

Tuesday, 4 October

14:00 - 18:00

Workshop | Global Business Services: How to Create Effective Talent Management and Organisational Design | Tudor Rose | Sponsored by CIMA

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, Practice Leader, GBS Programme, The Hackett Group

14:00 - 18:00

Workshop | Enterprise Performance Management: How to Leverage Technology to Achieve World-Class Capabilities | Oak Room
Facilitated by:

Jason Fitzgerald, Managing Director, Enterprise Performance Management and Business Intelligence, The Hackett Group

14:00 - 18:00

Workshop | Procurement Agility: How to Transform Your Organisation in a Digital Age | Balcony Room

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

19:30 - 22:00

Welcome Reception | Tudor Rose
Wednesday, 5 October

07:30 - 08:30

Registration and Breakfast | The Ballroom

08:30 - 08:45

Welcome | Ted Fernandez, Chairman and Chief Executive Officer, The Hackett Group | The Ballroom

08:45 - 09:30

Keynote | Roberto Masiero, Senior Vice President, ADP Innovation Labs, Automatic Data Processing, LLC | The Ballroom
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.

09:30 - 10:30

Plenary | David Ketchin, Managing Director, Europe Practice, The Hackett Group | The Ballroom
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.

10:30 - 11:00

Networking Break

11:00 - 11:45

Plenary | Xavier Lanckswert, 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 Lanckswert 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.

Wednesday, 5 October (continued)

11:45 - 12:30	Plenary Markus Steigner, Head of Global Finance Transformation, BASF The Ballroom
12:30 - 13:30	Lunch and Networking
13:30 - 14:15	<p>Breakout Sessions</p> <p>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.</p> <p>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 supplier performance measuring across supply chain, quality and procurement. He will also address next steps and lessons learnt.</p> <p>Session 3: Talent Management Excellence Oak Room</p>
14:15 - 14:30	Networking Break
14:30 - 15:15	<p>Breakout Sessions</p> <p>Session 1: Erkka Repo, Senior Vice President Finance, UPM The Ballroom Business Control Transformation and Capability Development</p> <p>Session 2: Franc A. Ensink, Group Working Capital Director, Royal BAM Group nv Tudor Rose 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 to 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 olds. 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.</p> <p>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 talent 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.</p>
15:15 - 15:30	Networking Break
15:30 - 16:15	<p>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.</p>
16:15 - 17:00	<p>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 digitise 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.</p>
17:00 - 17:15	Summary Remarks The Ballroom

Wednesday, 5 October (continued)

17:15 - 17:30

Networking Break

17:30 - 18:15

Special Session | Tudor Rose | **Sponsored by Blue Prism**

17:30 - 18:15

Special Session | **Péter Csucska, Managing Director and General Manager, Lexmark International, Inc.** | Oak Room
| **Sponsored by Lexmark****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.

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 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

08:00 - 08:45

Special Session | **Shak Akhtar, Global Senior Vice President Robotic Solutions, Redwood Software** | Oak Room
| **Sponsored by Redwood****How Enterprise Robotics Can Remove Most Manual Activities from Your Financial Operations**

Amid the hype surrounding robotics process automation (RPA), the largest enterprises, particularly in the shared services and global business services world, need clarity on the types of robotic approaches and technologies with reliability and scalability in their back office functions. Robots are available today in different levels of sophistication. Pure RPA tools take a user-centric view and mimic what users do on their desktop, whereas robotic enterprise process automation tools look at business processes in their entirety using knowledgeable robots. Through a series of case studies, Shak Akhtar will examine how this next-generation of knowledgeable robots can completely revolutionise shared services delivery capability, with real-world customer examples of the application of robotics across complex global organisations.

08:45 - 09:00

Networking Break

09:00 - 10:00

Breakout Sessions**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.

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.

Session 3: Harry C. Osle, Principal, Global Human Resources Practice Leader, The Hackett Group | Oak Room
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.

Thursday, 6 October (continued)

10:00 - 10:15

Networking Break

10:15 - 11:00

Breakout Sessions**Session 1: Suren Thadani, Chief Operational Officer, ShipNet, Inchcape Shipping Services** | The Ballroom**Bringing Multiple Transformations Together to Create a Marketplace Impact**

In large companies, transformation programmes are often worked upon in various business units independently. This process sometimes leads to an outcome where the sum of the parts is greater the whole, rather than the other way around. In this session, Suren Thadan will cover some insights into Inchcape's successful transformation of products or services offered to the marketplace. Inchcape brought together various pockets of change initiatives within the organisation by aligning people values, business goals and business processes. This session will share ideas on the values of going back to first principles and managing change in a simple but meaningful manner.

Session 2: Dr. Clive Rees, Chief Procurement Officer EMEA and Americas, Fujitsu Services | Tudor Rose**Procurement Transformation: Fujitsu's Journey to Create an Integrated EMEA 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.

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 enterprisewide 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.

11:00 - 11:30

Networking Break

11:30 - 12:15

Plenary | **Denise Haylor, Executive Vice President, Chief Human Resource Officer, Philips** | The Ballroom**Organisational and Emotional Agility: Managing a Complex Separation**

Royal Philips, established in 1891, just completed the most significant and complex separation project in its 125-year history. This session will examine two specific kinds of agility required to succeed in a time of such turbulent change: organisational agility and emotional agility. The first type of agility concerns the people and organisational shifts needed at such a time: How did Philips 'move fast' in these areas to enable the separation while also reinforcing a change in strategic focus? The second type of agility relates to the workforce as a whole. In particular, how did Philips manage to retain engagement levels and what part did emotional resilience play? Business focus, presumption of trust and continuous improvement were key principles when it came to managing both organisational and emotional agility, and digital tools were critical in ensuring a fast response and targeted interventions.

12:15 - 13:00

Plenary | **Finance Excellence** | The Ballroom

13:00 - 13:15

Closing Remarks | **David Ketchin, Managing Director, Europe Practice, The Hackett Group** | The Ballroom

13:15

Packed Lunches and Departure**RSVP: www.thehackettgroup.com/bestpractices2016** www.thehackettgroup.com/twitter