

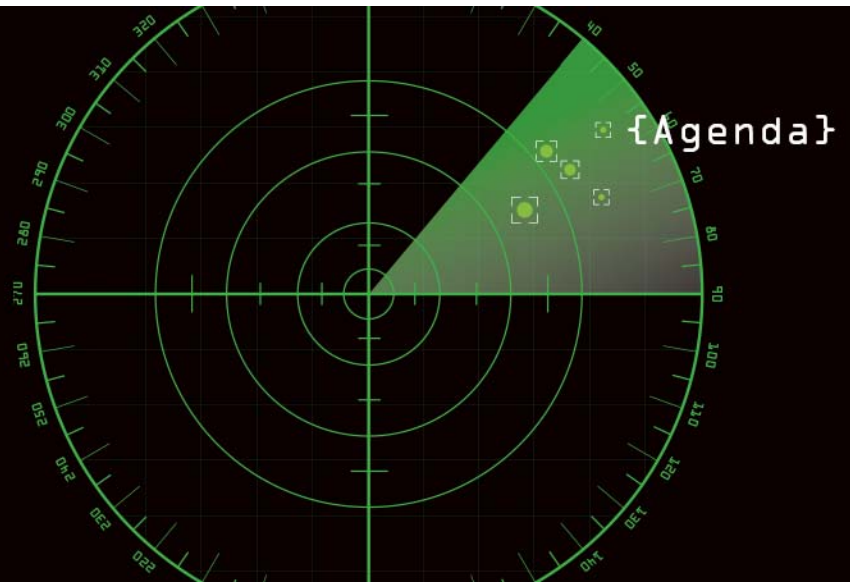


# Leading in extraordinary times

## CFO Vision 2016

November 16–18, 2016

powered by  
The **CFO** Program



### Wednesday, November 16

3:00 p.m.	Registration desk opens
6:00 p.m. to 9:00 p.m.	Welcome reception
<i>(Guests invited to attend)</i>	Whiskey and dessert tasting

### Thursday, November 17

7:00 a.m. to 8:00 a.m.	<b>Breakfast</b>
8:00 a.m. to 8:10 a.m.	<b>Welcome address</b> Sandy Cockrell, <i>Global leader and US national managing partner, CFO Program, Deloitte LLP</i>
8:10 a.m. to 9:00 a.m.	<b>Drawn from the headlines</b> For almost 40 years, Kevin (KAL) Kallaugher, the award-winning cartoonist for <i>The Economist</i> , has been viewing global events from the tip of his pencil. In this interactive presentation, he will share his unique perspective on worldwide topics, such as the US presidential election, the economy, and the European Union. Learn how a cartoonist interprets the world and the insights his work can provide. Kevin (KAL) Kallaugher, <i>The Economist's award-winning political cartoonist</i>
9:00 a.m. to 10:00 a.m.	<b>CFO panel: Leading in extraordinary times</b> From capital market volatility to the constant threat of cyber breaches and geopolitical unknowns, these are indeed extraordinary times, particularly in finance. And extraordinary times call for extraordinary leaders. In this far-ranging discussion, three leading CFOs outline how they manage constraints and create value in a world of rapid change and increasing complexity—and leverage finance to drive strategy in the process.
10:00 a.m. to 10:30 a.m.	<b>Break as participants move from plenary session to workshops</b>
10:30 a.m. to 11:45 a.m.	<b>Workshops</b> <b>Audit committees and CFOs: Building an effective partnership</b> The role of the audit committee makes it a valuable relationship for a CFO to cultivate. What do audit committees generally expect from their CFOs and how can CFOs deliver effectively? We will discuss the value of a clear, effective, and timely communications strategy; having a strong command of key enterprise issues, such as risk, finance, accounting, talent, and broader business operations; and building an effective relationships with the CEO and other leaders across the enterprise. Explore what we have learned from interviews with audit committees and discover how CFOs who address these lessons early on can create an environment where all parties can work together effectively. Deb DeHaas, <i>Vice chairman, Chief inclusion officer and national managing partner, Center for Corporate Governance, Deloitte LLP</i> Henry Phillips, <i>Vice chairman, National managing partner, Audit Committee Programs and Client Matters, Deloitte &amp; Touche LLP</i> <b>Bridging the CFO/CIO priority gaps</b> With technology playing a larger role in driving company value and competitive advantage, it is more important than ever for CFOs to collaborate closely with CIOs and understand IT. Field research indicates, however, that a major stumbling block to achieving collaboration may be how CFOs and CIOs prioritize IT. Finance leaders may want CIOs to focus on cost discipline and driving value through analytics, while IT may be more focused on retaining talent and improving its relationship

with the businesses. In this session, we will discuss ways to help close the priority gaps and achieve the mutual understanding that can lead to a stronger CFO-CIO partnership.

Ajit Kambil, *Global research director, CFO Program, Deloitte LLP*

Khalid Kark, *Managing director, US CIO Program Research Leader, Deloitte Consulting LLP*

**Capital markets 2017:** What is the path forward—and where does it lead?

As CFOs continue to cope with volatility and perceived overvaluation in the capital markets, decisions about how to finance growth and how much risk to take onto their balance sheets have become critical. As we move into 2017, CFOs will have to decide how much of their cash to dedicate to growth versus uses such as buybacks, dividends, and paying down debt. Many of those decisions depend on gauging the dynamics of the global financial markets and identifying the geographies and financial instruments most conducive to raising capital. This session will discuss how the current economic landscape may affect those decisions and assess the various strategies for raising and deploying capital on a global basis.

Chris Ruggeri, *Principal, Deloitte Transactions and Business Analytics, Deloitte & Touche LLP*

**Digital finance:** Empowering decisions—and decision makers—through technology

New technologies—everything from blockchain to artificial intelligence to robotics—have the potential to disrupt finance in areas such as payments, analytics, and messaging. They also have the potential to enhance the role of the CFO in everything from data management to decision making. In this session, we will discuss the numerous technologies that are transforming finance, their sweeping implications, and their risks. In addition, we will highlight ways CFOs can harness these technologies to create value and help elevate their leadership roles.

Steven Ehrenhalt, *Principal, US and Global Finance Transformation Leader, Deloitte Consulting LLP*

Anton Sher, *Principal, Deloitte Consulting LLP*

**Ready for prime time:** Advanced analytics in finance comes of age

One of the great puzzles is why contemporary finance organizations have not fully adopted predictive and prescriptive analytics. Now, however, some finance functions are realizing the advantages that these tools can provide, and are catching up with other business functions. They are using analytics to predict financial performance, assess capital investments, and forecast and control inventories. In some companies, finance is even leading the initiative to employ advanced analytics. In this presentation and discussion, we will describe a research project on advanced analytics and finance and an extensive survey of financial professionals on the topic. Strategies for getting started and getting ahead in advanced analytics will also be presented for consideration.

Adrian Tay, *Managing director, Deloitte Consulting LLP*

Tom Davenport, *Independent senior advisor, Deloitte Analytics, Deloitte Consulting LLP*

**Rethinking business models:** Is your company worth more?

The speed of digital technology converging with traditional business is accelerating—and fueling a convergence of industries. There are well-known examples of Uber, Airbnb, Dropbox, and the like, but what about more traditional businesses? It's clear in recent years that investors are measuring and rewarding differently: corporate value is shifting in favor of those business models that use less physical assets and leverage technology “as” the business. In this session, we will discuss how the ubiquity of technology is making traditional industry classifications less relevant, and gain insights into what it may take to succeed in the physical and virtual worlds. We also will explore our research that links business models to shareholder value and introduce practical steps CFOs can take to help increase shareholder value by evaluating a company's business model and use of technology.

William Ribaud, *Partner, Deloitte & Touche LLP*

Justin Silber, *Principal, Deloitte Transactions and Business Analytics, Deloitte & Touche LLP*

11:45 a.m. to 12:45 p.m.

**Lunch**

12:45 p.m. to 1:00 p.m.

**Riding the wave of disruption:** Opening remarks

Cathy Engelbert, *CEO, Deloitte LLP*

1:00 p.m. to 3:30 p.m.

**Riding the wave of disruption:** Panel discussion

Disruptive innovation is more than just a management buzzword. It is fueling a revolution that is changing how business is conducted and which companies prosper. Moreover, many investors are flocking to organizations that embrace emerging technologies and new business models. In this panel, CFOs at the forefront of that revolution discuss the proliferation of the new models, and why, given CFOs' fiduciary responsibility, it makes sense that CFOs should be leaders in digital business model innovation.

**Risk task force sessions**

**Crisis management:** How prepared are you?

This past year, corporate crises—everything from product recalls and food safety issues to terrorist attacks—have overwhelmed headlines and financial statements. The issue is not whether your organization will face a crisis, but the nature of the crisis and when it is likely to occur. More important, how well prepared are you to manage it? This session will explore the role of the CFO in a crisis and share leading practices on how to respond.

Rhoda Woo, *Managing director, Deloitte & Touche LLP*

	<p>Denise Pacofsky, <i>Partner, Deloitte &amp; Touche LLP</i></p> <p><b>Cyber risk:</b> Beneath the surface of a cyberattack</p> <p>Cyber threats seem to be everywhere. Governments and businesses are breached, intellectual property is stolen, and data is compromised almost daily. But do you really understand what the impact to your organization would be if your most critical assets were disrupted, corrupted, stolen, or destroyed? This interactive session will offer CFOs insights into the business impacts that are felt the most, last the longest, and are often the least talked about in a cyberattack, and will help CFOs better understand how to ensure their organizations become more secure, vigilant, and resilient.</p> <p>Emily Mossburg, <i>Principal, Deloitte Advisory Cyber Risk Services, Deloitte &amp; Touche LLP</i></p> <p><b>Execution risk:</b> Implementing strategic and operational changes in shifting environments</p> <p>Whether you are globalizing operations, launching a shared service, or changing your business model, execution risk looms large. Major shifts can blur lines of accountability and make it hard to measure success. Without appropriate oversight and clearly defined roles, it is difficult to determine who is responsible for decisions and costs. Session topics include decision rights and unintended consequences of major overhauls.</p> <p>Vincent Firth, <i>Managing director, CEO Program and Monitor Deloitte, Deloitte Consulting LLP</i></p> <p><b>Facing (and embracing) strategic risks</b></p> <p>Black swans, political upheavals and financial crises are just some of the strategic risks that can threaten to disrupt assumptions at the core of organizational strategy. CFOs are finding that a focus on strategic risks can better equip them to anticipate threats, adapt to challenges, and take advantage of opportunities. In this session, we will discuss the barriers to recognizing strategic risks and outline some tools available to help harness them.</p> <p>Andrew Blau, <i>Managing director, Strategic Risk Solutions, Deloitte &amp; Touche LLP</i></p> <p><b>Regulatory risk:</b> Preparing for what the SEC has in store</p> <p>Finance chiefs should expect the SEC to continue its focus on rulemaking, enforcement, whistleblower complaints, disclosure effectiveness, and other disclosure issues in 2017, but there may be some surprises. This session will examine what the SEC has on its docket and what may be on its wish list.</p> <p>Christine Davine, <i>Deputy managing partner, Professional Practice, Accounting Services, Deloitte &amp; Touche LLP</i></p> <p>Brian J. Lane, <i>Partner, Gibson, Dunn &amp; Crutcher LLP</i></p> <p><b>The China factor:</b> Evaluating the risk/growth equation</p> <p>Changing dynamics in China's policy and its slowing growth are causing some uncertainty about the direction of its economy and the repercussions for multinationals. In this session, we will consider China's future and its implications for global business growth. We will also explore how scenario planning may help CFOs mitigate the financial impact on their pricing, supply chain, and investments in China.</p> <p>Ken DeWoskin, <i>Independent senior adviser, Chinese Services Group, Deloitte LLP</i></p>
3:30 p.m. to 4:00 p.m.	<b>Break</b>
4:00 p.m. to 5:00 p.m. <i>(Guests invited to attend)</i>	<p><b>The first 100 days</b></p> <p>Once the 45<sup>th</sup> President of the United States has been elected, the journey for the next four years will begin to take shape. It starts with the first 100 days. Doris Kearns Goodwin, presidential historian and Pulitzer Prize-winning author, will share stories about how past presidents interacted with Congress, their constituents, and the business community in their first 100 days, and how those lessons might foretell what lies ahead for the new occupant of the White House.</p> <p>Doris Kearns Goodwin, <i>Award-winning presidential historian and author</i></p>
5:00 p.m. to 5:15 p.m.	<b>Day One closing remarks</b>
5:15 p.m. to 5:30 p.m.	<b>Photos with Doris Kearns Goodwin</b>
5:30 p.m. to 6:30 p.m.	<b>Free time</b>
6:30 p.m. to 7:00 p.m.	<b>Shuttle buses depart to take participants and guests to dinner</b>
7:00 p.m. to 10:00 p.m. <i>(Guests invited to attend)</i>	<p><b>Cocktails and dinner at the United States Institute of Peace</b></p> <p><i>Shuttle buses will run from 9:30 p.m. to 10:00 p.m. to return to the Mandarin Oriental</i></p>
<b>Friday, November 18</b>	
7:00 a.m. to 8:00 a.m.	<b>Breakfast roundtable discussions</b>
8:00 a.m. to 8:10 a.m.	<p><b>Welcome back</b></p> <p>Pete Shimer, <i>CFO, Deloitte LLP</i></p>
8:10 a.m. to 9:10 a.m.	<p><b>Global economics: What could possibly go wrong?</b></p> <p>CFOs may think they have faced everything the global economic environment can throw at them: inflation, deflation, currency swings, commodity price cycles, market volatility. But there are always surprises. Consider the unexpected devaluation of the renminbi, or Brexit. Operating globally, CFOs have</p>

	<p>to confront both expected and unexpected economic factors every day and decide how to respond in terms of capital raising, capital spending, and expansion plans. In this panel, three Deloitte economists and a global CFO will assess the current economic landscape and share some perspectives on what wildcards may be in store in the coming year.</p> <p>Ira Kalish, <i>Chief global economist, Deloitte Touche Tohmatsu Limited</i>  Ian Stewart, <i>Chief economist, Deloitte UK</i>  Sitao Xu, <i>Chief economist, Deloitte China</i></p>
9:10 a.m. to 10:00 a.m.	<p><b>Tax policy and politics: Is the future now?</b></p> <p>With the 2016 elections finally in the rear-view mirror and a new president and Congress ready to be sworn in soon, Jonathan Traub, a Deloitte tax policy specialist, will examine what it could mean for tax reform and what to look for in 2017.</p> <p>Jonathan Traub, <i>Managing principal, Tax Policy Group, Deloitte Tax LLP</i></p>
10:00 a.m. to 10:30 a.m.	<b>Break</b>
10:30 a.m. to 11:30 a.m.	<p><b>Creating the team you need now</b></p> <p>As CFO, having the right team is essential to your success. Given global complexity, growth agendas, and the proliferation of technology, having the right talent is also a competitive advantage. That talent not only has to be top-notch, but also has to fit the long-term needs and culture of the company. This panel discussion will address today's pressing talent issues and feature insights into molding the team you need now—and five years from now.</p> <p>Charles Holley, <i>Independent senior advisor, US CFO Program, Deloitte LLP</i></p>
11:30 a.m. to 12:30 p.m. <i>(Guests invited to attend)</i>	<p><b>Leadership in a changing world</b></p> <p>When it comes to leadership and teamwork, few people can match the accomplishments of quarterback Peyton Manning. As a two-time Super Bowl champion and five-time most valuable player in the NFL, Manning will share stories from his 18 years in the league and discuss how to lead in a changing world.</p> <p>Peyton Manning, <i>Super Bowl champion and five-time MVP</i></p>
12:30 p.m. to 12:45 p.m.	<p><b>Closing remarks</b></p> <p>Sandy Cockrell, <i>Global leader and US national managing partner, CFO Program, Deloitte LLP</i></p>
12:45 p.m. to 1:00 p.m.	<b>Photos with Peyton Manning</b>
1:00 p.m. to 2:00 p.m. <i>(Guests invited to attend)</i>	<b>Lunch</b>

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