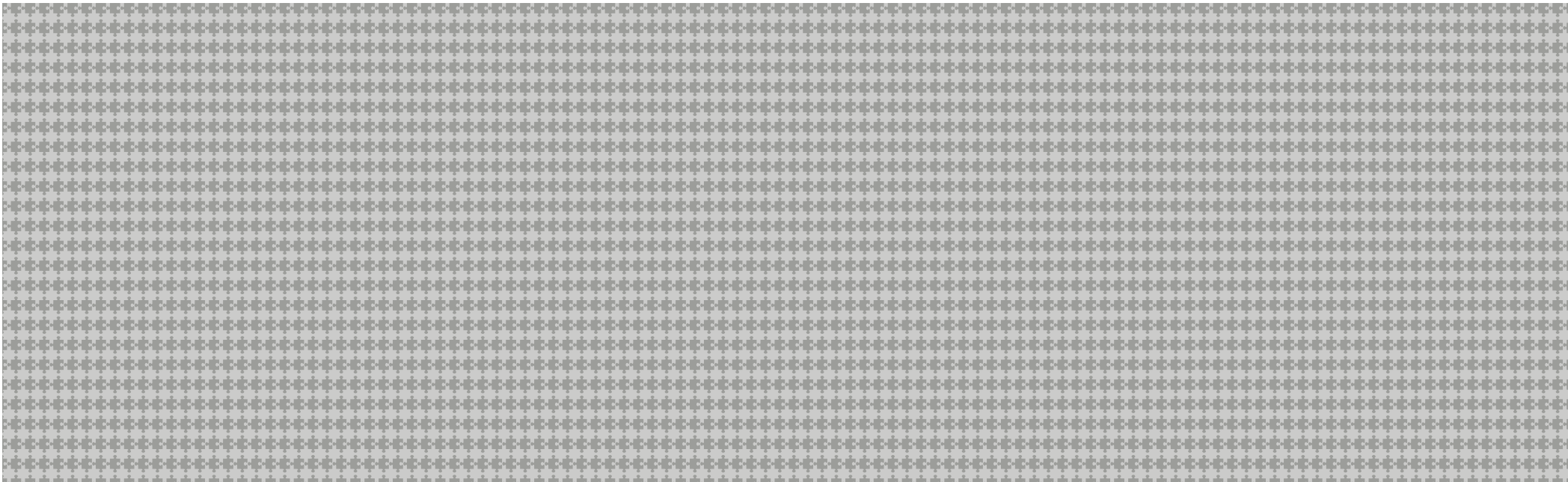


Accountants for Business



Finance transformation roles: pathways to CFO

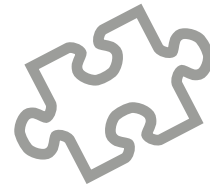


About ACCA

ACCA (the Association of Chartered Certified Accountants) is the global body for professional accountants. We aim to offer business-relevant, first-choice qualifications to people of application, ability and ambition around the world who seek a rewarding career in accountancy, finance and management.

Founded in 1904, ACCA has consistently held unique core values: opportunity, diversity, innovation, integrity and accountability. We believe that accountants bring value to economies in all stages of development. We aim to develop capacity in the profession and encourage the adoption of consistent global standards. Our values are aligned to the needs of employers in all sectors and we ensure that, through our qualifications, we prepare accountants for business. We work to open up the profession to people of all backgrounds and remove artificial barriers to entry, ensuring that our qualifications and their delivery meet the diverse needs of trainee professionals and their employers.

We support our 162,000 members and 428,000 students in 173 countries, helping them to develop successful careers in accounting and business, with the skills needed by employers. We work through a network of over 89 offices and centres and more than 8,500 Approved Employers worldwide, who provide high standards of employee learning and development.



About Accountants for Business

ACCA's global programme, *Accountants for Business*, champions the role of finance professionals in all sectors as true value creators in organisations. Through people, process and professionalism, accountants are central to great performance. They shape business strategy through a deep understanding of financial drivers and seek opportunities for long-term success. By focusing on the critical role professional accountants play in economies at all stages of development around the world, and in diverse organisations, ACCA seeks to highlight and enhance the role the accountancy profession plays in supporting a healthy global economy.

ACCA's smart finance function campaign

ACCA's smart finance function campaign showcases the good practices, challenges and opportunities corporate finance functions face. It explores how the quality of finance leadership, the adoption of breakthrough technologies, better people practices, and innovative thinking can transform the finance function.

www.accaglobal.com/smart

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This report asks a simple question: are finance shared service and transformation roles valuable in the career path to becoming a CFO?

Introduction

Can all pathways, particularly those through a corporate finance shared service role, lead to the position of CFO? ACCA's previous reports on finance transformation have dealt with models, technology, talent, efficiency, change and effectiveness. Yet, for finance leaders, what they do, and what it means for their career, especially if they aspire to a CFO position, is just as important. Is shared service and outsourcing as a discipline, as an assignment within the current financial value chain, of any value to careers? Does it attract the best and brightest finance professionals who want to be CFOs? Or are transformation roles a graveyard for those whom the organisation believes add value, but who are not expected to achieve the top finance job. It is time to be honest, brutal and very discerning about the benefits – and challenges – of following a career route through finance shared service and outsourcing.

Right now, a so-called urban legend positions finance transformation roles as a dead end for those who want eventually to occupy the top finance seat at the executive table. Perhaps that is because of the relative immaturity of the shared service finance model or perhaps finance transformers just have not had time to reach the top; perhaps it is because organisations need to amend their view of the capabilities now required to balance agility and risk, growth and compliance in increasingly complex market contexts. Or perhaps it stems from a lack of imagination, resulting in leadership development constructs that follow the more traditional pathway through controllership roles.

Can the organisation afford to relegate finance transformation professionals to a career graveyard in the face of rapid changes in markets, globalisation, technology, and management? Are the

skills that leaders pick up in finance transformation roles not similarly transformative for the organisation as a whole? Should the value ascribed to the skills and capabilities that shared service and outsourcing leaders bring to the table be reassessed?

Does finance career path myopia have a silver lining for those who take on transformation roles, creating a different, perhaps more exciting future for finance leaders? Does assignment to shared service and outsourcing roles open up new career pathways not previously available – or at least not obvious – benefiting both the individual and the organisation?

This report, informed by the ACCA finance transformation, shared service and outsourcing advisory board, looks into the pros and cons of taking on a finance transformation role.

1. Path to CFO through shared service and outsourcing – really?

Finance leaders on the ACCA finance transformation advisory board concur that the adoption of shared service and outsourcing models has inextricably changed the finance career trajectory. With over 80% of the Fortune 500 consolidating transactional finance processes in remote centres, the formerly vertical finance operations model has been upended. The traditional finance career equation has been disrupted.

Both organisational and personal benefits come from moving to finance shared service and outsourcing models. Organisations can standardise processes, reduce cost, and tap into the benefits that only scale and scope are able to provide. By moving offshore, finance services are able to access extensive new sources of talent and the finance organisation can potentially move up the value chain by freeing up management time and focusing on value-added roles such as business partnering, financial planning and analysis and strategy.

Similarly, there are some skills that finance professionals can hone only when finance moves to a consolidated model. Several capabilities – managing remote and often cross-cultural teams, managing change, and developing a greater level of customer focus can be harnessed effectively through time served in many finance leadership delivery roles.

Nonetheless, the question remains: are finance shared service roles an obvious pathway to the CFO position?

Shared service operations – and their leaders – generally have value in the eyes of C-suite leadership. In fact, the ACCA advisory board believes that the vast majority of CFOs with successful shared service or outsourcing models would not go back to a vertical model. IBM's Sandy Khanna sums it by saying: 'CFOs have embraced the fact that having an alternative service delivery model is really important for their own sanity'.

Yet are shared service functions a rich hunting ground for CFO material? The board attests that perhaps part of the problem is the relative lack of understanding of the skills finance professionals acquire by working in a shared service operation; perhaps it is because a higher value has traditionally

been placed on planning and reporting, and other typically retained finance activities. As Chris Gunning of Unisys says: 'I think audit experience, compliance control, risk management, whether it's from one of your big four external firms or internally in the company can be more critical to the senior finance career path'.

Perhaps there is also a myopic view about where the pool of finance talent can actually be found. As Nigel Coffey of Pepsico puts it: 'when it comes to selecting a CFO, I think the choice is a CFO who understands the numbers rather than who understands the back-office functions. There is snobbery in finance: the guys in the front of the house think they know the business; they think the guys in the back office don't really 'get' the business. I would say that's a very imbalanced function because I think the guys in the back office often understand the business better than the guys in the front'.

Whatever the reason, it is apparent right now that there is often a dual career path for finance professionals – a clear path to CFO through the so-called retained organisation with a distinctly different pathway through shared services.

'I think audit experience, compliance control, risk management, whether it's from one of your big four external firms or internally in the company can be more critical to the senior finance career path'.

CHRIS GUNNING, UNISYS

2. Career catalyst or the graveyard of ambition?

Can time served in a finance shared service role enrich the finance career? Is it a viable option for country CFOs or those with aspirations for controllership? Could a finance career move into service delivery help develop new leadership qualities? Or is career ambition compromised by such a move?

Earlier in his career, PepsiCo's Nigel Coffey resisted a placement in the shared service organisation of the company where he then worked. 'When I was asked to go into an shared service role, my first reaction was, "you must be joking". I called it the graveyard of ambition; there's no progression, no career. I said I'd give it two years contingent upon a guaranteed pathway back into the business. However, at the time I didn't understand the complexity and the nature of the challenge'.

With time served in a shared service role, finance professionals are able pick up skills that are difficult to attain in other finance roles. Julie Spillane from Accenture considers the CFO role as two sided, on the one hand focused on strategy and investor relations, and on the other a traditional finance operational leadership with greater internal focus. She sees time in a shared service role potentially beneficial for the latter. 'When I think about shared service and

outsourcing experience I think it is extremely helpful for the CFO operational leadership role because you learn to be leaders of people, and how to organise and operate effectively'.

By its very nature, a shared service role can give access to the top CFO and can provide visibility for the person carrying out the role. Country CFOs, for example, who have spent time in a transformation arena may find that they suddenly have better access to the C-suite, more responsibility and vital global experience.

Country CFOs are not the only ones who could potentially benefit from a stint in a finance shared service role. Nigel Coffey succinctly confirms the value of a shared service rotation for ambitious controllers, saying that: 'having some time in shared service is pretty essential if you're going to be a good financial controller because you need to understand those blocks that create the data that you're using'.

'I spent ten years as a country CFO and I never met or spoke to the global CFO. On my very first day in shared service I was presenting to the senior leadership team. As a shared service leader you get access to a much more senior layer in the organisation than you will ever get as an individual country CFO'.

NIGEL COFFEY, PEPSICO

Deloitte's Peter Moller goes further, stressing that time spent in a finance shared service operation could now be seen as essential for today's controller – but not for the top CFO position.

The advisory board suggests that shared service experience alone will not make a finance transformation leader into a CFO. In fact the board is adamant that there must be a life before shared services, in more traditional finance roles. If you want to become CFO 'you don't start off in shared services', declares Moller, 'but you can use a position there to hone and supplement your finance skills'.

3. Out of sight, out of mind?

Is there a risk that moving to a shared service role means less visibility at group level? How important is wider enterprise buy-in to service delivery, or indeed CFO sponsorship? Does maturity or the culture of the finance shared service operation have an impact on the perceived value of finance leadership roles in delivery centres?

Some finance organisations with very mature – and successful – shared service and outsourcing models are now consciously plotting career pathways through shared service or outsourcing operations, acknowledging that the skills developed in these centres can be key to building a strong finance management bench as well as top-tier talent.

The ACCA advisory board also sees sponsorship as a critical success factor in nurturing shared service leadership talent and believe it can enhance the perception of the value of time served in a shared service environment. In short, the CFO's belief and reliance on shared service plays a key role. Unisys' Chris Gunning believes that 'if you've got a CFO who's a fan of shared services, it certainly helps people on the career path to higher senior-finance-level positions'. In addition, the

advisory board also highlights the importance of the right corporate culture. SpecSavers' Dilesh Magdani says: 'the company and their attitude towards leadership and people management weighs in on the value of shared services. Obviously I work for a company where it's all about people and so leadership skills are more important than the technical aspects'. IBM's Sandy Khanna concurs: 'You'll always find that the good finance leaders find great roles because they're in demand'.

PepsiCo's Nigel Coffey qualifies Sandy Khanna's comment slightly, saying that the career path to bigger and better things still depend in great part upon the perception of the shared service function by the business: 'If it's valued, as it is in many mature organisations, it becomes an important talent pool'. He goes on to say

that in companies such as Unilever, a shared service rotation is seen as an important step in ascendancy. Sandy Khanna agrees, saying that he has seen organisations that have deliberately moved individuals onto the fast track to finance leadership through transformation or shared service roles because they understand, and really value, the business experience gained.

Nonetheless, selling this view to finance professionals fixed on following a traditional career path is not easy, especially if their organisations have not yet designed and implemented career pathways that encourage them to take up a transformation role. Many country CFOs or controllers, doggedly following a traditional career trajectory, may still see a stint in shared service as a sideshow and may hold concerns of visibility.

'If you've got a CFO who's a fan of shared services, it certainly helps people on the career path to higher senior-finance-level positions.'

CHRIS GUNNING, UNISYS

4. BPO as a source of CFO talent?

With so many finance organisations turning to the outsourcing model, another question arises: are business process outsourcing (BPO) providers a source of talent? They should be, given that the global trend to outsourcing and shared service in effect ‘hollows out’ the supply of talent by moving transactional roles out of the organisation, disrupting the traditional career pathways of finance professionals.

The ACCA advisory board suggests that it is difficult for finance professionals in business process outsourcing to move through a career trajectory to becoming a CFO on the client side. There is a view that the outsourcing provider’s role is to run a factory comprising strong transactional talent, not to serve as a breeder of CFO talent.

In addition, the finance and accounting BPO career construct itself may also get in the way of talent interoperability. Leaders relegate talented provider personnel into roles as executors of quality finance transactional tasks, not as aspirants to CFO roles.

The advisory board does not yet perceive the need to cultivate BPO-based talent as a source of finance leadership. They believe that ‘captive’ talent pools remain plentiful, obviating the need to build or look for talent in the provider ranks. Yet where do skilled finance BPO resources

go for advancement? Although Chazey Partners’ Anirvan Sen sees provider personnel as ‘extremely hungry to move up the ladder’, there’s no clear answer. After all, shared service leaders with greater proximity and contextual understanding who are already in the organisation are naturally at the front of the queue when it comes to securing CFO roles. Perversely the advisory board sees the success of off-shoring as one of the key impediments as to why BPO roles may not be a future source of talent for the CFO role – put simply with more finance activities ‘pushed out’, there are fewer roles in the retained finance function to facilitate career moves towards the CFO destination.

As Unisys’ Chris Gunning says ‘the bulk of the finance jobs that we’re creating today are in India so I think there are fewer on-shore or near-shore opportunities for these staff to move through a career pathway to CFO’.

‘I would say our loyalty would be to our own colleagues first but if we can assist in the development of our partners and staff, absolutely. I have had people come in from a provider on secondment for one or two years to work with the business and it’s great development for them. But I would say even with that experience it’s very hard for them to make the jump into the CFO career path because they’re competing against people that already have 10, 15 years’ experience within multinationals’.

NIGEL COFFEY, PEPSICO

5. Timing is everything

While finance leaders on the ACCA advisory board acknowledge that shared service roles are a valuable training ground in which to attain vital capabilities in leadership, virtual management, transformation and finance operations, they also acknowledge that, in some organisations, staying too long can be hazardous to the career plan if the finance professional's ambition is to take on a top CFO job.

Specsavers' Dilesh Magdani sums it up succinctly: 'There's a risk that you could get labelled as a back-office guy'. G4S's Simon Newton also stresses that the pathway through shared service is a matter of careful timing: 'getting in and out of shared service quickly or changing your career aspiration is important; 12–18 months is the right tenure unless you are moving down a career path that doesn't include a top CFO role'.

Newton believes that at an advanced stage in a finance professional's career, a rotation through shared service is less than advantageous on the pathway to CFO. 'I think if you step into a shared service role typically you're stepping away from the business, unless you're doing it under two circumstances. First, if you are in an organisation which manages careers really well and sees a shared service role as a plus; or second, you're relatively junior, relatively young and ticking boxes and getting experience'. He also emphasises the need for what he terms

'recency' in career management. On this point Nigel Coffey from Pepsico agrees, saying that corporate memories are short: 'What you did a few years ago can be long forgotten'.

Once in a shared service leadership role, how do you move back out to the business? Do you leave the organisation, moving into another, larger SSO role? What's your logical next step? The advisory board generally agrees with G4S's Simon Newton that there is some length of shelf life to a shared service leadership role, regardless of personal career aspiration. That 'shelf life' may not be in a transformation role per se, but rather in a specific organisation.

'I think you have to move. That's what I did after a long career with another company. You're looking for a new challenge and you move and you find the organisation that's going to provide that new challenge', says Nigel Coffey.

One of the challenges of shared service is its lifecycle – change the model, then run the model. For leaders up to the transformation challenge, the change part – albeit with all its difficulties, such as recalcitrant stakeholders, developing a successful outsourcing provider relationship, standardising processes, putting in new technology – is an adrenaline high for many. Once the model is bedded down, the 'thrill' is gone and it is probably time to move on.

Shared service management can also be parsed as a series of projects. Once a project is completed, boredom can set in and the challenge is gone. 'I think by the nature of what we do it tends to be very project-type-related. When that project comes to an end or is getting too staid and steady, I think some leaders will pick up sticks and move on to the next challenge, and that may require that they change company', says Nigel Coffey.

'Getting in and out of shared service quickly or changing your career aspiration is important; 12–18 months is the right tenure unless you are moving down a career path that doesn't include a top CFO role'.

SIMON NEWTON, G4S

6. One career door closes, another one opens

Here is a bit of heresy: perhaps a CFO role as an aspiration is just not big enough or good enough for the successful finance transformation leader. Are there other career options on the table for aspirational shared service and finance transformation leaders with broader appeal?

Could we posit that the skills a finance leader picks up running a global business services operation or large shared service centre are better placed, and can create as much (if not more) value in other parts of the organisation? Perhaps the importance of running a major shared service operation, which is concentrated on transactions, statutory reporting or (as is increasingly the case) financial insight and data analytics, should not be underestimated.

For many finance transformation leaders, a pan-enterprise opportunity to make the organisation more effective and efficient may be more tempting as a career aspiration. 'Perhaps a COO path is as good, or even better, next step, for the finance transformation leader', posits Peter Moller of Deloitte.

Andrew Bacon concurs and says, 'maybe it's not the best route to CFO but for somebody who's entrenched in finance, the move into a more operational role might be a good move toward a CEO role'. In short, he suggests that shared service provides a great breeding ground for broader leadership talent, but maybe not for CFO talent.

'We don't want to be the bean counters of old. Ask 100 shared service leaders and you'll find that few aspire to be the traditional CFO'.

ANDREW BACON OF DOOSAN.

Transformation roles may provide different opportunities for growth to controllership or roles outside the finance organisation. Unisys' Chris Gunning adds 'I think what's interesting now is the movement to global business services or GBS (aggregating all business delivery functions under one functional group). While traditionally finance shared service sat under the CFO function, now the head of the GBS function, often the former head of finance shared services, is at the same table. As far as the executive committee is concerned, the CFO and the GBS leader are almost equals. It's a different route; the finance shared service leader now says "I'm not part of the finance team. I'm going to run the business team separately while one of my many stakeholders is now the CFO".'

7. Final thoughts

How do finance leaders manage their own career paths to a CFO position if they find themselves in a transformation role? Or how do they position themselves to move in other equally satisfying directions? According to the experience of the ACCA advisory board, there is no single answer but here are some considerations for those currently in finance transformation or shared service roles, or contemplating a career turn through such a role.

CONTEXT MATTERS

Some organisations prize the value that finance transformation brings to the organisation, while others still view shared service and outsourcing merely as a factory for transactional, rules-based work. Finance leaders need to look closely at a number of factors before taking up a transformation role or considering the length of stay in a leadership position. It is critical to ask several questions.

- How aggressively is top leadership moving to a services model? Is it an enterprise sideshow, or part of an overall plan to transform the business?
- Do those working in outsourced or shared service centres have access to management, or does the organisation only prize silent running (the 'out of sight/out of mind' view of the world)?
- Does the CEO or CFO actively sponsor the move to shared service or outsourcing? Has he or she pushed it as part of the corporate mandate?

LOOKING OUT FOR ROLE MODELS

Many finance transformation leaders are pioneers, the first occupants of their jobs. Nonetheless, some organisations have been engaged in finance transformation for over 10 years, which can seem a lifetime in corporate history. What happened to the previous transformation leaders? If they have moved on into other, perhaps larger or more responsible corporate roles within the organisation, the shared service job is probably not a career-ender. If the previous incumbents have taken on bigger roles in another company, it is likely that the organisation is seen as a best practice operation and a breeder of good talent. In either case, time in that shared service organisation need not always be a career-limiting move.

TIMING IS (ALWAYS) EVERYTHING

While the ACCA advisory board generally agrees that watching the calendar is a good thing for those in finance shared service roles, keeping an eye on the corporate agenda and the leadership cast of characters is also important. Organisations do shift their approach to business service models, often as a result of a change in top leadership. Not all CEOs or CFOs are converts to the concept; with a management change or a merger, the career prospects for the most senior of finance transformation professionals can be swiftly turned inside-out.

About the authors



JAMIE LYON

Jamie Lyon is head of corporate sector at ACCA, and is the global knowledge lead for ACCA's activities and research on the role of the CFO across the C-suite, the future of the CFO function, human capital and talent management.

Jamie regularly speaks at events and conferences and has contributed to numerous management and finance media including the *Financial Times*, *Accountancy Age*, *Finance Director Europe*, *Outsource Magazine* and *ITN*.

Before joining ACCA he qualified as an accountant and spent many years in industry working in the UK and internationally for leading FTSE 100 businesses.



DEBORAH KOPS

Deborah Kops is the founder and managing principal of Sourcing Change. Formerly a founding partner of one of the first global business processing outsourcing (BPO) units, the chief marketing officer of a leading offshore BPO, managing director of FleetBoston's Services Group (now Bank of America Services Group), managing director of global sourcing transformation for Deutsche Bank and a partner at PricewaterhouseCoopers and Arthur Andersen.

Deborah now works with leading companies to manage globalisation challenges. She is also programme director focusing on global business services for the eminent US-based research organisation The Conference Board, and a member of the editorial board of the industry-leading publication *Outsource Magazine*.

The ACCA finance transformation, shared service and outsourcing advisory board

The ACCA finance transformation, shared service and outsourcing advisory group supports ACCA's global research and insight work.

Bringing together a panel of leading industry experts, it provides unique perspectives on the key issues affecting organisations seeking to transform their finance and business operations.

PEARSON

JOHN ASHWORTH, GLOBAL HEAD OF FINANCE TRANSFORMATION, PEARSON

John joined Pearson plc as part of the internal audit team from Coopers & Lybrand before working in a variety of roles in Penguin Books, a division of Pearson, including those of international finance director, supply chain business manager and UK controller. He was CFO, then CFO and IT director, before becoming managing director of Pearson's UK shared service team running a 1,000-head captive operation supporting F&A, IT, customer services, logistics and facilities.



GEORGE CONNELL, VICE PRESIDENT STRATEGY, FINANCE OPERATIONS AND CENTRE FINANCE LEAD (GLASGOW), SHELL

George is an accountant by profession having worked for Grand Metropolitan, Avon Cosmetics, Britoil and Whitman Corporation in a variety of finance and general management roles before joining Shell in 1998 to help establish the first of their shared service centres in Glasgow. He is currently responsible for Shell's global finance shared service strategy, migration delivery and double hats as finance centre lead for the Glasgow centre.



ANDREW BACON, HEAD OF EMEA SHARED SERVICE CENTRE, DOOSAN INFRACORE

Andrew Bacon is located in Dublin. Doosan Infracore is a Korean multinational and the seventh-largest construction equipment company in the world. The EMEA Shared service Centre provides IT and finance back-office support to the region. Andrew is also the chief accounting officer for Doosan Infracore's operations in EMEA, a role he held before establishing the shared service centre in Dublin in 2012. Andrew is a Fellow of the Association of Chartered Certified Accountants (FCCA) and will complete his MBA from the University College Dublin, Michael Smurfit Graduate Business School, in August 2014.



LEO CURRAN, SENIOR VICE PRESIDENT, HEAD UK/EUROPE, EXL

Leo leads EXL's UK/European team and brings deep experience of the business process solutions industry across a number of industry sectors. He has first-hand experience of large-scale sourcing change-programmes across Europe and beyond, and is currently working with his teams to realign their approach in response to the developing trend of global business services in Europe.



PEPSICO

NIGEL COFFEY, SENIOR DIRECTOR OF FINANCE PROCESS TRANSFORMATION, PEPSICO

Nigel Coffey qualified as an accountant with Arthur Anderson & Co in the UK in 1993 before going on to work with Pricewaterhouse in Ireland and subsequently as a finance director with Novo Nordisk Pharmaceuticals and Pfizer in Ireland. As finance director of Pfizer's Irish commercial operations, Nigel was involved in the initial set-up of the company's European Shared Service operations in Dublin in 2002 before joining the shared service organisation as European service delivery director. Nigel joined PepsiCo in 2013 to lead their European shared service initiatives.



LEIGHTON DAVIES, DIRECTOR OF THE FINANCE CENTRE OF EXCELLENCE, BBC

Leighton Davies currently leads the Finance Centre of Excellence for the BBC and brings significant finance and business transformation experience and understanding. Prior to joining the BBC Leighton held senior finance positions with Network Rail and was finance director for GE Aviation. He started his career training as an accountant with Ernst & Young and then moved his career into corporate finance at Deloitte. He is currently transforming the BBC Finance Centre of Excellence and embedding new ways of working built on the premise of open and honest communication, continuous improvement and problem-solving lean principles.



**LIZ DITCHBURN, RELATIONSHIP LEADER,
KIMBERLY CLARK**

Liz has built an excellent partnership with Genpact who provide F&A shared service and procurement. She also heads up an outsourcing centre of excellence covering the five outsourced functions across Kimberly-Clark. Liz has over 15 years of making outsourcing work in global organisations from the client side, and has successfully created organisations to deliver through onshore and offshore operations.



**SANDY KHANNA, GLOBAL F&A AND SCM
PRACTICE LEADER, VICE PRESIDENT, IBM
GLOBAL PROCESS SERVICES**

Sandy has worked in the business processing outsourcing industry since 1996. In that time he has led and delivered several multimillion dollar complex deals, with hands on experience in all aspects of the SSC and BPO business. Sandy has held various leadership roles including engagement and major deal leader and F&A practice leader, leader of the EMEA solutions and offerings team, and European strategy and market development leader. In 2013, Sandy assumed responsibility for IBM's global F&A and SCM practice and is a member of IBM's global leadership team for global process services.



**CHRIS GUNNING, VICE PRESIDENT GLOBAL
SHARED SERVICES, UNISYS**

Chris Gunning is vice president of global shared service at Unisys. The shared service organization comprises a mix of larger operational transaction processing centres (TPCs) and smaller-sized footprints of regional front desk service delivery centres operating from seven main locations across the globe. Historically seen as 'traditional' finance SSC covering typical A2R, P2P and OTC functions, the portfolio has expanded to take on board many support operations for sales, supply chain and procurement, human resources, facilities, and commercial functions.



**DILESH MAGDANI, DIRECTOR OF FINANCE
SHARED SERVICES, SPECSAVERS**

Dilesh joined Specsavers in 2010 to lead their shared service centre team to award winning status. Prior to this he led other large teams in a variety of industries developing, implementing and transforming shared service centre and outsourcing operations for Stella Travel Group, Premier Foods plc and held various finance roles within National Grid plc.



**PATRICK HICKS, SERVICE OWNER, GLOBAL
FINANCE SERVICES AT GSK PLC**

Patrick is an FCCA who has worked in the energy, financial services and pharmaceutical sectors, holding a number of senior roles in tax, financial control and finance services and finance transformation. Patrick joined GSK from Barclays in 2009 and headed the Global Tax Centre of Excellence before moving into finance services as the global process owner for record to report. He then took up the role of finance service owner for EMEA and set up the European Finance Business Service Centre in West London. Patrick is now responsible for GSK's global finance services.



JAMES MEADER, PARTNER, ERNST & YOUNG.

James is a partner in Ernst and Young's advisory services practices, specialising in financial and performance management. He has over 17 years' experience, focusing on back office transformation, process design, including shared service and performance management, as well as project and programme management.



GARY HOBBS, CEO, AVIVA GLOBAL SERVICES

Gary joined Aviva in 2004, prior to that he spent 15 years as a management consultant with KPMG and Ernst & Young, primarily specialising within the financial services sector. Gary is currently responsible for all of Aviva's BPO operations in India and Sri Lanka and has been at the forefront of the development of Aviva's strategy in this arena. Gary drove the initial outsourcing plans across Aviva's finance and actuarial team and is now responsible for all aspects of BPO including Insurance administration, finance, actuarial, procurement, MI and analytics. Gary has significant experience in all aspects of outsourcing, offshoring and shared service development.



**PETER MOLLER, PARTNER, DELOITTE
CONSULTING**

Peter leads Deloitte's shared service and BPO advisory team in Europe. Since 1990, he has worked in finance transformation, shared service and outsourcing/offshoring advisory roles, advising both private and public sector clients. He has organised and spoken at a number of conferences on these topics and has been quoted in management journals and the national press.



SIMON NEWTON, DIRECTOR, SHARED SERVICES, G4S

Simon is currently director of shared service at G4S. Prior to this he led the operational finance, procurement and personnel teams in John Lewis' business support service division. Previously he was responsible for Kimberly-Clark's shared service development particularly in North America and Europe. Simon has a wealth of experience in M&A and has also worked at ICI and Rowntree Mackintosh. He is also currently a non-executive director of UK Shared Business Services serving public sector organisations.



ANIRVAN SEN, PARTNER, CHAZEY PARTNERS

Anirvan has over 20 years experience in technology, LEAN six-sigma, talent management, shared services, IT and sales. Prior to his current role with Chazey Partners, Anirvan has spent 15 years in GE, running the quality organisation for GE's EMEA operations of shared services, developing global delivery models for BPO vendors, initiating strategy for shared service in the Middle East and Africa region. Anirvan holds LEAN six-sigma master black belt and Bachelor of Engineering in instrumentation and control engineering.



TIM SMAIL, DIRECTOR OF SHARED SERVICE AND OUTSOURCING ADVISORY, KPMG UK

Tim joined KPMG from TMF Group where he established and ran the Global Shared service organisation. With over 14 years' experience working client side on multi-functional, cross-regional services, Tim has deep insight into both the strategic and practical challenges of creating a successful global business services platform. He has set up captive centres in China, Malaysia, India, Bulgaria and Ukraine and negotiated and implemented contracts with several business process outsourcing (BPO) suppliers.



JULIE SPILLANE, MANAGING DIRECTOR, ACCENTURE GLOBAL SERVICES

Julie is managing director for Accenture Global Services, global director of finance excellence and the EMEA Accenture business services director. Julie is a member of the Institute of Directors and completed her diploma in corporate governance in 2010. She is also a Fellow of ACCA (FCCA). Julie graduated from National University of Ireland, Galway with a degree in electronic engineering, followed by a postgraduate diploma in business studies.

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ACCA 29 Lincoln's Inn Fields London WC2A 3EE United Kingdom / +44 (0)20 7059 5000 / www.accaglobal.com