



# NORTH AMERICAN FINANCE EXECUTIVE SUMMIT **NAFES21**

November 1-3, 2021 | Fairmont Scottsdale Princess | Scottsdale, AZ | [finance-na.com](http://finance-na.com)

## AGENDA

### NOVEMBER 1, 2021

4:45 pm - 5:45 pm

#### Post-2020 World Events Panel Discussion: The ROI on Diversity has Never Been Higher

- Creating a purpose-driven strategy that makes an impact as our organization grows and nurtures a diverse workforce
- Understanding the leader's role as a force to shape and demonstrate corporate culture, and to serve as a catalyst for equality and inclusion
- Sharing typical challenges faced by corporations when trying to promote diversity in the workforce
- Offering examples of strong and effective mentorship programs in onboarding, cross-training, job shadowing, and continuing education that make the difference

*(Please Note: Panelists encourage everyone to download the Kahoot! app ahead of time for audience interaction.)*

**Johnson & Johnson**



**Michelle Turner**  
CFO, Enterprise  
Supply Chain  
Johnson & Johnson

**LVMH**



**Jill Pemberton**  
Chief Financial  
Officer,  
North America  
LVMH Inc.

 **Raytheon  
Missiles & Defense**



**Heather Asbell**  
VP & CFO,  
Missiles & Defense  
Raytheon Technologies

6:00 - 7:00 pm



### NOVEMBER 2, 2021

7:00 - 7:45 am

#### Registration and Breakfast

7:45 - 7:50 am

#### Opening Remarks and Important Announcements

7:50 - 8:00 am

#### Chair's Welcome Address

**CATERPILLAR**



**David G. DeFreitas**  
Group CFO for Corporate  
Services (Retired)  
Caterpillar Inc.

8:00 - 8:35 am

## The Role of Finance in ESG

Company performance on Environmental, Social, and Governance (ESG) issues is becoming an increasingly important performance metric for investors, consumers, and management with investors and rating agencies demanding more ESG reporting. Investors believe that companies with a strong ESG program perform better and are more stable. Finance needs to play a key role in ESG strategy, communications, and reporting.

- Meeting investors demands for higher levels of transparency in ESG reporting
- Effectively communicating the ESG strategy to shareholders
- Input in determining Board and management level ESG oversight

# LVMH



**Jill Pemberton**  
Chief Financial Officer, North America  
LVMH Inc.

8:35 - 9:10 am

## Rerouting to Recovery: Navigating the 2021 Economy for Obstacles and Accelerating Past the Risks that were Never There

- Revisiting the impact of the pandemic on the U.S. automotive industry and its ecosystem
- Evaluating how the early days of pandemic crisis management called some risks and missed others
- Building resistance to the economic slowdown and understanding the impact this will have on costs and prices
- Approaching the intersection of global economic recovery with systemic industry change



**Chris Condon**  
Group VP Controlling & Services  
Volkswagen

### ROOM 1 CHAIR

# CATERPILLAR



**David G. DeFreitas**  
Group CFO  
for Corporate  
Services  
(Retired)  
Caterpillar Inc.

### ROOM 2 CHAIR



**AICPA® & CIMA®**  
Worldwide leaders in public and management accounting



**Tom Hood**  
EVP – Business  
Engagement  
and Growth  
AICPA-CIMA

### ROOM 3 CHAIR



**Neal Anderson**  
CEO  
OnPay Solutions Inc

9:15 - 9:50 am

**BREAKOUT  
ROOM 1  
STRATEGIC  
COMPETENCE**

## Leadership Strategies to Survive and Excel in a Post-COVID World

- What are some of the unexpected lessons —good and bad— we have taken away from 2020 and 2021?
- Discussing examples of innovations created by necessity during the global pandemic that will continue on long into the future
- Taking this chapter in our working lives as an opportunity to re-evaluate, reconsider, and rethink some of the finance processes and strategies we had in place before COVID-19
- How should we adjust our approach to communication, coordination, mentoring, and management in the emerging 'new normal' of work?

# Uber



**Valdis Lens**  
Head of Finance,  
Marketing & Core Services  
Uber

9:15 - 9:50 am

**BREAKOUT  
ROOM 2**  
LEADERSHIP  
DEVELOPMENT  
& ENGAGEMENT

**From Walk of Shame to Owning My Name: A CFO's Journey to Becoming a Chief Audit Executive**

- Maximizing a career pivot to drive transformation
- Leveraging people, processes, and perception to deliver a world class product
- Knowing your audience and generating buy-in
- Identifying opportunities for bold creativity and innovation



**Cassandra Lee**  
SVP and Chief Audit Executive  
AT&T

9:15 - 9:50 am

**BREAKOUT  
ROOM 3**  
FINANCIAL  
VALUE DRIVERS

**Finance and Situational Agility: How Tight Do You Hold the Wheel?**

- Finance must meet the business where it is in order to most effectively take near term operational decisions and shape the longer term strategic direction
- Meeting the business sometimes requires a "tight grip" on the wheel ... other times "loose hands on the wheel" is more effective
- External environment, business maturity, financial acumen of business partners, capability of the finance team can all influence where on the spectrum we need to show up as leaders
- Come join a dialogue about the power of situational agility



**Emily Backstrom**  
VP, Finance  
General Mills

9:55 - 11:35 am

**Pre-Arranged One-to-One Meetings**

10:00 am – 10:20 am: Meeting Slot 1/Networking  
10:25 am – 10:45 am: Meeting Slot 2/Networking  
10:50 am – 11:10 am: Meeting Slot 3/Networking  
11:15 am – 11:35 am: Meeting Slot 4/Networking

11:40 AM - 12:15 PM

**WORKSHOP  
BREAKOUT  
ROOM 1**

**How Zayo Group Transformed Finance with OneStream**

With over 45 acquisitions since its inception in 2007, the Zayo Group was continuously managing integration strategies, whether it's a company, new system or organizational change strategies. The company had been using several CPM applications and Excel spreadsheets to manage the financial close, reporting and forecasting processes. Join this session to learn how Zayo Group implemented OneStream as a one-stop-shop to simplify its financial systems and processes while ensuring instant availability of financial and operational data to all stakeholders.



**Kathleen Le**  
Director of Finance  
Zayo Group



**John O'Rourke**  
VP of Communications  
and Brand Marketing  
OneStream Software

11:40 am - 12:15 pm

**WORKSHOP  
BREAKOUT  
ROOM 2**

## Getting Our Mise En Place – Setting Our Table for the Future and Developing the Right Talent

CFOs and finance professionals have been thrust into the center of attention as they are called on to help businesses 'survive and thrive' in these extraordinary times. The starting point is generally to address the cost effectiveness of our finance teams by using digital tools so more time can be spent on value creating activities through the use of greater analytics and become strategic partners to the business.

Whilst the focus starts with this technology the key is to then develop capability, skills and mindsets to maximize the change. In fact, 90% of CFOs say that their teams lack the skills needed for this new environment in which we find ourselves. This creates a role stretch and a growing talent-performance gap. Hear about the top trends and issues on the minds of finance leaders and how these translate into the top skills, competencies and mindsets required. You will be left with a talent game plan you can use to align with your changing business needs.



**Tom Hood**  
EVP – Business  
Engagement  
and Growth  
AICPA & CIMA

11:40 AM - 12:15 PM

**WORKSHOP  
BREAKOUT  
ROOM 3**

## Cash Operations Paradigm Shift: What It Is and How You Can Get Ahead

- Learn how Open Banking and APIs are revolutionizing finance operations
- Discover how you can leverage multi-bank capabilities for real-time cash visibility and payments
- Gain actionable best practices that will help your company adapt to the era of big data and modern financial technology



**Brett Turner**  
CEO  
Trovata Inc

12:20 - 12:55 pm

## Manage the “X” to get the “Y”

- Generate superior shareholder return through growth and greater efficiency of cost and cash
- Drive the operational vision of the enterprise by managing critical KPIs
- Build a strong, empowered team that drives accountability and action



**Monish Patolawala**  
EVP and  
Chief Financial Officer  
3M

12:55 - 1:55 pm

## LUNCH-AND-LEARN ROUNDTABLE DISCUSSIONS

Themed lunches are sponsor- or delegate-led roundtable discussions on specific industry issues and challenges during Day One's lunch hour. Each roundtable will be led by an expert in the field. Limited seating is available, so please sign up for your preferred topic on site. Choose from:

### Business Partnering and Decision Support



**Roy Baner**  
VP Financial Planning  
& Analysis  
Ball Corporation

### COVID-19 and the Impact on Women in Finance

Women's progress in the workplace has been set back more than 10 years by COVID-19. Are others seeing their best and brightest women leave? If so, what are people doing to address it and do you see it more pronounced at particular levels, geographies, or ethnicities?

Discussing the impact of this alarming statistic and sharing our experiences and what we are doing to make sure that doesn't happen to others under our watch.



**Sandra Clarke**  
Chief Financial Officer  
Blue Shield of California



Leading a Digital Cloud  
Transformation in Finance

**DISCOVER®**



**Michelle Green**  
VP, Financial  
Systems  
*Discover Financial  
Services*

Finance Transformation/Technology



**Belinda Strobel**  
Sr. Director Finance  
Center of Excellence  
*Elanco*

Addressing Climate Change,  
Advancing Diversity & Inclusion,  
and Enhancing Global Consistency  
Through Robust Environmental,  
Social, Governance (ESG) Programs



**Micheline Pion**  
Chief Financial Officer  
*Evolugen*



Upskilling Finance  
for Digital Transformations

**GENERAL DYNAMICS**  
Mission Systems



**Steven Gerken**  
Sr. Director,  
Finance  
*General Dynamics  
Mission Systems*

STRATEG [AI] ZE: How & Why  
You Should Capitalize  
on Artificial Intelligence



**Lester Zelada**  
Enterprise Account Executive  
*HighRadius*

Enterprise Liquidity and  
Data-Driven Decision-Making:  
What CFOs Need to Thrive in 2022



**Wolfgang Koester**  
Chief Evangelist  
*Kyriba*

New Tools for Complex Global  
Consolidation and Reporting  
Requirements to Automate and  
Accelerate the Financial Close Process



The Leadership Quandary of a  
Flexible Work Environment



**Heather Asbell**  
VP & CFO,  
Missiles & Defense  
*Raytheon Technologies*

Optimizing and Monetizing Payments  
Within Your Organization



**Chad Probst**  
SVP BillingTree, a  
REPAY company  
*REPAY*

1:55 - 2:30 pm

### Finance Transformation

- Overview of the Emerging Stronger transformation at The Coca-Cola Company
- Evolving our structure to remove barriers and create value
- Building the future through a set of focused critical enablers



**Wadih Khayat**  
Group Chief Financial Officer  
(Asia Pacific)  
*Coca-Cola Company*

2:35 pm - 3:10 pm

**WORKSHOP  
BREAKOUT  
ROOM 1**



### Healthcare Costs Are Creating New Liability for Employers and New Challenges for Finance

- Be *Proactive*, not *Reactive*. We will help finance understand what's coming in healthcare costs in the next 1-3 years that are going to create a significant challenge for business to keep benefits *Affordable* and *Viable*. Understand these new expensive therapies and strategies to keep the cost in check
- The New Million Dollar Genomic Pharmaceuticals in the pipeline for approval in the next three years. How can we afford these lifesaving treatments? The balance between employee satisfaction and coverage vs. financial plan management
- High Cost Claimants will continue to drive overall cost for employers with 5% of your employees are spending 90% of your dollars
  - Hear what Top Employers are doing about it in their healthcare plan strategies
- Marketplace opportunities your finance department should be talking about. Technology will be driving the future of healthcare



**Marybeth Gray**  
*SVP Health & Welfare Consulting*  
**Trion, a Marsh McLennan Agency**

2:35 pm - 3:10 pm

**WORKSHOP  
BREAKOUT  
ROOM 2**



### The New ROI of Travel

Quantifying the value of business travel and expenses is more important today than ever before. Organizations need visibility into their cash flow, business traveler spend and actionable analytics to make better decisions. As more department leaders and executives ask for the ROI of spend, tools that help CFOs and finance leaders identify opportunities to optimize travel spend can give your organization a strategic advantage. In this session, you'll learn:

- What KPIs to measure the value of your travel programs
- Identify traditional and new savings opportunities
- How to use travel data to optimize your spending for maximum ROI



**Brian Beard**  
*VP Sales & Strategy, Emburse Analytics & Audit*  
**Emburse Chrome River**

2:35 pm - 3:10 pm

**WORKSHOP  
BREAKOUT  
ROOM 3**



### The Finance Pivot: Five Actions to Modernize and Deliver

Many financial teams today suffer from a lack of visibility, control and operational inefficiency. It's time to break down the silos and disconnected systems to form a unified, streamlined approach to managing cash and payments. Join the session to learn how to:

- Get transparency into real-time cash position so that organizations can be more agile and confident in cash forecasting and liquidity planning
- Leverage technology to drive transformation, enabling you to proactively provide strategic insights into spend, payments, and working capital
- Collaborate with Finance, Treasury, Procurement to make smarter decisions that directly impact your company's financial performance



**Tony Tiscornia**  
*Chief Financial Officer*  
**Coupa Software**

3:15 - 4:25 pm

### Pre-Arranged One-to-One Meetings

3:15 pm – 3:35 pm: Meeting Slot 5 / Networking

3:40 pm – 4:00 pm: Meeting Slot 6 / Networking

4:05 pm – 4:25 pm: Meeting Slot 7 / Networking

4:30 - 5:05 pm

### Walking the Ice: How Finance leads Amazon Devices & Services

As Amazon Devices & Services scales with additions of new customer offerings while facing supply chain challenges, the role of Finance must keep pace

- How do we engage with customers to ensure we are innovating on their behalf
- How are we using technology to improve our tools and processes
- How we measure financial success when traditional GAAP doesn't work



**Enerino "Rino" Caruccio**

*VP, WW Analytics and Planning,  
Amazon Devices & Services  
Amazon*

5:05 - 5:40 pm

### Fireside Chat: Mastering the Relationship Between CFOs and Boards of Directors

- Building a deeper understanding of the roles, responsibilities, and viewpoints of CFOs and Boards in guiding organizations forward
- What do Boards and CFOs need from each other to achieve their objectives? How should Finance leaders best prepare and organize themselves to engage with a Board on a productive, ongoing basis?
- Discussing how the role of the CFO within large organizations is evolving, and how those changes impact long-standing status quos and accepted wisdoms about the CFO-Board relationship
- Illustrating best practices and lessons learned based on real-world examples of exceptional Finance leadership



**Teri List**

*Board Member  
& Retired CFO  
Gap Inc.*

5:40 - 5:45 pm

### Chair's Closing Remarks



**David G. DeFreitas**

*Group CFO for Corporate  
Services (Retired)  
Caterpillar Inc.*

5:45 - 7:00 pm



**Proud Sponsor  
of the**

*Drinks Reception*



6:30 pm - onwards



**Will Host an Executive Dinner**  
(By Invitation Only)

**basware**

Simplify Operations, Spend Smarter.

**Will Host an Executive Dinner**  
(By Invitation Only)

**NOVEMBER 3, 2021**

7:15 - 8:20 am

## Registration and Breakfast

7:45 - 8:20 am

**BREAKFAST  
WORKSHOP  
BREAKOUT  
ROOM 2**

### A People-First Learning Mindset: How to Upskill the Finance Function

- Citizen-led innovation and how it's impacting the finance world
- How companies can drive digital transformation and its broader societal impact
- The concept of the infinite learner, and why companies are starting to recognize the value of having this type of culture



**Cy Coons**  
Partner  
PwC Products & Technology



**Jim Berres**  
Finance Effectiveness  
Director  
PwC

8:25 - 8:35 am

## Chair's Opening Remarks

**CATERPILLAR**



**David G. DeFreitas**  
Group CFO for Corporate  
Services (Retired)  
Caterpillar Inc.

8:35 - 9:10 am

### Technology: The Most Disruptive, Creative Force Shaping the Way We Do Business

- Exploring how finance is evolving and changing
- Highlighting the significance of digital transformation and common barriers to observe
- Looking at the changing roles, skills and organizational cultures and how these changes will impact employee engagement and morale
- Becoming strategic enablers for both the entire organization and future finance talent



**Chris Suh**  
CVP/CFO Cloud + AI  
Microsoft

9:10 - 9:45 am

### Two Strategic Issues Currently Confronting Walmart's Supply Chain

- Optimizing cost to serve in an Omni Channel World. How do we approach channel decision making to serve our customers and make their lives easier. Understanding cost to serve through different channels and in real time, becomes increasingly more complex as the combination of nodes, delivery methods and inventory assortment scales rapidly across our network
- The need for automation has escalated as the competition for labor drives pressure on wages. Finance plays a key role in understanding the business case for automation and benefits across different parts of the Supply Chain



**Bill Mines**  
SVP Finance and Strategy,  
Supply Chain  
Walmart



9:50 - 10:25 am

### Leading a Disruptive Growth Company with an Agile Mindset

- Looking at how using an Agile Mindset and way of working has helped to navigate the macro volatility surrounding the pandemic
- Building resiliency in Operations to meet volatile demand and changing consumer behaviors
- Leading teams through periods of high uncertainty

OLAPLEX®



**Eric Tiziani**  
CFO  
*Olaplex*

10:25 - 11:30 am

### Pre-Arranged One-to-One Meetings

10:45 am – 11:05 am: Meeting Slot 8 / Networking

11:10 am – 11:30 am: Meeting Slot 9 / Networking

10:25 - 11:00 am

### Focus Group

This focus group is an informal moderated conversations among peers that occur during networking time outside the regularly scheduled conference agenda. There is no sign up. Delegates and speakers are welcome to opt into the discussion at any time. The focus group will take place in a corners of the Exhibition Hall in a well-marked area that include a sound barrier. All participants will be provided with wireless headphones to ensure everything said can be heard over the background noise of the Exhibition Hall.

#### FOCUS GROUP

#### Panel Discussion: Becoming a Leader, Growing as a Leader, and Mentoring Future Leaders

- Discussing some of the unique challenges and opportunities involved in rising to a leadership position within our professional discipline
- Understanding the leader's role as a force to shape and demonstrate corporate culture, and to serve as a catalyst for change within our organizations
- What does effective leadership look like on the day-to-day basis, as well as when thinking about the big picture?
- Illustrating how we invest in ourselves and in our teams to improve ourselves both professionally and personally
- Offering examples of strong and effective programs in onboarding, cross-training, job shadowing, mentorship, and continuing education that make the difference

Moderator:

**CATERPILLAR**



**David G. DeFreitas**  
Group CFO for Corporate  
Services (Retired)  
*Caterpillar Inc.*

**DIAGEO**



**Johanna Honeyfield**  
SVP, Corporate  
Finance  
*Diageo*

**Gap Inc.**



**Teri List**  
Board Member  
& Retired CFO  
*Gap Inc.*

## ROOM 1 CHAIR

# CATERPILLAR



**David G. DeFreitas**  
Group CFO  
for Corporate  
Services  
(Retired)  
**Caterpillar Inc.**

## ROOM 2 CHAIR



**Tom Hood**  
EVP – Business  
Engagement  
and Growth  
**AICPA-CIMA**

## ROOM 3 CHAIR



**Neal Anderson**  
CEO  
**OnPay Solutions Inc**

11:35 am - 12:10 pm

### WORKSHOP BREAKOUT ROOM 1

#### The Resurging Finance Leader: What is it Going to Take?

- Demonstrating Finance leaders' role as a resurgent force within their organizations who are best positioned to steer their businesses forward in a data-driven world
- Discussing key lessons learned during the pandemic, and how to build up your team post-pandemic
- Showcasing processes that transforms data collection from a chore to an asset
- Illustrating how investment in both technology and educating people to best use that technology go hand in hand during digital transformation
- Offering steps to co-create the future of your business while delivering agile, scenario-based budgeting and forecasting process to inform decision-making and align finance with sales, operational, and strategic planning stakeholders



**Karlo Bustos**  
VP, Professional Services  
**Board Americas, Inc.**

11:35 am - 12:10 pm

### WORKSHOP BREAKOUT ROOM 2

#### Modern Finance & Data: Going Beyond the Numbers

Tired of waiting for reports to be compiled? Wish you could see cash position in an instant? Blind spots have you worried? Data is here to solve all these challenges and more – if you know how to best aggregate and leverage it. Join us to learn how finance leaders like you are using data captured across their purchasing and payment processes to:

- Get real time reporting for spend, cash forecasting, and liabilities
- Uncover areas of risk, supply chain vulnerability, and opportunities for fraud
- Create a plan with predictive insights and prescriptive actions
- Build cohesion across key business functions like procurement and finance
- Understand historical trends and see commitments into the future



**Brendan Blok**  
Director of  
Presales,  
North America  
**Basware**



**Ravit Gutman**  
Managing Partner,  
Solution Architect  
**Entropy Advisors**

12:15 - 12:50 pm

#### Changing Role of CFOs and Leadership Strategies for Continued Success

- Outlining the impact financial leaders will continue to have and how to use that influence to drive effective growth
- Talking about how the role of leaders has changed with the rise of shared services and remote working, and how these impact leadership and ways of working
- How will shifts in resourcing impact leadership capabilities? What can be expected in the future?

# DIAGEO



**Johanna Honeyfield**  
SVP, Corporate  
Finance  
**Diageo**

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12:55 - 1:55 pm

**Lunch**

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2:00 - 2:35 pm

**Change Leadership in the 21st Century**

One of the only constants in business is that your company must continually change and adapt to survive. Change Management is not a new concept. However, in the 21st Century, companies need to evolve beyond the age old cliché of Change Management to Change Leadership. To efficiently implement change and capture all of the benefits associated with the change you want to make, employees must want the “change” as much or more than you do. To unlock the power of change in ways that will unleash the maximum potential from your employees, we will look at the difference between making a “change” and implementing an “improvement”, the importance of setting and communicating clear goals for the “improvement” being made, and how to achieve the most from your intended change through inspired leadership.

- The difference between making a change and implementing an improvement
- Keys to establishing “improvement” goals that will resonate with employees
- The role communication plays in making or breaking effective change
- How situational leadership and displaying strong leadership attributes can inspire your employees to achieve the “improvement” (change) you want to make faster and better

**CATERPILLAR**



**David G. DeFreitas**  
*Group CFO for Corporate  
Services (Retired)*  
**Caterpillar Inc.**

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2:35 - 2:45 pm

**Chair's Closing Remarks**

**CATERPILLAR**



**David G. DeFreitas**  
*Group CFO for Corporate  
Services (Retired)*  
**Caterpillar Inc.**