

Agenda: 16th CIMA-Loughborough Shared Services Forum

16th May 2013

The 16th meeting of the Forum will be hosted at Loughborough University by the School of Business and Economics. The theme of the forum is 'Transformation of the Finance Function through New Business Models'.

- 9.30am **Coffee on arrival, informal networking**
- 10.00am **Welcome to Loughborough**
Professor Angus Laing - Dean of School
- 10.10am **Introduction**
George Glass - CIMA Past President
- 10.20am **Opening remarks: Relevance regained through new business models**
Robin Bellis-Jones, Chair CIMA Research & Development Committee
- 10.40am **Finance transformation in three acts - 1997 to 2013;**
Ian Herbert - Loughborough University
Case studies i) E.On - with John Morgans
 ii) Interfleet Technology - with Richard Tapping*
- 11.00am **Break out group discussions**
- 11.30am **Coffee Break**
- 11.45am **Plenary session: the shared services journey reflections and opportunities**
Key executives will lead a panel discussion of the feedback from the groups
- 12.30pm **Lunch**
- 1.30pm **Competing in the Global Knowledge-based Economy**

Business Process Management: offshore case studies

Mike Weston - Malaysian Development Corporation
- 2.15pm **Break out group discussions**
- 3.00pm **Afternoon Tea**
- 3.15pm **Dr. Arul Sivaganathan- Sri Lanka Association of Software and Service Companies**
- 4.15pm **Reflections on the day and topics for future discussion**
Ian Herbert, Andrew Rothwell
- 4.30pm **Next meeting and close**
- 4.45pm **Networking Supper**

Shared Service Centre Annual Forum

16th May 2013

The Chartered Institute of Management Accountants and Loughborough University are pleased to announce the Annual Meeting of the Forum will be hosted by the School of Business and Economics.

Theme: 'Transformation of the Finance Function through New Business Models'

Leading speakers from the past 15 meetings will provide a reflection on the transformation journey thus far and to lead discussions about future challenges and opportunities.

Normally the meetings are restricted to those organisations already operating shared services so that best practice can be shared and sector contacts made. In addition, this meeting's agenda is designed to appeal to those senior executives responsible for setting the strategic role and structure of the finance function and who may be considering the options for setting up or developing the scope of their existing shared services.

The meeting will start with a summary of finance change over the past 25 years, starting from the challenge of Johnson and Kaplan's (1987) Relevance Lost Agenda and the subsequent development of the balanced score-card (Kaplan & Norton, 1992) and empowerment (Johnson, 1992).

Ian Herbert will then introduce two case study organisations and the story of how they underwent a process of fundamental challenge to their management control systems. First, through operational empowerment and the reorientation of the finance function from scorekeeping to scoremaking. Second, as ongoing rebalancing of divisional autonomy and central control. Third, through the development of shared services and standardised IT platforms.

The third session will be finance globalisation. Whilst previous meetings have been held around the world, and the subject has permeated most topics, it has not been a headline agenda item. The intention is to redress that by exploring the way that the internet enabled, global, knowledge-based economy is transforming the nature and location of finance. Even those organisations that have a purely domestic focus now have to benchmark themselves against global standards and best practice.

To reinforce the globalisation agenda we have asked two offshore locations to explain how offshore locations are now helping to reconfigure how finance work is thought about and performed.

In keeping with the style of previous meetings there will be plenty of opportunities for discussion and networking. As such places will be limited. The day will start at 9.30am for 10am and conclude at 4.30 followed by a networking supper at a local bar/restaurant. We hope you can join us for what should be a stimulating and thought provoking event.

About the Forum

The objective of the CIMA-Loughborough Forum series is to bring together senior leaders in the field of FSSCs in an open and collegial manner to examine the common challenges faced by the continued evolution of the finance function and to share best practice. Meetings are held quarterly with an annual event in May. Past venues in the UK, Eastern Europe and Asia have included, Rolls-Royce, M&S, Shell, The Research Councils and The Department of Work and Pensions, HP, DHL, HSBC.

Ian Herbert, Deputy Director of the Centre for Global Sourcing and Services, Loughborough University said, "We work closely with CIMA and their members to identify key topics of interest with both an academic and business focus. The Forum format provides an open platform for discussion, peer to peer, and the resulting papers are available to CIMA and Forum members to digest and discuss."

To reserve a place contact Kathleen McLoughlin SSC Project Co-ordinator
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For further information on the project visit www.shared-services-research.com