

# 3rd Annual Strategic Management Accounting

## Forum 2008

Strengthening Your Role as a Strategic Business  
Partner and Agent of Change

Liquid Learning is delighted to present this highly interactive conference, featuring practical case studies, expert insights and interactive workshop sessions from leading practitioners.

### FEATURED SPEAKERS



**David Hall** Chief Financial Officer  
Jetstar Airways



**Wayne Twomey** Chief Financial Officer  
PricewaterhouseCoopers



**Andrew Gay** General Manager, Finance - Strategy, Planning and Risk  
Australand



**Jason Riseley** Business Process Improvement Specialist  
Woodside Energy Limited



**Tom Gilmartin** Chief Financial Officer  
Clayton Utz



**Richard Williams** Finance Director (Pacific)  
The Nielsen Company



**Greg Clarke** Chief Executive Officer  
ABM Systems



**Aldo Matrone** Manager, Group Planning and Analysis  
Origin Energy



**Jacqueline Birt** Senior Lecturer, School of Accounting and  
Business Information Systems  
Australian National University (ANU)



**David Sanders** Managing Director  
ALG Software Australia



**Neil Taylor** Project Director, Financial Management Improvement  
Program  
Deakin University



**Jenny Milward-Bason** Director, Executive Support,  
Enforcement and Investigations  
Australian Customs Service

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20 & 21 February 2008  
Crowne Plaza Darling Harbour,  
Sydney

### EXPLORE

- Partnering With the Business for Performance Improvement
- Aligning the Tools of Finance with Strategic Objectives
- Leveraging Business Intelligence for Real-Time Reporting
- Strategic Management of Costs for Profitable Behaviour

### PLUS WORKSHOPS!

Two Separately Bookable, Half-Day  
Workshops on 22 February 2008

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# Day One 20 February 2008

8.30 - 8.50 **Registration and Morning Coffee**

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8.50 - 9.00 **Official Welcome and Opening Remarks from the Chair**

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9.00 - 9.45 **OPENING KEYNOTE**

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## **Strategic Cost Management as a Business Strategy - Maintaining Price Leadership by Keeping Costs Low**

Jetstar's phenomenal growth since its inception in 2004 has been an extraordinary achievement in the competitive airline market. In the past year alone they have won operational and international industry awards, including Best Low-Cost Airline in the World. Executing a low-cost airline model takes considerable planning and foresight. In this session, discover:

- How Jetstar has successfully executed profitable and sustainable growth in the Australian domestic market
- Insights into managing strategic cost reduction whilst maintaining high service levels
- How management reporting, forecasting, segmentation and business intelligence combine to ensure an informed management team and timely response to customer, market, operational and financial trends

**David Hall** Chief Financial Officer  
Jetstar Airways

9.45 - 10.00 **Questions and Discussion**

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10.00 - 10.45 **CASE STUDY**

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## **Internal Budget Management and Reporting in the Public Sector**

The Australian Customs Service's CFO has made significant changes to internal budget recording and internal reporting systems over the past 18 months. This session will discuss the drivers for making changes and the intentions of these variations in assisting clients. Clients' roles have consequently transformed and there is a stronger awareness of the advantages of a partnership approach. Learn about:

- The partnership role that line area management accountants have with central corporate area management accountants
- How Customs is addressing the conflict between reporting to measure how effective pre-planning processes are and the need for reporting to inform future planning decisions

**Jenny Milward-Bason** Director, Executive Support, Enforcement and Investigations  
Australian Customs Service

10.45 - 11.00 **Questions and Discussion**

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11.00 - 11.15 **Morning Tea**

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11.15 - 12.00 **EXPERT COMMENTARY**

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## **Managing for Profitable Behaviour**

Most organisations report profitability at an aggregated level for compliance purposes however the mechanisms that generate profitability are typically hidden from view. We will discuss how a pragmatic '80:20' attitude along with appropriate tools, can identify the net profit (or loss) associated with the behaviour of external and internal resources. More importantly, this session describes how this capability can be used in an ongoing fashion to generate significant returns. Explore:

- How to determine the true cost-to-serve, through defining the activity-based operational processes and thus the total profitability and rate of growth by customer, market and product / service
- How activity and cost driver analysis can highlight the efficiency of each process and therefore support improved customer satisfaction and process improvement programs across channels, products, services and customers

**David Sanders** Managing Director  
ALG Software Australia

12.00 - 12.15 **Questions and Discussion**

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12.15 - 1.15 **Networking Lunch**

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1.15 - 2.00 **CASE STUDY**

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## **Alignment of Business Intelligence and Strategy - Utilising Performance Measurement Tools to Enhance Business Decision Making**

Building a successful performance measurement platform is a challenge confronting many organisations. Successful organisations globally have cemented the link between business intelligence capability and strategy and gained a competitive advantage that helps drive smart business decisions. Understanding and selecting the right metrics; and doing so reliably allows effective use of performance measurement systems. This makes tools, like dashboards, KPIs, Balance Scorecards and bonus schemes relevant to the organisation. Learn how high-performance management accounting teams are now leading the delivery of effective business intelligence and providing a tangible link between finance and business operations.

**Andrew Gay** General Manager, Finance - Strategy, Planning and Risk  
Australand

2.00 - 2.15 **Questions and Discussion**

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2.15 - 3.00 **EXPERT COMMENTARY**

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## **Segment Reporting Under the Management Approach - Practical Issues in the Adoption of AASB 8 Operating Segments**

The management approach to segment reporting requires companies to report segment financial information consistent with the way they manage their businesses. This session will provide an overview of changes in segment

## PLUS WORKSHOPS!

A selection of Two Post-conference workshops on 22 February 2008

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reporting outlined in AASB 8 Operating Segments. It will discuss the implications of adopting the approach under SFAS 131 and summarise the views of responses to the recent exposure draft ED 8 Operating Segments. Specific areas addressed include:

- Differences between AASB 114 Segment Reporting and AASB 8 Operating Segments
- Adding value to the business by using the management approach
- Research findings from the US on the adoption of the management approach - A preparer and user perspective

**Jacqueline Birt** Senior Lecturer, School of Accounting and Business Information Systems  
**Australian National University (ANU)**

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### 3.00 - 3.15 Questions and Discussion

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### 3.15 - 3.30 Afternoon Tea

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### 3.30 - 4.15 CASE STUDY

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#### **Sow the Seeds as a Business Partner and Reap Performance Success**

Fostering successful business partnerships within organisations relies on clear communication, fluency in the language of the business and a shared ownership of strategic goals. Effective business partners are part of the strategy development as well as execution. PricewaterhouseCoopers' people are the firm's biggest asset and this session will discuss unlocking the power of Finance and how the impact of business partnerships between Human Capital, Finance and the firm's leadership can allow a CFO to assert the value that finance creates for the business and its owners. Explore:

- Managing the competing demands of value protection and risk management with value creation
- Advantages of business partnering for the finance function
- Defining the business partner role - Managing expectations and harnessing the benefits of specialisation
- The importance of metrics

**Wayne Twomey** Chief Financial Officer  
**PricewaterhouseCoopers**

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### 4.15 - 4.30 Questions and Discussion

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### 4.30 Concluding Remarks from the Chair

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### 4.30 - 5.30 Networking Drinks

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### 8.30 - 8.55 Morning Coffee

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### 8.55 - 9.00 Opening Remarks from the Chair

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### 9.00 - 9.45 KEYNOTE CASE STUDY

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#### **Integrating the Modern Management Accountant - Where Management Accounting Meets Commercial Management**

As the management accounting role is redefined, reviewed and diversified, questions remain regarding their specific role and place within an organisation. Join Tom as he discusses the issues in finding the right balance between financial control and strategic planning and implementation. Explore:

- Determining the extent to which the role of the management accountant and commercial manager merge
- Strategic versus operational roles - Technical skill versus business development application
- Financial watchdog or business partner - Examining levels of inclusion, reporting lines and location

**Tom Gilmartin** Chief Financial Officer  
**Clayton Utz**

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### 9.45 - 10.00 Questions and Discussion

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### 10.00 - 10.45 EXPERT COMMENTARY

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#### **Current Trends in Real Time Reporting**

21<sup>st</sup> Century competition means that decision making needs to get faster. A revolution in reporting means executives, managers and staff across all functions can now have immediate access to current (near live) information. New technologies mean all managers can now easily access and share current management information. Greg will outline how to revolutionise your reporting so to make it available for all to:

- Spot and qualify opportunities
- Recognise top performers and learn your own success secrets
- Identify and resolve problems as they happen

**Greg Clarke** Chief Executive Officer  
**ABM Systems**

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### 10.45 - 11.00 Questions and Discussion

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### 11.00 - 11.15 Morning Tea

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### 11.15 - 12.00 CASE STUDY

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#### **Faster Reporting - Understanding and Controlling the Month End Close Process**

Depending on the size of your organisation, reporting of the month end results can be a highly complex process, requiring the cross functional coordination of numerous business activities. For Woodside Energy Limited, this process was taking an average of 14 working days to complete, and involved the majority of finance personnel contributing considerable effort to month end related activities. Find out how Woodside Energy Limited applied Lean Six Sigma methods to reduce the month end closing

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process by more than 50% and now measure their variation in hours not days.

**Jason Riseley** Business Process Improvement Specialist

**Woodside Energy Limited**

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## 12.00 - 12.15 Questions and Discussion

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## 12.15 - 1.15 Networking Lunch

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## 1.15 - 2.00 CASE STUDY

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### Finance Transformation - Improving and Aligning Analysis and Moving Towards a Shared Service Centre

Nielsen has been undergoing a complete finance transformation over the past 12 months and will continue to transform into 2008, realigning how they report and moving towards becoming an SSC. This process is both global and country based and in order to keep up with their international counterparts, the Australian entity's focus is on cutting out unnecessary processes and streamlining data to enhance the effectiveness of reporting methods, budgeting and forecasting. Explore:

- How Nielsen strengthened its BI capabilities worldwide
- The effects of this consolidation on the local entity
- Challenges and implications for finance during a global simplification and streamlined reporting change
- The people, process and business impacts

**Richard Williams** Finance Director (Pacific)  
**The Nielsen Company**

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## 2.00 - 2.15 Questions and Discussion

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## 2.15 - 3.00 CASE STUDY

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### Adding Value to Your Business through Optimal Planning Processes

All businesses develop forward looking plans. There is a multitude of choices when it comes to the process of developing your plan, be they allocated and in-built costs, technology, timing, bottom up / top down etc. Unfortunately in too many cases, the plan is out of date as soon as it is produced, with a lot of effort expended for little value. This session will focus on:

- The Origin planning process...how we add value to our planning process
- Technology considerations
- Not confusing strategy with planning
- Adding real value to the business

**Aldo Matrone** Manager, Group Planning and Analysis  
**Origin Energy**

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## 3.00 - 3.15 Questions and Discussion

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## 3.15 - 3.30 Afternoon Tea

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## 3.30 - 4.15 CASE STUDY

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### Aligning Management Reporting Techniques with Strategic Objectives

Deakin University is currently undertaking a major Financial Management Improvement project. The objectives of the

project include full organisational alignment with strategic and operational planning processes through integration at all levels of the Continuous Quality Improvement Cycle. This approach aims to ensure long-term financial sustainability of the University; enabling the efficient and effective allocation and utilisation of resources; and the promotion of continuous operational performance improvement. The key deliverables to be achieved will be discussed in this session, including:

- Developing a Balanced Scorecard approach to planning, performance reporting and review
- Highlighting key financial and non-financial measures and targets
- Developing a long term financial model to enable scenario analysis of key revenue and cost drivers
- The new budgeting approach - Revised allocation approach and flexible budgeting
- Developing a strategic asset management framework and a new management reporting framework

**Neil Taylor** Project Director, Financial Management Improvement Program

**Deakin University**

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## 4.15 - 4.30 Questions and Discussion

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## 4.30 Concluding Remarks from the Chair and Conference Close

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## ABOUT THE SPONSOR



**ALG Software Australia** is a Business Objects partner specialising in cost and profitability analytics and driver-based planning and budgeting. The Business

Objects Profit Suite of applications gives organisations insight into current and future financial performance. When combined with ALG's own proven methodology, Profit Suite provides ongoing visibility into the net margin performance of products, customers and channels by establishing their true cost-to-serve.

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# Workshops 22 February 2008

## 9.00 - 12.30 WORKSHOP A

### From Rhetoric into Reality - Enhancing your Performance Management Capabilities

This intensive half-day workshop will seek to enhance the synergy between strategic and operational approaches across industry today. With the view to build upon your current performance management (PM) and business reporting processes, this interactive workshop, which will draw on participant input and experience, will enable you to assess how you can translate your vision into reality. By engaging in intimate conversation with the facilitator and your peers, you will explore how to:

- Take the next step with PM concepts to drive your planning, control and reporting and BI solutions
- Identify the common principles and pitfalls that underpin sustainable process improvement
- Learn to successfully execute organisational strategy through the alignment of initiatives resources and actions
- Explore strategies to set goal-aligned KPI's and manage people to achieve those goals

**Expert Facilitator: David Hunter** Executive Manager, CPM and BI

#### Eclipse Computing

David has managed and coached many Fortune 500 companies and government agencies in Australia and North America to successfully improve their Corporate Performance Management and Business Intelligence solutions. He is a recognised international consulting expert ensuring rapid adoption of such key tools as Balanced Scorecards, strategic priorities, strategy maps, business intelligence, business process improvement, collaboration, talent management, communications platforms and change management initiatives.

## 12.30 - 1.30 NETWORKING LUNCH

## 1.30 - 5.00 WORKSHOP B

### Knowing Where You Make, Break and Lose Out on Profit

Across any business, cost management and the ability to maximise your profits are ever-present responsibilities in delivering on strategic objectives. The best interests of any successful organisation are in identifying the key drivers of profitability and focusing on areas where money is being wrongly applied or lost. This workshop will teach a number of recent trends and give expert advice in how best to harness strategic financial intelligence, understanding and success through:

- Multi - dimensional profitability reporting (Product, Customer and Channel)
- Breakthroughs in forecasting, budgeting and planning
- New trends in the application of a rolling forecast
- Strategic cost management improvements
- Scorecards that align and drive strategy

**Expert Facilitator: Grahame Scriven** Principal Consultant

#### Agility Consulting

Grahame has more than 20 years' experience in implementing business improvement. His focus is on building capability in medium-large organisations to identify where value is created. These projects can take the form of reviews, design, systems implementation, change management and interim executive management. He has worked for large clients in the public and private sectors. Prior to establishing Agility, Grahame worked for Ernst & Young Consulting and Deloitte Consulting.

## ABOUT THE CONFERENCE

The 3rd Annual Strategic Management Accounting Forum 2008 maintains its tradition of providing practical value through real case studies. The content is brought to life by a variety of leading professionals who will take the debate beyond the theory and will candidly share lessons from their experience. The practical value of this

is further enhanced by a range of separately bookable, post-conference workshops which explore key implementation issues in greater detail. Find out why this is the premier meeting place for management accounting and finance executives in Australia!

## WHO WILL ATTEND

Senior managers, directors and specialists responsible for:

- Management Accounting
- Financial Control
- Planning and Analysis
- Budgeting
- Performance Management
- Cost Management and Profitability
- Management Reporting
- Business Analysis
- Shared Services / Corporate Services
- Financial / Corporate Accounting
- Strategy
- Finance Transformation / Projects

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