

# CIMA and Cranfield

## Managing through the recession

17 November 2009

CIMA, 26 Chapter Street,  
London SW1P 4NP



How do we respond to a difficult economic climate? Do we cut back on development, tighten our control systems to restrict spending, reduce our working capital, or do we look for other ways to survive?

## What will you gain from attending?

This half day conference will give you a different perspective on managing the recession. It will:

- help explain why some approaches don't seem to be working
- allow you to reflect on the real value of your working capital
- show the role people play in delivering your performance
- allow you to hear about the benefits of getting close to the customer
- explain the role organisational structure plays in delivering performance
- showcase innovative approaches that work
- open your eyes to some new possibilities for gaining competitive advantage.

## Who should attend?

- CEOs.
- Financial directors and controllers.
- Change management directors.
- Management accountants responsible for working capital and control systems.
- Business planners and those involved in the budgeting process.
- Managing directors and those with line management positions.

## Four easy ways to book:

**W.** [www.cimaglobal.com/cranfield](http://www.cimaglobal.com/cranfield)

**E.** [conferences@cimaglobal.com](mailto:conferences@cimaglobal.com)

**T.** +44 (0)20 8849 2265

**F.** +44 (0)20 8849 2460



## Learn from the leading experts

**Mike Bourne** BSc and BCom MBA PhD CEng ACMA

Mike is professor of business performance in the Centre for Business Performance. He gained his PhD from the University of Cambridge in 2001, researching the design and implementation of balanced performance measurement systems. He has spent the last ten years working with companies supporting senior management teams through the process of designing, implementing and using their balanced scorecards and related performance management techniques.

**Dr Ruth Bender** PhD MB BA FCA FHEA

Ruth, Senior Lecturer in Finance and Accounting, joined the Cranfield faculty in 1994, having completed her MBA there. Prior to this she was a partner in Grant Thornton, where latterly she specialised in corporate finance. She is a chartered accountant, and a committee member of the ICAEW's Faculty of Finance and Management.

**Steve Morlidge**, Visiting Fellow

Steve has spent most of his working career working within finance in Unilever PLC, occupying a wide range of operational and project roles. Most recently, he was financial controller at Unilever's \$1 billion UK foods business, and he led the integration of Unilever and Bestfoods in the UK. He has also had a long interest in advanced performance management practice.

**Patrick Hoverstadt**, Visiting Fellow

Patrick has worked as a consultant since 1995 with organisations in both the private and public sector, mainly focusing on issues to do with organisational structure and change. He specialises in the use of leading edge approaches based in systems theory for analysing and designing organisations and work processes.



# Conference programme

- 8.30am Registration with coffee
- 9.15am **Welcome and introduction from the chair**  
Cycles of depression - control systems in a recession – Professor Mike Bourne
- The more we restrict, the worse it becomes.
  - The role people play in delivering performance.
  - Fear of letting go and the illusion of control.
  - Managing the future.
- 10.15am **Managing working capital to create value** – Dr Ruth Bender
- Why have working capital?
  - A value chain approach to managing working capital.
  - Tips and techniques for enhancing value.
- 11.00am Morning coffee
- 11.15am **Yes we can!**  
A case study demonstrating how changing management systems can radically improve performance – Steve Morlidge
- The problem with traditional performance management systems.
  - How to make organisations, more outwardly focused and agile and reduce unproductive 'gamesmanship'.
  - What kind of results you might expect from making the change, and why.
- 12.00pm **Innovation is a route out of crisis, but which sort of innovation can be critically important?** – Patrick Hoverstadt
- The business case for innovating your way out of recession.
  - Different classes of innovation and the types of business problems each can solve – when to use each type.
  - Two case studies – getting it right and getting it wrong.
  - Managing innovation – the art of the unknown.
- 12.45pm **Panel discussion**
- 1.00pm Lunch
- 2.00pm Conference close

# CIMA and Cranfield Conference

## To make a booking

Complete and return this form  
(or a photocopy) to:  
CIMA Courses and Conferences,  
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Please reserve \_\_\_\_\_ place/s at £299 + VAT = £343.85

\_\_\_\_\_ place/s at £249 + VAT = £286.35\*

Total

\* Early booker discount  
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Delegate cancellation: if you have to cancel 80% of the fee will be refunded provided written notice is received not less than 21 days in advance. If you cancel later than this the full conference fee is charged. A substitute delegate is welcome at no extra charge. Provisional bookings must be confirmed in writing or cancelled within ten days (within 48 hours of bookings made within ten days of the conference date).

Event cancellation or change: where circumstances force CIMA to change the details of or cancel a conference the liability of CIMA shall be limited to a refund of any fees paid for that particular conference. CIMA is not liable for any consequential loss.

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