services, Syngenta AG | The Ballroom
Leading the Way for Lasting Change
Syngenta AG, a global Swiss agriculture company, improves global food security by enabling millions of farmers to make better use of available resources. Robert Weltevreden will discuss how Syngenta’s business services organisation is enabling the company to digitalise itself. Specifically, Robert will share how his organisation has moved from simply providing greater back-office efficiency to becoming an internal advisor to the business on how to create sustainable business change. This role was earned through a track record of successfully increasing scope and dependency. He will also address next steps and lessons learnt.

11:45 - 12:30

Plenary | Daniel Helmig, Head of Business Function Supply Chain Management and Chief Procurement Officer, ABB | The Ballroom
Adding Productivity to Performance: How to Fundamentally Change a Global Supply Chain Management Organisation in 1,000 Days
ABB is a global leader in power and automation technologies that provides a broad range of products and system solutions and operates in more than 100 countries. In this highly diverse production and project environment, supply chain management was organised decentrally. As part of ABB’s next-level strategy, SCM moves now towards implementation of global business services as a means to further increase productivity and professionalism in the cost reduction performance of the team. In this session, Daniel Helmig will discuss how SCM continues to perform while fundamentally changing the global functional setup in a condensed time line.

12:30 - 13:30

Lunch and Networking

13:30 - 14:15

Breakout Sessions

Session 1: Benoit Stevens, Head of EMEA Global Business Services, UCB | The Ballroom
Releasing Enterprise Agility Through GBS and Digital Transformation
UCB, a multinational biopharmaceutical company with revenues of close to €4 billion, fosters collaboration with both patients and partners across its functional domains. The transformation of its global business services (GBS) organisation reflects this ethos. Join Benoit Stevens as he outlines how UCB deployed an ambitious target operating model that leverages robotic process automation and an outcome-based commercial model across its retained finance organisation and delivery centres. Hear how the GBS organisation is delivering added value by increasing the skill base in its finance processes and enhancing FP&A insights while also improving efficiency.

Session 2: Jesper Kalenberg, Vice President, Corporate Procurement, Coloplast | Tudor Rose
Getting the Most from Supplier Risk Management
Coloplast is an international company that develops, manufactures and markets medical devices and services. In this session, Jesper Kalenberg will showcase Coloplast’s supplier risk framework, which aims to quantify supply risk in a tangible way in order to prioritise risk mitigation efforts with the highest impact per euro spent. He will also discuss how the organisation changed its approach towards supply risk in innovation projects to avoid adding new high-risk scenarios. In addition, Jesper will touch on how Coloplast is working to simplify measuring of supplier performance across supply chain, quality and procurement. He will also address next steps and lessons learnt.

Session 3: Adam Herasemiuk, Head of Talent Acquisition, APAC, Verizon | Oak Room
Talent Acquisition in a Digital Age
Technological changes and new competition are disrupting markets globally and transforming the requirements of the organisation. Verizon’s HR organisation regularly transforms its talent acquisition strategy and capabilities to stay ahead of the competition. Adam Herasemiuk will discuss the key elements of these initiatives, including how they have adopted the new brand and innovative technologies to better serve a new generation of talent. He will also highlight the steps taken to increase the efficiency and effectiveness of talent acquisition, as well as the actions employed to further develop the competencies of recruiting staff.

14:15 - 14:30

Networking Break

14:30 - 15:15

Breakout Sessions

Session 1: Peter Csucska, Managing Director and General Manager, Lexmark International, Inc. | The Ballroom
Real-Life Automation to Achieve Agility for Your Business
For companies to survive and compete in the current environment, they need major business transformation. In large, complex organisations, global business services (GBS) and shared services centres (SSC) have many processes and systems to optimise for maximum agility. In this global business environment, automation enables process excellence and agility and provides cost reductions. Péter Csucska will highlight how SSCs play a key role in end-to-end processes spanning the entire organisation with country offices, headquarters and other in-house entities in a GBS-like model. Specifically, he will outline how automation is a key driver for agility and cost savings and how Lexmark has changed from a manufacturing-centric provider to a solutions company.

Session 2: Erkka Repo, Senior Vice President Finance, UPM | Tudor Rose
Business Control Transformation and Capability Development
UPM leads the integration of bio and forest industries into a new, sustainable and innovation-driven future. Since 2003, UPM has changed from an integrated paper company to six market-driven business areas. Erkka Repo will discuss UPM’s finance transformation with the creation of global financial services, including outsourcing of transactional tasks and statutory accounting and tax processes. The next focus is on transforming the business control organisation into a partner in strategic value creation for the business. UPM has started this transformation by freeing up business controllers’ time for the new role, taking a systematic approach to developing new competencies, and building new organisational structures that focus on delivering business benefits.

As of 19 September, 2016
AGENDA (continued)

Wednesday, 5 October (continued)

14:30 - 15:15  
**Session 3:** Franc A. Ensink, Group Working Capital Director, Royal BAM Group nv  
Assembly Room  
**Working Capital: Blueprint for Creating a Cash Culture**  
With the ongoing uncertainty that seems likely to continue following the Brexit concerns, many CFOs are working hard to tighten lax cash-management habits into a cash culture – a set of ingrained practices of efficient and effective cash management. Franc Ensink will discuss how BAM is fostering a cash culture, overcoming internal scepticism and habits that were decades old. He will provide practical advice on behavioural modification not just in finance but throughout the company, including sales and operations. Franc will also share BAM’s results to date, including how it freed €35 million in eight weeks and more than €300 million after the second phase of the programme.

15:15 - 15:30  
**Networking Break**

15:30 - 16:15  
**Plenary | Markus Steigner, Head of Global Finance Transformation, BASF | The Ballroom**  
**Evolution of Finance and Controlling at BASF Supported by Technology**  
Digitalisation opens new opportunities and challenges in finance and controlling, transforming past “science fiction” into today’s facts. Markus Steigner, head of Global Finance Transformation at BASF, will outline how process ownership, combined with a global finance shared services organisation (GFSSO), is enabling this transformation. An essential part of future development is the Finance Digital Roadmap, which contains projects such as robotics and machine learning along with a wide range of other initiatives. The presentation will sketch out BASF’s strong cooperation with SAP to develop ERP software standard solutions that meet its business needs. Steigner will share short-term achievements as well as prospective solutions, such as predictive analytics, that contribute to strengthening BASF’s world-class status.

16:15 - 16:30  
**Summary Remarks | The Ballroom**

16:30 - 16:45  
**Networking Break**

16:45 - 17:30  
**Special Session | Governance: The Key to a Successful Enterprise Robotic Process Automation | Tudor Rose | The Tudor Rose**  
**Sponsored by Blue Prism**  
Like most business, Bank of Ireland was challenged with getting some basic processes automated. Specifically, it was looking for ways to rapidly automate mundane processes and free up people to focus on more customer-centric solutions. Blue Prism’s software platform enabled the bank to rapidly respond to changing priorities and customer demands by creating its own automated solutions. Learn how essential it is to have a robotics platform, governed by IT, ensuring structure, governance auditability, resilience and data security. You’ll also learn how Bank of Ireland set up its governance office, identified a process pipeline and created an agile robotics-enabled business function.

Presented by:  
Pat Geary, Chief Marketing Officer, Blue Prism  
Brian Halpin, Head of Robotic Process Automation, Bank of Ireland

16:45 - 17:30  
**Special Session | Markus Hornburg, Vice President, Global Product Compliance, Coupa Deutschland GmbH | Oak Room | Sponsored by Coupa**  
**Global Compliance Update and Best Practices Guide: How to Achieve and Maintain Compliance**  
In an ever-changing environment, keeping on top of managing compliance is essential to avoiding penalties and other fines established by governments around the globe. This presentation offers a high-level global overview of current compliance-related activities within the purchase-to-pay process. We will explain the overall status of legislation and upcoming changes on every continent. In addition, we’ll focus on how to manage compliance in terms of both achieving and maintaining it.

18:30 - 22:30  
**Dining and Networking at Avenue**

Thursday, 6 October

07:30 - 09:00  
**Registration and Breakfast**

08:00 - 08:45  
**Special Session | World-Class SG&A Performance Insight | Tudor Rose**  
World-class companies solidify their competitive position through rigorous and continuous self-evaluation. They find insight from studying the “best of the best” to identify performance gaps and apply that insight to their organisations. In this session, you will learn the hallmarks of world-class performance, including definitive characteristics and capabilities. Specifically, Anthony Snowball and Thomas Killaway will reveal The Hackett Group’s new 2016 SG&A world-class performance metrics by industry and spotlight the unique service delivery capabilities that enable world-class organisations to stay ahead of the competition. Demonstrating how companies do this, we will showcase the world-class approach and The Hackett Performance Exchange™ tool to monitor progress and return on their improvement investment.

Presented by:  
Anthony Snowball, Principal, Global Benchmarking Practice Leader, The Hackett Group  
Thomas Killaway, Senior Director, European Benchmark, The Hackett Group

As of 19 September, 2016
Thursday, 6 October (continued)

08:00 - 08:45  
**Session 1:** Martin Wolleswinkel, Managing Director, Advisory Services Europe, The Hackett Group  
**The Ballroom**  
**World-Class Finance: Enabling the Agile Enterprise in a Digital Age**  
Finance must continue its balancing act: integrating information and participating in strategy development and execution while keeping a focus on improving the enterprise's competitive cost structure. Although most organisations know what to do, a gap still exists in fine-tuning this plan for their unique environments and circumstances. Martin Wolleswinkel will share how world-class finance organisations enable a higher level of agility and how you can leverage their insights to improve your organisation's business performance.

08:00 - 08:45  
**Session 3:** Harry C. Osle, Principal, Global Human Resources Practice Leader, The Hackett Group  
**The Ballroom**  
**World-Class Human Resources: Enabling the Agile Enterprise in a Digital Age**  
HR organisations are challenged as never before to respond quickly and effectively to the shifting demands of today's volatile business environment. In this session, we explore the key enablers of HR agility and discuss how world-class HR organisations are leveraging technology and best practices to assist organisations and their people to increase their responsiveness to change. Harry Osle will also share how world-class HR organisations enable greater business value and support the agile enterprise – and how you can leverage their insights to improve your organisation's business performance.

08:45 - 09:00  
**Networking Break**

09:00 - 10:00  
**Session 2:** Christopher Sawchuk, Managing Director, Global Procurement Advisory Practice Leader, The Hackett Group  
**Tudor Rose**  
**World-Class Procurement: Enabling the Agile Enterprise in a Digital Age**  
Procurement executives' priorities have shifted from a traditional focus on purchase cost to expanding the scope of spend under their influence and supporting supplier-led product innovation. Supplier networks, master data management and analytics will be key to enabling this change. To succeed, procurement will need to revisit and reinvent how its success is monitored, measured and reported. Christopher Sawchuk will discuss how world-class procurement organisations enable greater business value and support the agile enterprise – and how you can leverage their insights to improve your organisation's business performance.

10:00 - 10:15  
**Networking Break**

10:15 - 11:00  
**Session 2:** David Foley, Vice President, Global Finance Reporting, AXIS Capital  
**Tudor Rose**  
**Improving Information Delivery for Finance and Beyond**  
AXIS Capital has been on a multiyear journey to improve information delivery for finance and beyond. Including improvements to the structure of the chart of accounts for more leverage and data quality within finance, AXIS Capital has rationalised and standardised reporting and analytic capabilities through the implementation of an enterprise business intelligence system and fit-for-purpose analytical capabilities to enable growth strategies. Join David Foley in an interactive presentation on a best practice enablement approach to help modernise finance.

11:00 - 11:30  
**Session 3:** Gerard Hussey, Vice President, Human Resources Transformation, GlaxoSmithKline  
**Oak Room**  
**HR Transformation: How GSK Is Managing Talent and Building Capabilities in a Digital Age**  
With headquarters in the UK, GlaxoSmithKline has a commercial presence in more than 115 countries. To better enable the business, its HR organisation aims to improve talent management across the world, build enterprise-wide capabilities needed to support the business agenda and enable sustained performance. Gerard Hussey will share how the organisation is fundamentally redesigning its service delivery model, leveraging cloud technology, redefining roles and changing mindsets. He will also discuss the next chapter in its evolution and the vision for the future.
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| 11:30 - 12:15 | Plenary | Dr Clive Rees, Chief Procurement Officer EMEIA and Americas, Fujitsu Services | The Ballroom      | Procurement Transformation: Fujitsu's Journey to Create an Integrated EMEIA and Americas Team
Clive Rees will share his experience leading Fujitsu's procurement transformation programme. He will discuss how the procurement organisation is combining disparate operations in the UK and Ireland, Western Europe, Central Europe and Nordic regions into one pan-European operation – and, more recently, incorporating Americas operations. Objectives include strengthening customer relationships, building out harmonised capabilities, and addressing change-related challenges in a complex cultural environment. Clive will discuss the results to date and important lessons learnt. |
| 12:15 - 13:00 | Plenary | Xavier Lancksweirt, General Manager, Solvay Business Services, Solvay     | The Ballroom      | Solvay Business Services’ Quest: Becoming an Agile, Customer-Centric Strategic Enabler
Solvay Business Services (SBS) is a key component of Solvay’s strategic vision to deliver growth and transform the business. In recent years, SBS has evolved into a truly global, integrated service organisation, delivering critical, end-to-end business support processes and information services. In his presentation, Xavier Lancksweirt will describe SBS’ path to becoming an agile, customer-centric strategic enabler of the business. Topics covered include the integration of information services into the SBS service portfolio and organisation, the importance of talent management and innovation, the SBS performance monitoring dashboard and the recent large integration of the Cytec acquisition. Xavier will share lessons learned and critical success factors, and he will offer insight into what is next for SBS in its journey to GBS excellence. |
| 13:00 - 13:15 | Closing Remarks | David Ketchin, Managing Director, Europe Practice, The Hackett Group | The Ballroom      | Closing Remarks                                                                                                                      |