

Numbers attending this International Masterclass are strictly limited

Strategy Execution and Audit

25 March 2011 – Post Conference Masterclass (9.00am-5.00pm)

In recognition of the CFO's need for continued professional development, we have designed an intensive **one-day post conference masterclass** on Strategy Execution in conjunction with our world-class International Keynote Speaker, Dr Mark Frigo from the Kellstadt Graduate School of Business, DePaul University, USA.

Held the day after the CFO Summit, this Masterclass will focus on strategy execution skills for CFOs and CFO teams. It features a presentation of the Return Driven Strategy framework, which helps management teams to align strategy with value creation. It will also include the application of strategy execution frameworks and tools CFOs can use to convert plans into organisational performance.

Learning Objectives:

- Strategy Execution for CFOs: This segment will apply the Return Driven Strategy framework as a tool for strategy assessment and strategy execution.
- The Strategy Audit: This segment includes the application of strategy execution diagnostics CFOs can use to assess and improve strategy execution in their organisation.
- Strategic Leadership Skills for High Performance CFO Teams: This segment will present a portfolio of strategic leadership skills for CFOs and assessing and improving your skills
- Strategic Risk Management - A Core Competency for CFOs: This segment presents strategic risk assessment tools for CFOs
- Performance Measures and Strategy Execution: This segment presents tools for assessing and aligning performance measures for strategy execution. It includes topics such as the Balanced Scorecard, Strategy Maps and Value-Based Management.
- Strategy Execution Toolkit for CFOs: This segment includes a summary of CFO tools for strategy execution.

Materials for this workshop include the presentation materials, workshop activities, toolkit and executive briefings on Return Driven Strategy and Strategic Risk Management.



Dr. Mark L. Frigo is Director of the Center for Strategy, Execution and Valuation and the Strategic Risk Management Lab in the Kellstadt Graduate School of Business at DePaul University in Chicago. He is Ledger & Quill Alumni Foundation Distinguished Professor of Strategy and Leadership at DePaul University. Author of six books and over 95 articles, his work is published in leading business journals including Harvard Business Review. His professional career has included corporate strategic planning, mergers and acquisitions and management consulting with an international strategy consulting firm. Dr. Frigo is the co-creator of the Return Driven Strategy framework and a recognized thought leader in strategy execution and strategic risk management. He is the co-author of DRIVEN-Business Strategy, Human Actions and the Creation of Wealth (2008) and Strategic Risk Management-The New Core Competency (2011).

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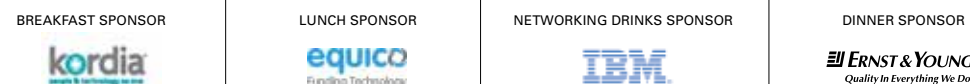
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24 March 2011, SKYCITY Convention Centre, Auckland

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2011 NEW ZEALAND

CFO SUMMIT

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Our CFO Advisory Council

To ensure the content is relevant to, we have researched widely with some of the top CFOs in New Zealand. We have also engaged with our CFO Advisory Panel, who have given us careful feedback, advice and guidance with the agenda.

The 2011 CFO Summit Advisory Panel is:

- Alex Ball, CFO, Vector
- Carol Bellette, CFO, Landcare Research
- Luke Bunt, CFO, The Warehouse Group
- Dan Coman, CFO, IAG
- Mark Connelly, CFO, Noel Leeming Group
- Tina Cornelius, CFO, Ministry of Education
- Grant Ellis, CFO, Restaurant Brands
- Chye Heng, CFO, Beca Group
- Maurice Horner, Corporate Financial Controller, NZ Defence Force
- Rob McDonald, CFO & Group General Manager - Corporate, Air New Zealand
- Brent Penrose, Partner, Ernst & Young
- Bill Roest, CFO, Fletcher Building Group
- Alistair Ryan, CFO, SKYCITY Entertainment Group
- Lyle Williams, Director of Finance, AUT University

2011 CFO Awards

A highlight of the 2010 Summit; the CFO Awards and Gala Dinner will honour those financial leaders who have made an outstanding contribution to their organisation, industry or the profession.

- **CFO of the Year:** Sponsored by Ernst & Young
- **Lifetime Achievement Award:** Sponsored by CIMA
- **Young Financial Manager of the Year:** Sponsored by Hays
- **Finance Team of the Year:** Sponsored by Randstad
- **Project Initiative of the Year (Finance):** Sponsored by CPA Australia

Nominate your CFO or team now at www.unlimited.co.nz/cfoawards
Entries close 4 February 2011

Your Investment

	Early Bird Register & Pay by February 10 2011	Full price Register & Pay after February 10 2011
Conference + CFO Awards & Gala Dinner	\$1295+GST	\$1495+GST
CFO Awards & Gala Dinner only	\$190 +GST	
CFO Awards & Dinner Corporate table of 10	\$1900+GST	
Masterclass	\$1095+GST	\$1395+GST

To register as a delegate, or attend the dinner, please visit www.cfosummit.co.nz

AGENDA 24 March 2011, SKYCITY Convention Centre, Auckland

8.30 Registration and coffee

8.50 Opening remarks from the Chair

9.00 **OPENING KEYNOTE ADDRESS: Steadying the ship: Positioning the business for sustainable recovery and disciplined growth after the recession**



Continued market volatility and a sluggish recovery have accelerated competitive trends and forced companies to make hard decisions. More than ever the focus is on business leaders and their ability to develop a clear strategy and reshape their organisations to successfully navigate the recovery and emerge in a position of strength.

- Key themes, risks and challenges of the global economic recovery and the role of Government
- Shaping your organisation to both survive and prosper in a changed and challenging environment
- The importance of innovation as a driver of growth and the role of the CFO in fostering a culture of innovation
- Future structural pressures that will change the way we do business

Sir Ron Carter, Founder, Beca

9.40 **INTERNATIONAL KEYNOTE: Strategy and leadership**



Strategic Leadership is a phrase that looks very good on paper but is very hard to implement in the business. Executed well, however, it can mean the difference between a good CFO and a great one. This session examines what it takes for a CFO to lead effectively and shape the organisation's direction and strategy

- How CFOs can become effective leaders in organisations
 - Strategic leadership skills for high performing CFO teams
 - Aligning strategic leadership thinking with value creation
- Dr. Mark L. Frigo, Ledger & Quill Foundation Distinguished Professor of Strategy and Leadership, Director, The Center for Strategy, Execution and Valuation, Kellstadt Graduate School of Business, DePaul University (USA)**

10.25 Morning tea

10.55 **INTERNATIONAL ADDRESS: Strategy execution: from plans to performance**



Developing a strategy that enhances your organisation's competitive advantage is only half the picture; equally important is the ability to execute your strategy well. The CFO needs to be an effective change catalyst in order to make strategy happen.

- Why do so many strategies fail to make it off the vision statement?
- Developing management systems and structures that facilitate the delivery of strategy
- Enhancing information flow to the right parts of the organisation
- Implementing a joined up end-to-end process to drive change

Katherine Corich, Director, Sysdoc (UK)

Katherine won the Master Entrepreneur category in the 2010 Ernst & Young Entrepreneur of the Year awards.

11.35 **How the CFO drives strategic flexibility in the organisation**



One of the most important lessons for business to come out of the GFC is that businesses need to be nimble and agile to survive in the current environment. The business needs to have the flexibility to swiftly deliver change in an ever-shifting landscape – and it is the CFO who needs to drive that flexibility.

- How to reshape the business to increase agility
- Simplifying business processes and delivering continuous improvement throughout the organisation
- Removing organisational complexity to increase the responsiveness of your business to market needs
- Managerial approaches and styles needed to achieve strategic flexibility

Rob McDonald, CFO, Air New Zealand

Rob won the CFO of the Year award at the 2010 New Zealand CFO Summit

12.15 **Making the jump from CFO to CEO**



With the CFO increasingly playing the role of business partner to the CEO, CFOs are increasingly being primed with skills that one day will help land them the top job. This session will tell the story of one CFO who successfully made the jump to CEO.

- How the skills I learned as CFO prepared me for the CEO role
- How large is the leap in practice?
- What more could I have learned as CFO that would have helped my progression and transition?

Craig Richardson, CEO, Jade Software

12.45 Lunch

2011 NEW ZEALAND CFO SUMMIT



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Break-Out Panel Discussions: Select the topic of your choice and learn in a more interactive setting

1.45 **Panel 1: Developing a long-term strategy on capital structure and funding**

The days of easy credit are over, meaning that businesses need to take a more considered and longer-term approach to the sources and implications of their funding. Different industries and organisations have different requirements in their debt-to-equity ratio, however there are some good overall rules to follow in the current climate.

- The need for CFOs to develop a longer-term investment maturity profile in their organisation
- Matching debt and investment profiles
- Timing issues of debt financing and interest rates

Bill Roest, CFO, Fletcher Building
Kevin Winders, CFO, Silver Fern Farms
Luke Bunt, CFO, The Warehouse Group
Moderated by: Roger Kerr, Director, Asia-Pacific Risk Management

1.45 **Panel 2: The Public Sector CFO: driving measurable value**

- Rising to the challenges of delivering high levels of service under an extended period of fiscal constraint
- Driving value for money through streamlined and smooth conversion from inputs to outputs
- The challenges of process reform to deliver value
- Addressing the change management aspects of extended cost reduction measures

Mike Garrett, CFO, Environment Waikato
Craig Hill, Executive Director- Advisory, Ernst & Young
Scott Scoullar, CFO, Inland Revenue Department
Lara Ariell, CFO, Ministry of Justice
Moderated by: Rose Anne Macleod, Senior Fellow, Victoria University of Wellington

2.30 **Panel 5: The CFO's role in stakeholder relations and corporate affairs**

Overcoming the difficulties in presenting true and accurate financial information because of changing international financial reporting standards such as that seen with deferred tax treatment

- Tactics for increasing the effectiveness of the way the organisation talks to shareholders
- The role of the CFO in communicating company strategy to both internal and external stakeholders, as well as the media
- The impact of Continuous Disclosure regulations on the timing and content of delivering information to stakeholders

Richard Keys, CFO, Abano Healthcare
Luke Bunt, CFO, The Warehouse Group
Grant Ellis, CFO, Restaurant Brands
Moderated by: Tony Frankham, Former Chairman, Auckland International Airport, Professional Company Director

2.30 **Panel 6: Building and leading a high-performance finance team**

Developing and leading a high-performance finance team is one of the key priorities for the CFO, however the transition from good to great is difficult and requires significant investment in people, process and culture.

- How can the CFO embed a high performing culture in finance?
- What techniques or attributes are needed for success?
- Succession planning: how are you developing your own team with leadership skills to continue the organisation's strategic vision after you've left?

Kevin Winders, CFO, Silver Fern Farms
Sarah Haydon, CFO, OfficeMax
Braden Dickson, Head of Performance Improvement New Zealand - Advisory, Ernst & Young
Moderated by: Patti Gwynne, Director/Principal Coach, NZ Coaching and Mentoring Centre

1.45 **Panel 3: Being a better CFO: essential skills and attributes to success**

- Are true financial leaders born, or made?
- Has the downturn changed the requirements of a CFO in practice?
- Developing personal and professional resilience in difficult times and stressful situations
- Motivating and influencing like a CEO

Gordon Macleod, CFO/Company Secretary, Ryman Healthcare
Mark Conolly, CFO, Noel Leeming Group
Carol Bellette, CFO, Landcare Research
Moderated by: Mark Wilcox, CFO, PSIS

2.30 **Panel 7: What does the board want from the CFO?**

Recent court cases over the past 12 months have shown the importance of the CFO delivering accurate and timely information to the board.

- Where and how can the CFO add value to the board?
- The CFO's role in providing accurate risk intelligence and forecasting
- The level of detail of information that the Board wants from the CFO
- How greatly do audit committee requirements and information differ to that of the board generally?

John Loughlin, Chairman, ZESPRI Group, Tru-Test Corporation, Director Metlifecare, Port of Napier, Kermadec Property Fund, Taupo Motorsport Park, Centralines
Graeme Hawkins, Chairman, Southern Cross Healthcare Group, Watercare Services, Director, Ports of Auckland, Cavalier Corporation
John Brabazon, Director, Auckland International Airport Ltd, New Zealand Wine Fund Ltd, Kern River Oil Corporation
Adam Avty, CFO, CPA Australia
Moderated by: Rose Anne Macleod, Senior Fellow, Victoria University of Wellington

1.45 **Panel 4: The upside of down: examining the current M&A market**

There are signs that the M&A market may be coming out of its protracted slumber, with many organisations and industries ripe for consolidation.

- What are the factors likely to drive M&A activity in the short to medium term?
- When do you give up your spare liquidity to finance growth?
- Ensuring acquisitions add to shareholder value (keys to success or pitfalls to avoid)
- When should the CFO seek external advice?
- Funding of M&A: Cash, debt or script?

Neil Wanden, CFO, Opus International Consultants
Matt Ward, CFO, Oceania Group
Andrew Taylor, Partner, Ernst & Young
Moderated by: Richard Keys, CFO, Abano Healthcare

2.30 **Panel 8: Financial Intelligence: Converting data to knowledge to strategy**

In the age of the information overload, the time poor CFO needs cut through from the avalanche of data, reports and statistics to create decisions, action points and strategy.

- Drawing out causality in information to guide decision-making
- Applications and the business case for increased analytical capacity in inventory and process
- How to make the transition from business intelligence to financial intelligence

Hamish Stevens, Director, Hamish Stevens Governance and Advisory
Dan Coman, CFO, IAG
David Fincher, Partner, Ernst & Young Australia
Moderated by: Stefan Azzopardi, CFO, Southern Cross Healthcare Group

3.15 Afternoon tea

3.35 **CASE STUDY: The CFO's role in innovation at New Zealand Post**



New Zealand Post is an organisation that has to modernise and respond sharply to external competitive and economic pressures. In this session, Mark Yeoman will discuss the role of the CFO in fostering and nurturing innovation, increasing New Zealand Post's adaptability in an increasingly challenging environment.

- The NZ Post story: reacting to changing customer needs and ways of doing business
- Developing agility as part of business as usual
- The CFOs role as a change agent

Mark Yeoman, CFO, New Zealand Post Group

4.05 **Developing collaborative executive relationships across the C-Suite**

The CFO is not an island – they need to draw on the skills and experience from the rest of the executive team to excel. A successful partnership across the C-Suite is difficult to achieve, and requires time, effort and care. To truly be a business partner to the CEO, and to drive strategy to the rest of the C-Suite, the CFO needs to excel in communication and collaboration.

- What does it take to develop a successful executive team?
- Utilising complementary skills across the team
- What can CFOs do to influence the C-Suite and turn a good working relationship into a valuable strategic partnership?

Dr Allan Freeth, CEO, Vanessa Hannan, CFO, Andrew Crabb, CIO, TelstraClear

4.50 **CLOSING INTERNATIONAL KEYNOTE: Transformation and innovation – and how the CFO needs to respond**



Over the course of the day, we have discussed the uncertainty of the current environment and how the CFO needs to make their businesses more adaptable and responsive. This closing session will examine the role of creativity and innovation in the CFO, and how to be aware of future trends that may affect your business or industry.

- The importance of creativity, innovation and intuition in developing your strategic leadership portfolio
- How innovation can revolutionise an entire industry – what can you do to prepare for or lead these changes?
- How can the CFO be a partner to, and not the enemy of innovation?

Robert Blain, Senior Vice President and CFO, Cirque du Soleil (Canada)

5.30 **Closing Remarks from the Chair**

5.35 **Networking Drinks Function** Sponsored by



7.00 **2011 New Zealand CFO Summit Gala Dinner**

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Incorporating the 2011 CFO Awards

Join us to honour the top financial leaders in New Zealand. The Awards will recognise those leaders who have made an outstanding contribution to their organisation, profession, or New Zealand Inc. as a whole.

Awards categories:

CFO of the Year

Lifetime Achievement Award

Young Financial Manager of the Year

Finance Team of the Year

Project Initiative of the Year (Finance)

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