



Thursday 15th & Friday 16th September 2011

- 15th Financial Event -

Hotel 1898** Barcelona, Spain**

Measure - Control – Perform

Create gains

KEY SPEAKERS



Bjarte Bogsnes
Vice President, Performance
Management Development



Luc Castadot
Senior Vice President



Fabrizio Olivares
Vice President Finance
Group



Hein van den Wildenberg
Vice President Planning



Benedikt Reithofer
Chief Financial Officer



Sonia Jerez
Chief Financial Officer



Christian Cirino
Head of Controlling
International Region



Manfred Mottl
Head of Controlling



Yves Germeaux
Director Corporate Finance



Peter Ramsay
Senior Financial Manager



Hervé Ronsin
Director of Controlling



Fernando Herraiz
Director Commercial
Planning



Kim Kragelund
Director of Finance &
Head of Business Planning

You will learn :

- **Linking** the Corporate Business Plan to Performance Management
- **Managing Controlling Adaption** in Recession
- **Improving Corporate Performance** through Working Capital Optimization
- **Performance Management** and Maximising Key Areas to get ROI
- **Business Controlling** in Volatile Markets
- **Optimising** Financial and Operational Processes
- **Controlling and Empowering Corporate Performance**
- **Impact of New Technologies**
- **Next Generation** Reporting Management Planning
- **Cost Effectiveness** of Controlling and Reporting
- **Integrating Best Governance** Principles
- **Beyond Budgeting**
- **Creating** an Effective Shareholder Communication and Corporate Governance

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PARTNERS



08:45 Registration and Coffee

09:15 Opening Remarks from the Chairman

09:30 Case Study Business Performance Management – “a journey”

- Leveraging Planning, Reporting & Appraisal
- Bringing in the External Perspective
- Culture/Behaviours

Hein van den Wildenberg
Vice President Planning
Shell

10:15 Case Study Business Controlling in Volatile Markets

- Ad-hoc forecasting
- Cost benchmarking
- Contribution costing
- Cash controlling

Benedikt Reithofer
Chief Financial Officer
NLMK Europe

11:00 Coffee and Networking time

11:30 Case Study Case Study Improving Corporate Performance through Working Capital Optimisation

- Inventory Minimization & Reporting
- Process Re-Engineering/Streamlining
- Steering Industrial and Commercial Strategies

Hervé Ronsin
Controlling Director
Carrefour

12:15 Case Study Optimising Internal Controls & Accountability

- Comprehensive and inclusive internal control procedure
- Optimising the integrity and reliability of internal control data
- Building best fit

Manfred Mottl
Head of Controlling
Borealis Group

13:00 Lunch

14:00 Coffee and Networking Time

14:30 Case Study Reporting Optimisation & Working Capital Management

- Providing Business Planning and Critical Decision Making
- Cash flow optimisation
- Reporting guidelines and KPIs
- Evaluating key component and risks analysis
- Ensuring ownership of working capital

Fabrizio Olivares
Vice President Finance Group
Lafarge

15:15 Case Study Case Study Reporting development – evolving needs in an evolving business

- Aligning content with strategy
- Effective Communication
- Managing the reporting burden – “You’ve never asked for this before!”
- Best tools for the job
- Balancing needs: speed versus content; flexibility versus standardisation

Peter Ramsay
Senior Finance Manager
Xstrata

16:00 Coffee and Networking time

16:30 Case Study The Role of Finance as Business Partner

- What is business partnering?
- The “finance transformation” trap
- Common pitfalls of business partnering

Fernando Herraiz
Director Commercial Planning
Banco Sabadell

17:15 Closing Remarks from the chair and End of Conference

Cocktail offer by the City Council of Barcelona

info@axiomgroupe.com

We would like to thank everyone who has helped with the research and the organization of AxiomGroupe Conference; particularly the speakers for their continued support and commitment.



08:45 Registration and Coffee

09:15 Opening Remarks from the Chairman:

Excellence in Mastering Performance and Control

09:30 **Case Study Managing the Complexity of a Performance Management Framework**

- The benefits of the chosen approach
- The advantages of integrated management frameworks
- The challenge of defining report content
- The value of an empowered organization

Sonia Jerez
Chief Financial Officer
Vueling

10:15 **Case Study Leaving the Budget to Value Drivers Indicators & Rolling Target, from Budget Controlling to Management Control Systems**

- Forecast Accuracy: Dream Or Reality?
- Indirect Negative Effects of Financial Targets and the Agency Theory
- Inappropriate or Missing Indicators: How to Detect and to Correct it
- Introducing "Strategy" in Management Control Systems
- Debate Around Best Practice Sharing

Luc Castadot
Senior Vice President
GDF SUEZ Energy Europe International

11:00 Coffee and Networking time

11:30 **Case Study Beyond Budgeting At Statoil**

- Beyond Budgeting - a New Management Model for New Business Realities
- Statoil's "Ambition to Action" Model
 - Dynamic Target Setting and Forecasting
 - Dynamic Resource Allocation and No Budgets
 - Holistic Performance Evaluation
- Implementation Experiences

Bjarte Bognes
Vice President Performance Management Development
Statoil

12:15 **Interactive Discussion**

- Defining Global and Sustainable Performance
- Identifying a Relevant Set of Best Practices
- Monitoring the Human Factor in Planning & Forecasting
- Leveraging Diversity for A Better Mobilization of Energies

Speakers of the day:
If you wish to participate, please contact Veroniquec@axiomgroupe.com

13:00 Lunch

14:00 Coffee and Networking Time

14:30 **Case Study Linking the Corporate Business Plan to Performance Management**

- Establish Internal Procedures to Attain Corporate Governance
- Building the Business Plan and Verifying the Match Towards the Strategy
- Strategy Versus Performance Management
- Avoiding Bureaucracy

Kim Kragelund
Director of Finance, Head of Business Planning
Dong Energy

15:15 16:30 **Case Study Managing Controlling Adaptation in Recession**

- Focus on Key Priorities
- Adapt Reporting Tool
- Planning Process in Unpredictable Times
- Change Management : Kill the Non-Essential Works

Christian Cirino
Head of Controlling International Region
FIAT Industrial

16:00 Coffee and Networking time

Why you should Attend:

Do not miss this opportunity to explore the latest generation trends and case studies to take your organization to the next level with key success business models in an evolving and uncertain business environment.

Sponsorship Opportunities

If you wish to sponsor this conference, please contact bayom@axiomgroupe.com

17:15 Closing Remarks from the chair and End of the conference



Hein van den Wildenberg
Vice President Planning
Shell

Hein joined Shell in December 1988 and has worked in the Netherlands, USA and UK in a variety of Finance (leadership) roles in Upstream, Downstream and Central Finance. His most recent roles were controller/treasurer of a pension fund subsidiary in New York, refinery finance manager in Pernis, senior adviser in M&A and VP Finance of Shell's global Aviation business, in London. Since September 2007, Hein is based in The Hague as VP Planning & Appraisal. Hein's educational background is Master in Econometrics at Tilburg University. He finalized the Post Graduate Registered Controller programme at Free University, Amsterdam.



Benedikt Reithofer
Chief Financial Officer
NLMK Europe

Benedikt started his career in KPMG and Dell Computers in the departments of Accounting, Controlling and Transaction Services. He then worked at Deloitte Austria in 2006 forming the Technology, Media and Telecommunications group. He joined NLMK in 2007, building the international reporting infrastructure and supporting NLMK expansion outside Russia. He has a broad international experience in Finance, Tax, Controlling and M&A. Benedikt is currently member of the Board of Directors of NLMK International BV and CFO for NLMK overseas operations. He holds a Master in Accounting & Tax Law and a MBA from the University of Economics in both Vienna and Cambridge.



Fabrizio Olivares
Vice President FinanceGroup
Lafarge

Fabrizio Olivares is since 2008 a VP Finance of Lafarge Group and the CFO of its Aggregates & Concrete Division. He has more than 20 years experience in financial management and international controlling with major US and European Companies running diversified businesses and complex organizations. His most recent roles prior to Lafarge have been Director of Controlling for Inergy Automotive Systems, Head of Investor Relations for Rhodia, EMEA Controller for Ingersoll-Rand's Industrial Equipment Division, Distribution Controller South Europe for the Radio Division of Motorola. Presently based in Paris, Fabrizio has worked in several EU countries; he is an Italian national and a graduate of business administration of the Bocconi University in Milan.



Fernando Herraiz
Director Commercial Planning
Banco Sabadell

In 2005, Fernando joined Banco Sabadell, the fourth largest banking group in Spain, as Head of Reporting and has since held several positions in its Finance Department. In March 2011, he moved to the Retail banking and SME Business Unit where he is now responsible of commercial planning, budgeting, performance control and incentives. Before joining Banco Sabadell, Fernando worked at PricewaterhouseCoopers, United Technologies Corp., General Motors and Citigroup in many different fields such as internal and external audit, treasury, financial planning and analysis, legal and management reporting. Mr. Herraiz holds a BSc in Economics and Business Administration from Barcelona University and a MBA from the London Business School.



Hervé Ronsin
Controlling Director
Carrefour

After having studied finance at ESCP Europe, Hervé started his career in the company Ciments Français, branch of Italcementi Group, in Morocco.

In 1995, he worked in Hachette Group as Controller for 3 years and then joined Carrefour. Hervé had various responsibilities in different areas in Carrefour France and is now Controlling Director in Carrefour Belgium.



Peter Ramsay
Senior Finance Manager
Xstrata

Peter qualified as a chartered accountant with Ernst & Young in London before moving into the mining industry. His experience includes large company IPOs with Xstrata plc and Anglo American plc, along with major integration projects following company-transforming acquisitions. Since he joined Xstrata in 2002 it has grown via a series of acquisitions and organic projects into one of the largest mining companies in the world. Peter's work currently encompasses management and external reporting, budgeting and planning, risk management, corporate structuring, venture capital partnering and mergers and acquisitions.



Sonia Jerez
Chief Financial Officer
Vueling

Sonia was appointed new Chief Financial Officer of the airline in February 2011. Formerly she was director of Corporate Financial and Human Resources of The Eat Out Group and worked for the aviation industry between 2006 and 2008 as Chief Financial Officer of Clickair, one of the two airlines merged to create the current Vueling. Before passing through Clickair, Sonia was CFO of QDQ Media - France Telecom Group - and Strategic Planning Director of Retevisión - Auna Telecommunications Group. She's graduated in Physics and Electronic Engineering from the University of Barcelona and MBA from The University of Chicago.



Christian Cirino
Head of Controlling International Region
FIAT Industrial

Christian began his professional career in Investment Banking with UBS Warburg, London. He then spent five years within Danone in Belgium where he covered several Financial Controlling positions. Christian joined the Fiat Group (CNH) in 2006 as Controlling Director Europe for Parts & Service. In 2008, he has been appointed Head of Controlling for International Region, covering Asia, Africa, Middle East, CIS, China, India and Australia. Christian obtained a Bachelor degree from Louvain School of Management (Belgium) as well as a Masters in International Management degree (CEMS MIM) from Università Luigi Bocconi (Italy). He also holds a Corporate Social Responsibility, Global Citizenship and Sustainability certificate from University of California, Berkeley and is currently completing an Executive MBA at HEC Paris.



Luc Castadot
Senior Vice President
GDF SUEZ Energy Europe International

After having studied at Louvain Catholic University, Luc started his career at Intercom in 1988. From 1991 to 2007, he worked at Electrabel and held different positions as Manager and Senior Controller. He then joined GDF Suez in 2008, working as Chief Strategic Analyst. In 2009, Luc has been post graduated at Oxford University "said Business school". He is now Senior Vice President and Head of Data collection and Reporting.



Kim Kragelund
Director of Finance & Head of Business Planning
Dong Energy

His professional backbone within the field of finance is as an M&A analyst. Using it, he has a strong drive towards value creation, striving to incorporate it in the financial planning and reporting. He believes that the primary objective of management reporting is to bridge the strategic targets and the business plan, with the financial and operational performance to enable active strategic management. With that it has always been a top priority for him to fully understand the operational drivers of the business, as he believes that to be the key to valid and reliable financial reporting.



Bjarte Bogsnes
Vice President, Performance Management Development
Statoil

Bjarte has a long international career, both in Finance and HR. Statoil is Scandinavia's largest company, with operations in 40 countries and a turnover of 80 billion USD. Bjarte is Chairman of the Beyond Budgeting Round Table in Europe (BBRT). He has just published the book "Implementing Beyond Budgeting – Unlocking the Performance Potential" where he writes about his experiences from heading up major change projects both in Statoil and in the European petrochemicals company Borealis. Both companies realized that traditional leadership and management practices no longer work in today's competitive organizations operating in a business environment more complex, dynamic and unpredictable than ever. They implemented both innovative and agile alternatives to traditional management, which also included abolishing traditional budgeting.



Manfred Mottl
Head of Controlling
Borealis Group

Manfred started his career with Arthur Andersen. He then held various positions as Finance Manager in the logistics industry where he gained broad experience and played a key role in the integration of financial and accounting systems in cross border mergers. In 2003, he joined Borealis as Head of Controlling. He was asked to support various group wide projects in the Transfer Pricing area and was the Owner's controller for Borealis in OMV, the Austrian Oil and Gas shareholder. As Senior Finance Manager, he is currently leading a project to optimise financial processes and realign responsibilities after the implementation of a tolling concept covering all European production sites. Manfred studied at Vienna University of Economics and Business Administration and obtained his degree specializing in Controlling and Cost Accounting. He is also post graduated in Applied IT from the University of Sydney.

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Barcelona City Hall - The Ajuntament de Barcelona is in charge of projects such as BarcelonaActiva, 22@ and Mercabarna - all of which are municipal companies cater to developing projects and programmes to support entrepreneurship, professional improvement and creation of employment; pioneering a project in transforming 200 hectares of industrial land into an innovative district for intensive knowledge-base activities and managing the logistics of the city's wholesale market respectively.

SAMPLE LIST OF PAST DELEGATES



FUTURE EVENTS

Shared Services Centers 2011
Driving your Business Value, Performing, Outsourcing, BPO

15th & 16th September 2011 - 4th Edition

Hotel 1898**** Barcelona, Spain

Innovation Excellence 2011
From Concept to Creation, to Gain

24th & 25th November 2011 - 4th Edition

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