

7th Annual OPTIMIZING ACCOUNTS PAYABLE FUNCTIONS

Leading strategies for reducing costs and improving the performance of Accounts Payable functions

November 16 & 17, 2009, Toronto

"Reinforced items on what should be the A/P roadmap in order to make changes."

"Opportunity to see real-life examples of company processes and appreciate range of practices, concerns and solutions."

"Networking was great - especially at lunch. Also learned more about EIPP and shared services."

- Ann Williams-Gorrie,
University of Waterloo

"The networking aspect was the best part. I picked up a few 'take aways' to help us get to a best practices place."

- Louise Guigue,
Nav Canada

Participating organizations

ALLIANZ GLOBAL CORPORATE & SPECIALTY NORTH AMERICA
A/P CHEXS INC.
ASSOCIATED BRANDS L.P.
BUSINESS STRATEGY, INC.
CANADA POST
CAPGEMINI CANADA
CARA OPERATIONS LTD.
CMP CAPITAL INC.
DAVIS + HENDERSON
DELOITTE & TOUCHE LLP

THE HARDSTONE GROUP
INDIAN AND NORTHERN AFFAIRS CANADA
KPMG LLP
OB10 INC.
ONTARIO MINISTRY OF GOVERNMENT SERVICES
QUALITY MEAT PACKERS LIMITED
THE REGIONAL MUNICIPALITY OF YORK
ROGERS COMMUNICATIONS INC.
RYERSON UNIVERSITY
TELUS COMMUNICATIONS
VIRGIN MOBILE

Workshops included

ALIGNING THE A/P FUNCTION WITH YOUR CORPORATE FINANCIAL GOALS

Zahid Khalid, Founder and Managing Partner, **The Hardstone Group**

DEVELOPING AND IMPROVING EXISTING INTERNAL CONTROLS FOR THE A/P FUNCTION

Chris Doxey, Vice President of Business Development, **Business Strategy, Inc.**

Conference highlights

- Hear from fourteen leading Canadian organizations on improvements they have brought to their accounts payable departments and learn strategies and tactics that will assist you in improving your own A/P functions
- Gain insight from Quality Meat Packers Limited and Canada Post into the benefits of integrating the A/P and Purchasing departments and get their tried-and-true tips for overcoming obstacles
- Discover how Associated Brands L.P. implements supply chain financing in its organization and review the approach's impact on A/P
- Hear how Virgin Mobile, Indian and Northern Affairs Canada and CMP Capital Inc. are improving internal controls in their A/P departments
- Discover best practices for turning your A/P department into a profit centre
- Learn about the latest technologies that promote performance over chasing down paper
- Review methods for preventing and detecting fraud associated with A/P
- Gain insight into the pros and cons of decentralized accounts payable and learn practical tips to navigate obstacles
- Hear about the benefits of implementing vendor file management best practices
- Hear about the Regional Municipality of York's performance measurement system for its A/P personnel

Dear Colleague:

With rising costs, widespread competition and the constant need to improve the productivity of the accounts payable department, A/P professionals in today's business environment can find themselves pushed to the limit in trying to keep their people working at maximum efficiency. Whether through better and smarter business practices or through the latest technological advances, avoiding costly logjams and increasing productivity has never been more crucial than it is today.

Federated Press' 7th Optimizing Accounts Payable Functions conference will bring you the latest insights from leading experts and A/P practitioners on how they are successfully facing the challenges of today's business environment and developing optimal efficiency in their own departments.

We invite you to join us and hear about:

- The benefits of integrating the A/P and Purchasing departments and tips to overcoming obstacles
- The latest methods for preventing and detecting fraud associated with accounts payable
- How leading Canadian organizations are improving internal controls in their accounts payable departments
- The latest technologies that promote performance over chasing down paper, such as Electronic Invoice Presentment and Payment (EIPP) and p-cards
- The benefits of implementing vendor file management best practices
- The pros and cons of decentralized accounts payable and practical tips to navigate obstacles
- The benefits of implementing vendor file management best practices
- Performance measurement and how to increase the productivity of A/P personnel
- What to consider when evaluating whether or not to outsource the A/P function

This exciting event brings together A/P practitioners from Allianz Global Corporate & Specialty North America, Associated Brands, Canada Post, Cara Operations Ltd., CMP Capital Inc., Davis + Henderson, Indian and Northern Affairs Canada, Ontario Ministry of Government Services, Quality Meat Packers Limited, The Regional Municipality of York, Rogers Communications Inc., Ryerson University, TELUS Communications, Virgin Mobile, and many more!

Take a giant leap toward more effective accounts payable functions. Register now by calling (416) 665-6868 or 1-800-363-0722.

Looking forward to seeing you at the conference.

P.S. Our practical and interactive workshops will show you how to ensure that your company's A/P department remains aligned with the organization's financial goals and also provide strategies and practical advice for developing and improving existing internal controls to ensure that your A/P department effectively protects your business from fraud and costly errors.

Who should attend

Vice-Presidents of Finance and Controllers; Directors & Managers of:
Accounts Payable
Purchasing
Finance
Accounting
Shared Services
Transactions
Disbursements
Financial Processing & Operations Improvement

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SESSION 1

STRATEGIES TO OPTIMIZE A/P PROCESSES

Gary Moulton, Partner, Forensic and Dispute Services, Deloitte & Touche LLP and Chair, Forensic Accounting Committee of the Canadian Institute of Chartered Accountants

Monday,
November 16th

9:00-10:00

INTEGRATING A/P & PURCHASING

*Subhasish Dutta, Accounting Manager, Quality Meat Packers Limited
Bill Michalopoulos, General Manager, Procure to Pay, Canada Post*

A growing trend in business is integrating the Accounts Payable and Purchasing departments in order to increase efficiency and experience cost savings. This will result in a more streamlined procure-to-pay cycle. Drawing from lessons learned at Quality Meat Packers and Canada Post, this discussion will explore the benefits of integrating the A/P and Purchasing departments and offer tips to overcoming obstacles.

- Challenges associated with integrating A/P and Purchasing
- Enhancing interdepartmental cooperation
- Benefits of integration
- How to optimize the procure-to-pay function
- Developing an organizational structure post-integration
- Technology solutions

10:00-10:45

PANEL DISCUSSION: STRENGTHENING ACCOUNTS PAYABLE INTERNAL CONTROLS

*Karen Cameron, Manager, Accounting Operations, Indian and Northern Affairs Canada
Keith Jackson, Assistant Controller, Virgin Mobile
Glen Chow, Managing Director, CMP Capital Inc.*

Having strong internal controls in place is crucial to preventing fraud, mispayments, liability for other errors or mishandling. One key part of this initiative is being in a position to delegate authority to qualified personnel to process and review A/P activities. This presentation will discuss best practices undertaken by leading Canadian organizations to improve internal controls in their accounts payable departments.

- Determining objectives of internal controls
- Identifying vulnerabilities in current internal controls
- Maintaining internal control activities
- Methods for securing accounts payable processes

10:45-11:00 NETWORKING BREAK

11:00-11:45

SUPPLY CHAIN FINANCING: LOWERING COSTS IN A/P

Chelo Uribe, Accounts Payable Supervisor, Associated Brands L.P.

Supply chain financing (SCF) is quickly setting a trend in cost improvement for many organizations. With benefits to all parties in the supply chain, SCF aims to reduce working organizations' capital requirements by improving bill collections, inventory turnover, and "days payable outstanding." SCF does require a significant amount of technological solutions, such as electronic procurement and payment platforms, but the approach ultimately drives lower end-to-end costs by limiting manual processing and other administrative overhead. This case study presentation will discuss how Associated Brands L.P. implements SCF in its organization and review the approach's impact on A/P.

- What is SCF?
- Rolling out SCF in the organization: initial steps
- Automation requirements: e-procurement, e-payment, inventory management and tracking
- Costs savings and other impacts on accounts payable functions

11:45-12:30

OPTIMIZING A/P PROCESSES TO PREVENT FRAUD

Gary Moulton, Partner, Forensic and Dispute Services, Deloitte & Touche LLP and Chair, Forensic Accounting Committee of the Canadian Institute of Chartered Accountants

The causes of fraud can be either internal or external. However, if the right processes are in place, you can reduce the chances of it occurring. This session will review methods for preventing and detecting fraud associated with accounts payable.

- How to conduct internal audits
- Reporting tools that can help prevent fraud
- How to implement processes that can help detect fraudulent vendors
- Software for preventing fraud

12:30-1:30 LUNCH

SESSION 2

TOOLS FOR A/P OPTIMIZATION

John Chyzyk, President & CEO,
A/P Chexs Inc.

Monday,
November 16th

1:30-2:10

PANEL DISCUSSION: TURNING YOUR A/P DEPARTMENT INTO A PROFIT CENTRE

John Chyzyk, President & CEO, A/P Chexs Inc.

Filomena Liberio-Ressi, Manager of Accounts Payable, Cara Operations Ltd.

Bill Michalopoulos, General Manager, Procure to Pay, Canada Post

Renu Kohli, Operations Accounting Manager, Davis + Henderson

Douglas Aird, Director, Customer & Vendor Payments, TELUS Communications

Typically, most companies work on the accounts receivables end in efforts to optimize profitability, usually by zeroing in on cash inflow and DSO. On the flip side, accounts payable departments are rarely seen as anything other than cost centres, especially since their raison-d'être is to funnel out monies to pay suppliers. However, the accounts payable function holds just as much potential to become a valuable business process. This panel will discuss how A/P can impact cash flow and profitability.

- Automation to streamline A/P processes
- Capturing early payment discounts through e-invoicing
- Detecting and recovering duplicate or erroneous payments
- Using A/P metrics to drive profitability

2:10-2:50

MOVING TOWARDS ELECTRONIC INVOICING: CREATING A WINNING STRATEGY THROUGH ELECTRONIC INVOICE PRESENTMENT AND PAYMENT (EIPP)

Enrico Asta, Regional Sales Director, OB10 Inc.

Electronic invoice presentment and payment (EIPP) services refer to the electronic presentation of statements, bills and invoices sent by a company to its customers and corresponding payments for goods and services. Electronic invoicing offers plenty of cost and efficiency benefits but the new technology has not been widely adopted. However, companies are turning to a more holistic approach to working capital management and recognizing that EIPP offers the capability to achieve end-to-end processing and reduce days of sales outstanding. This presentation will provide an overview of EIPP and of its practical application.

- Capabilities of EIPP
- What should you look for in a good EIPP system?
- Benefits of EIPP
- Critical factors to ensure success in implementation
- How to avoid costly mistakes

2:50-3:05 NETWORKING BREAK

3:05-3:45

CAPITALIZING ON THE EXPENSE AND INTERNAL CONTROL BENEFITS OF CORPORATE P-CARDS

Dan Bussotti, Senior Policy Advisor, IT Procurement Planning & Policy Development, Ontario Ministry of Government Services

Corporate P-cards rank among the most cost-effective methods for simplifying and streamlining expense management processes for accounts payable professionals as well as for purchasing and paying for materials and services. They also contribute to the enhancement of internal controls. By enabling customers to place orders directly with suppliers without involving purchasing or accounts payable personnel, p-cards can shave procurement-to-payment process costs by as much as 75%. This presentation will discuss:

- Understanding and implementing corporate p-cards
- Reducing payment processing costs
- Enhancing internal controls
- Providing a complete audit trail for all purchases made
- Fostering supply chain management goals

3:45-4:30

TRANSFORMING A/P FROM A BACK OFFICE FUNCTION TO STRATEGIC BUSINESS PARTNER

Mark Ng, Manager, Operations Improvement, KPMG LLP

Transforming A/P from a back office function to strategic business partner is about one thing and one thing alone: adding value. This interactive session will examine A/P's transition to a more strategic, value-added role.

- The issues and challenges facing accounts payable functions
- Leading practices implemented by organizations across all industries
- Change approaches used to transform A/P organizations
- Quick win opportunities that will assist participants in realizing improvements within their own accounts payable functions
- Longer-term improvement initiatives and change strategies used by successful organizations

4:30-5:15

USING DOCUMENT IMAGING OR OPTICAL CHARACTER RECOGNITION (OCR) IN A/P

Peter Gee, Director, Financial Services, Ryerson University

Mary Anne Rait, Manager, Systems & Training, Financial Services, Ryerson University

Optical scanning and similar imaging technologies have moved to the forefront of achieving cost savings and improving efficiencies in accounts payable functions. By enabling A/P personnel to review, approve and record transactions in an electronic environment, these technologies promote performance rather than inefficiently chasing down paper. This case study presentation will review how Ryerson recently acquired OCR technology to extend its A/P document management and imaging capabilities.

- Benefits of optical scanning and imaging technologies in document retrieval
- How electronic technologies reduce costs for document storage
- Improving accuracy of information capture
- Ensuring security by controlling access to documentation

VENDOR MASTER FILE MANAGEMENT BEST PRACTICES

SESSION 3

MANAGING CHANGE & MEASURING PERFORMANCE

Fidel Coutou, Senior Director, Internal Controls and Accounts Payable,
Rogers Communications

Tuesday,
November 17th

9:00-9:45

OVERCOMING OBSTACLES ARISING FROM DECENTRALIZED ACCOUNTS PAYABLE

*Kathleen Anderson, Manager, Accounting,
Allianz Global Corporate & Specialty North America*

When you are the Accounting Manager in a large company, odds are that the A/P team works in another part of the office – maybe in a different city or even a different country! As Accounting Manager, your tasks include expense management, as well as being responsible for government remittances and filings. Moreover, the operational managers are your clients – and they want their vendors paid promptly. In order to meet these goals, it is important for the A/P function to run smoothly and efficiently. But what happens when that team doesn't report to you? This presentation will discuss the pros and cons of decentralized accounts payable. The presentation will also discuss the control challenges, the accounting challenges and the relationship challenges of decentralized accounts payable.

- Complications in A/P from the standpoint of a Canadian branch of a US company:
 - Overcoming currency issues
- Challenges faced by a business unit within a large company:
 - Dealing with cost centre problems
 - Reporting problems to be aware of
 - Resolving unidentified expense problems

9:45-10:30

VENDOR MASTER FILE MANAGEMENT BEST PRACTICES

Fidel Coutou, Senior Director, Internal Controls and Accounts Payable, Rogers Communications Inc.

With takeovers and mergers regular features of the Canadian business landscape, accounts payable departments' vendor files can become hopelessly outdated or simply too large to be easily managed as business changes occur. Unless you are able to manage your vendor file effectively, it can become a bank of inaccurate or duplicate names. Optimizing vendor master file management has a direct positive impact on the efficiency of accounts payable functions. This discussion will highlight some of the benefits of implementing vendor file management best practices.

- Implementing straightforward vendor setup procedures
- Putting into place approval practices for new vendors
- Establishing separate management of one-time vendors
- Validating data and retaining proper records
- Reducing the likelihood of systems control failure
- Controls around GST numbers

10:30-10:45 NETWORKING BREAK

10:45-11:30

PERFORMANCE MANAGEMENT OF A/P PERSONNEL

*Dan Murack, Supervisor, Revenue and Expenditure Control,
The Regional Municipality of York*

Performance metrics are necessary to ensure that the A/P department is performing well. These can also be used when developing benchmarks. This presentation will discuss how the Regional Municipality of York implements a performance measurement system that is meant to reduce the cost of invoice processing and remain competitive.

- Identifying objectives and areas to be measured: data entry of invoices, invoice review cycle times, on-time payments, invoice errors, early payment discounts
- Dividing the A/P department into its various functions
- Developing performance metrics and tracking productivity
- Using metrics as a benchmarking tool: report on cost for each function and cost per invoice
- Cross-training team members on all functions to ensure coverage during absences and vacations
- Establishing a service level

11:30-12:15

OUTSOURCING ACCOUNTS PAYABLE

*Ann Schwemler, Vice-President, Business Process Outsourcing,
Capgemini Canada*

Many companies are choosing to outsource the accounts payable function given the significant cost savings potential that can be generated. This discussion will look a number of critical factors and issues that need to be considered when evaluating whether or not to outsource the accounts payable function, and how to plan if a decision is made to proceed with the outsourcing option.

- Offshore vs. onshore vs. rightshore: the benefits and disadvantages
- Deciding whether or not to outsource
- Issues associated with outsourcing
- Top outsourcing locations
- Best practices in outsourcing

12:15-1:15 LUNCH

WORKSHOP Tuesday, November 17th - 1:15-3:00

ALIGNING THE A/P FUNCTION WITH YOUR CORPORATE FINANCIAL GOALS

Zahid Khalid, Founder and Managing Partner, The Hardstone Group

The accounts payable function is increasingly being seen as a key business process that impacts an organization's cash flow and bottom line. Thus, it becomes critical to align the A/P function with corporate financial goals, whether these may be to maximize corporate value while reducing financial risks or maximizing earnings and cash flow in order to allocate capital toward growth initiatives. This practical and interactive workshop will show you how to ensure that your company's A/P department remains aligned with the financial goals of the company.

- Evaluating your existing A/P processes and procedures:
 - Are your invoices routed directly to A/P from vendors?
 - Are your processing times affecting your vendor relations?
 - Are you taking maximum advantage of early payment discounts?
 - Are you managing documents electronically? How easily are you able to retrieve documents?
- Finding areas for improvement and applying A/P optimization and automation tools
- Change management practices in the A/P function to improve operational efficiency and reduce costs
 - Creating a culture that fosters change
 - Key drivers for change
 - Moving from paper-based processes to automation
 - Centralizing A/P processes: transition to shared services
 - Developing benchmarks

Zahid Khalid is the founder and Managing Partner of The Hardstone Group - a management advisory and technology transformation management firm. The firm specializes in maximizing the efficiency and effectiveness of the working capital related functions - Accounts Payable, Accounts Receivable, Purchasing, and Treasury - through process improvement and automation. The benefits to the clients include increased cash flow and profitability, stronger internal controls and transparency of vital information. With over 20 years of experience in various industries, Zahid has helped organizations become more profitable through process improvement, automation, integration and standardization. He possesses a unique blend of knowledge and skills that include finance, software systems design and implementation, and project & change management. Zahid is involved with various organizations in an effort to educate and assist organizations in becoming fundamentally more profitable through back-office optimization. He is a frequent speaker and has published articles in various magazines on subjects that include finance, business process improvement and information technology solutions. He is the author of a book "Advanced CORBA Server Architecture: Secure Shell" as well as an upcoming book "Optimizing Back Office Operations: Best Practices for Maximum Profitability".

3:00-3:15 NETWORKING BREAK

WORKSHOP Tuesday, November 17th - 3:15-5:00

DEVELOPING AND IMPROVING EXISTING INTERNAL CONTROLS FOR THE AP FUNCTION

Chris Doxey, Vice President of Business Development, Business Strategy, Inc.

As the department that controls the flow of money outside the organization, accounts payable is an area where fraud is typically perpetrated by insiders and outsiders – especially if proper internal controls are not implemented. When was the last time your company reviewed its internal controls? Now more than ever, having strong internal controls in place is crucial to preventing fraud, mispayment and other liabilities. This practical and interactive workshop will provide strategies and practical advice for developing and improving existing internal controls to ensure that your A/P department effectively protects your business from fraud and costly errors.

- Determining objectives of internal controls
- Identifying risks and vulnerabilities of internal controls in the A/P function
- Internal control and risk assessment checklists: invoice processing, check issuance, use of voided checks, p-cards, vendor master file, travel and entertainment expenses
- Methods for securing A/P processes
- Automating controls in order to improve A/P efficiencies
- Reducing controls that are duplicative
- Continuous monitoring of internal controls to ensure sustained effectiveness
- Documenting your controls for compliance with Sarbanes-Oxley

Currently Vice President of Business Development at Business Strategy, Inc., Chris Doxey has 30 years of experience in roles in Accounting and Finance, having held senior leadership roles in Accounts Payable, Accounts Receivable, Internal Controls, Payroll, and Financial Process Integration for Digital, Compaq, Hewlett Packard, and MCI.

MULTIMEDIA PRESENTATIONS

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OPG Case Study: Automating the AP Process to Reduce Costs and Boost Efficiency

Neville da Silva, Director of Financial Processing Services,
Ontario Power Generation Inc.
Time: 27 Slides: 19

Case Study: Automation within Accounts Payable for Maximum Strategic Advantage at the LCBO

Theresa Mutlak, Director, Financial Reporting & Technology,
Patrick Parainfo, Manager Accounts Payable & Receivable,
Liquor Control Board of Ontario (LCBO)
Time: 45 Slides: 44

Leveraging Optical Scanning Technology in AP

Marion Garant, Accounts Payable Manager,
Alliance Films Inc.
Time: 15 Slides: 3

Outsourcing the AP Function

Ankur Parmar, Canada Country Head, BPO,
Infosys Technologies Limited
Time: 52 Slides: 19

Panel Discussion: Strengthening Accounts Payable Internal Controls

Consuelo Uribe, Accounts Payable Coordinator,
Associated Brands
Stacey Karim, Accounts Payable Supervisor,
Oxford Properties Group
Time: 33

Panel Discussion: Vendor Master File Management Best Practices

Anne Michaud,
Manager Accounts of Payable,
Norbord Inc.
Ann Schwemler, Vice-President,
Business Process Outsourcing,
Capgemini Canada
Ankur Parmar, Canada Country Head, BPO,
Infosys Technologies Limited
Time: 44

Shared Services: Centralizing and Streamlining AP

Ann Schwemler, Vice-President,
Business Process Outsourcing,
Capgemini Canada
Time: 53 Slides: 33

Technology For Services Procurement

Kurt Ritcey, Partner,
Deloitte & Touche LLP
Time: 39 Slides: 21

Accounting for Risk: A Risk-Adjusted Approach to Services Procurement

Jason Morsink,
KPMG LLP
Time: 34 Slides: 33

7th Annual OPTIMIZING ACCOUNTS PAYABLE FUNCTIONS

Leading strategies for reducing costs and improving the performance of Accounts Payable functions

November 16 & 17, 2009, Toronto

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