



accenture

High performance. Delivered.

Il Controllo di Gestione

Nuovi scenari della funzione in tempo di crisi

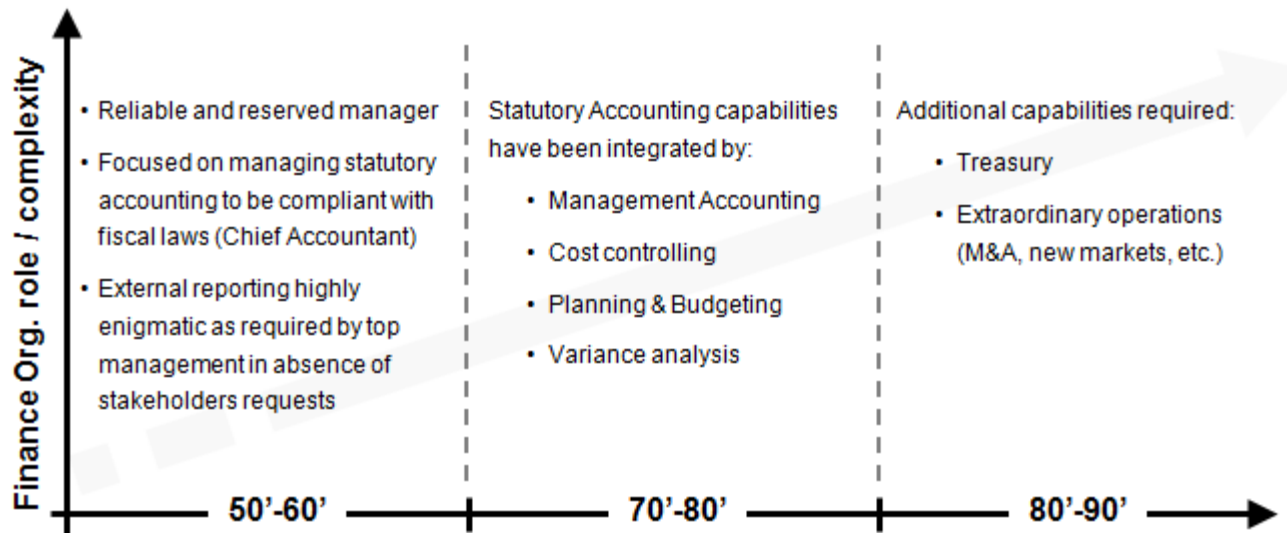
– Venezia, Ottobre 2009

Agenda

- **Finance Organization role evolution**
- HPB - Business Performance Management
- Soluzioni / tool a supporto

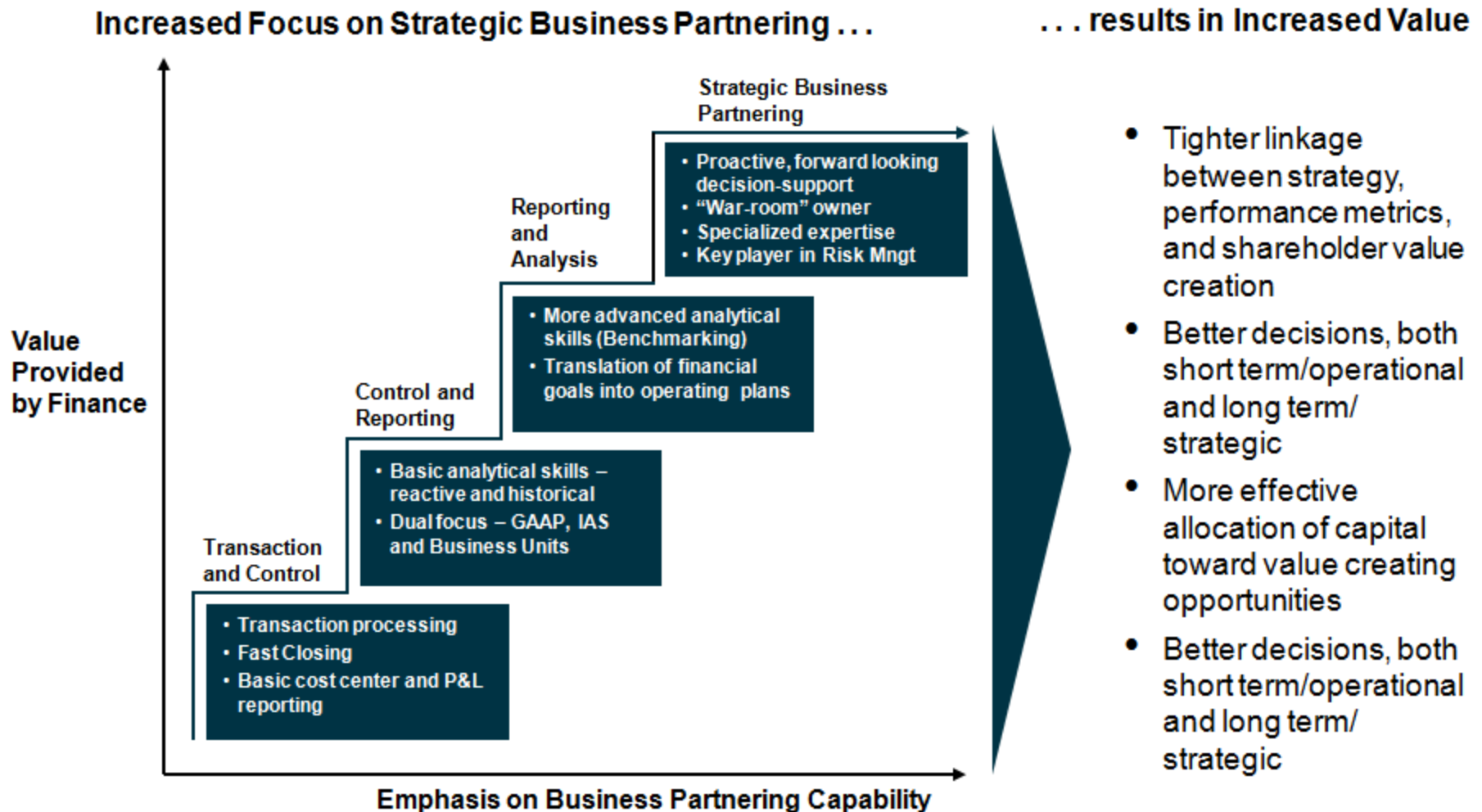
Finance Organization role historical evolution

The evolution of the CFO role in the last 50 years has been really significant: from simple figures maker (Chief Accountant) to CEO's right hand-man in many operations.



Nowadays, authorities / market conditions / stakeholders / are pushing to another step further. In particular, CEOs are demanding an elevated level of value-added insight from their Finance Organizations in the increasingly complex global environment.

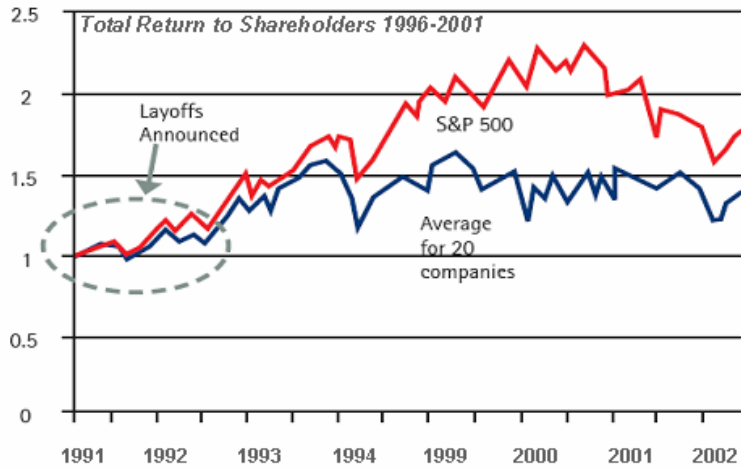
CEOs are demanding an elevated level of value-added insight from their finance organizations in the increasingly complex global environment



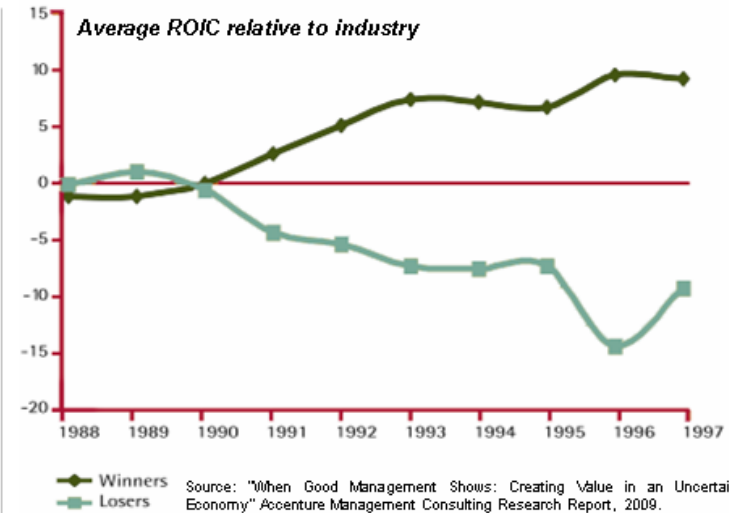
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Accenture High Performance research shows that success in a downturn is as much about what a company does during good times as how it reacts when a recession hits



Source: Bloomberg, Accenture analysis, Mercer Commentary, ProQuest Database of Wall Street Journal



Source: "When Good Management Shows: Creating Value in an Uncertain Economy" Accenture Management Consulting Research Report, 2009.

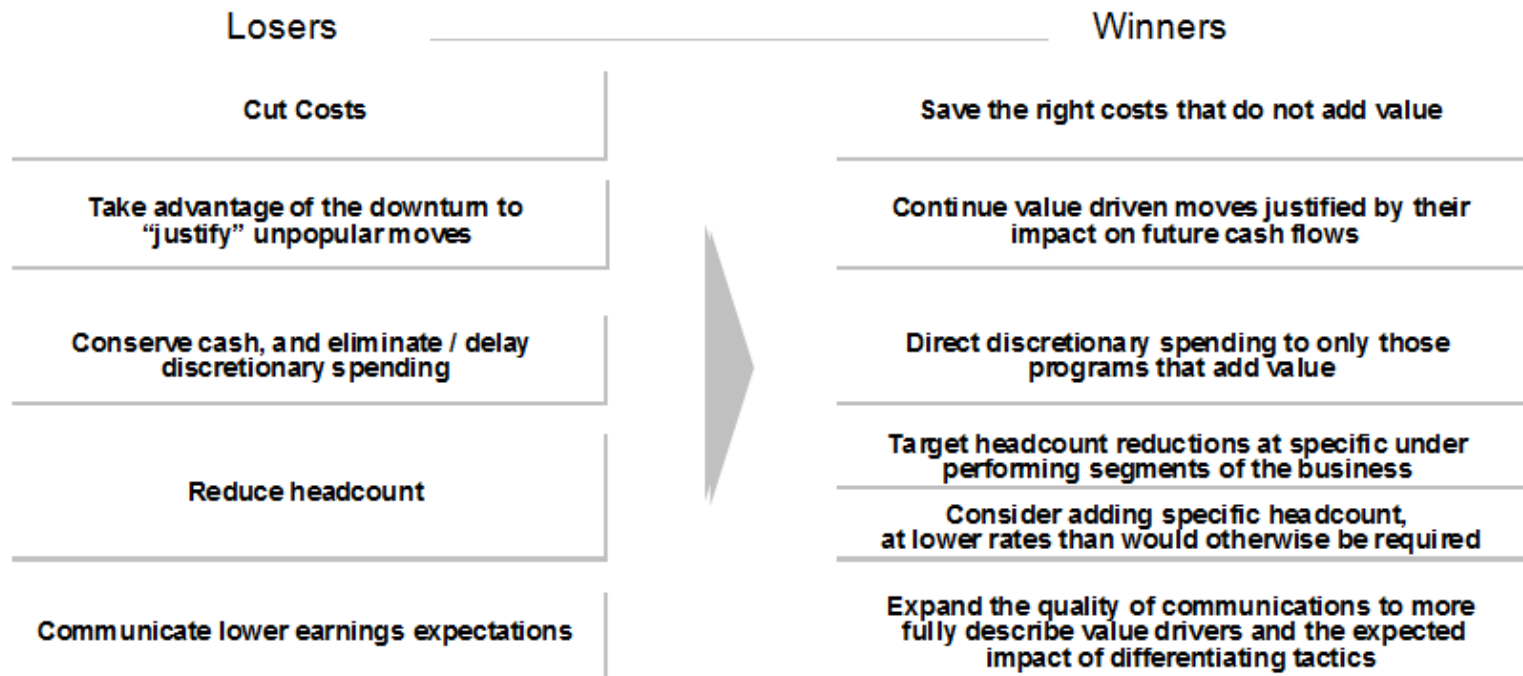
- Analyzed financial results of 850 of the largest companies following the 1990 to 1991 recession
- Focused on return on invested capital (ROIC) before, during, and after the recession compared to industry averages*
- Conducted in-depth interviews with 40 senior executives from 35 companies to understand the actions they took to create the results they achieved

(* Note: Total Shareholder Returns (TSR) is generally accepted as the best absolute measure of value created for shareholders. However, since we were taking a retrospective, decade-long look, and there was a significant bubble in TSR in the mid to late 1990s that was not based on the underlying value created, we decided to use a more fundamental measure of actual results delivered – Return on Invested Capital (ROIC).

Winners position themselves differently through different behaviours

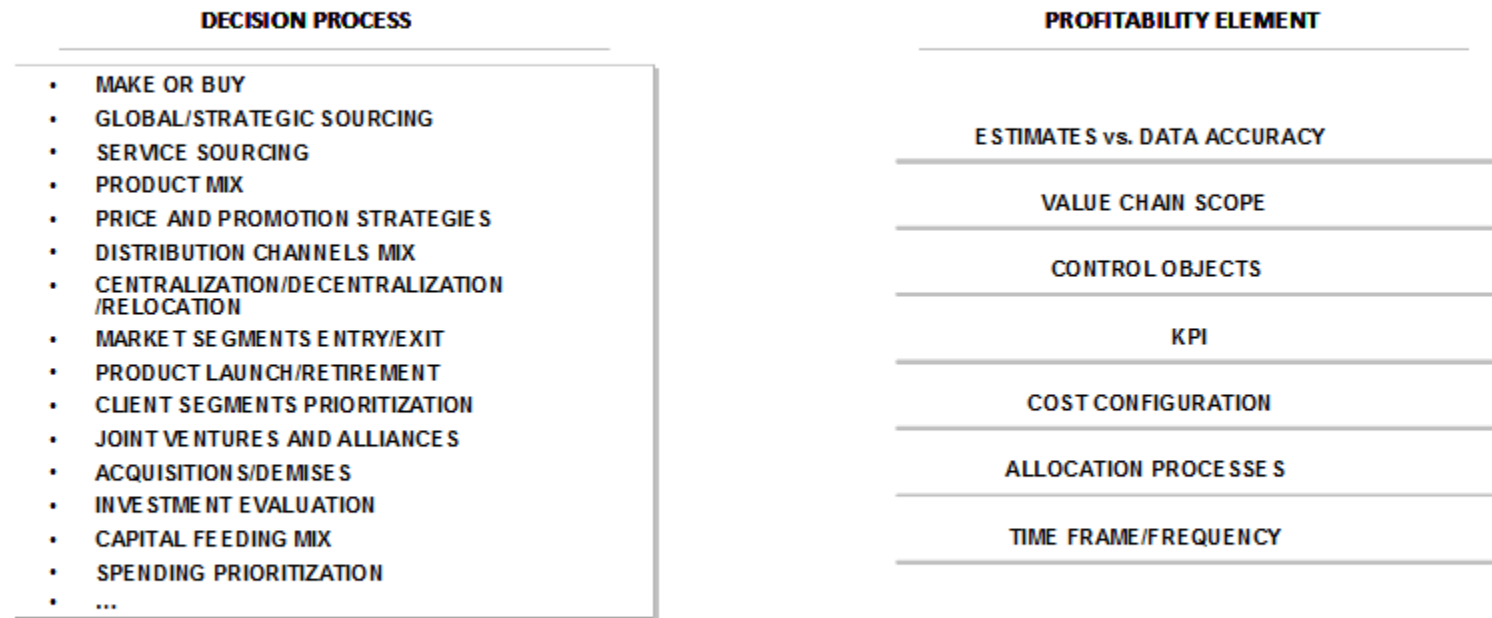
Winners:

- Forged resilient strategies based on a deep understanding of their differentiated value drivers
- Narrowed their portfolio of businesses, shedding even profitable operations that did not contribute to a clear, advantaged position
- Drove internal growth rather than acquiring, except when they were in a position to expertly consolidate operations



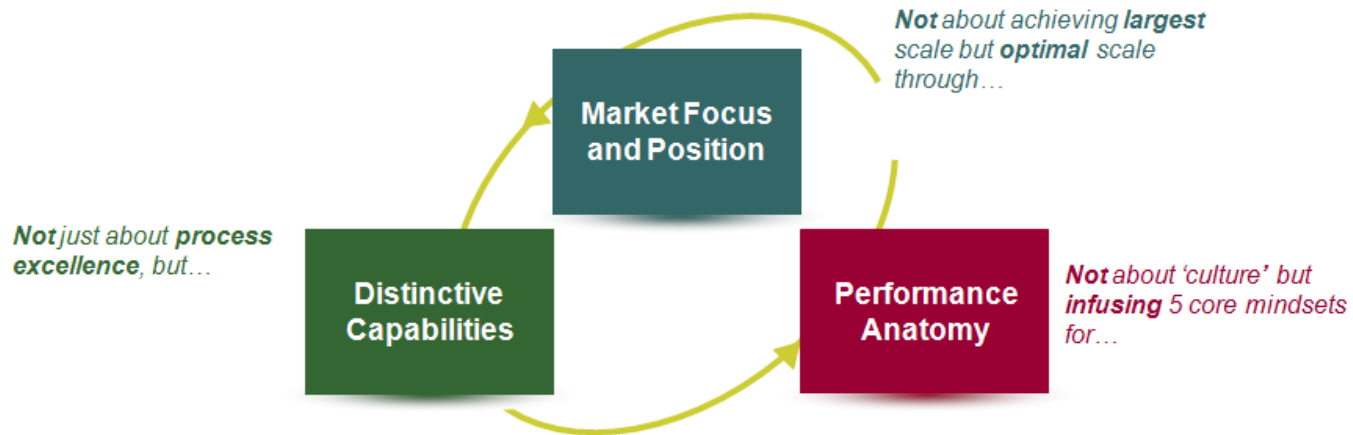
Effective support to management – especially during a downturn – requires from Finance extensive profitability evaluation capabilities

Strategies' selection and execution requires relevant and timely information to support decision making. In turbulent times, management faces a different decision mix, which potential outcomes can rarely be estimated through current reporting models and systems.



Mastery of profitability management capability can be achieved through a continuous and incremental processes that introduce and consolidate flexible evaluation models.

The finance and performance management function plays a critical role in a company's high performance business journey.



- Forward looking
- Sensitivity Analysis
- Multi-Dimensional Profitability Analysis discerning the important industry drivers of present and future value
- Cost Object Margin Analysis
- Process View of Costs and Revenues
- Traceback Reporting
- Scenario / "What-if" / Goal Seeking Analysis
- Inter-company charge-backs
- Benchmarking

- Capturing "best" markets
- Defining a customer-centric business algorithm
- Anticipating and shaping changes in customer values
- Aligning capital deployment
- Elevating shareholder value creation

- Unleashing the organization's energies and collective capabilities (embedded culture of value)
- Multiplying workforce talent
- Generating strategic advantage through IT
- Improving performance through focused measurement
- Renewing continuously