



The CFO in the 2020s

Finance and Intelligent Automation



Contents

INTRODUCTION	03
CHAPTER 1: The changing role of the CFO	05
CHAPTER 2: How finance is using automation today	09
Finding the right vendor	13
CHAPTER 3: Creating an effective business case for Intelligent Automation	14
Realising the benefits of intelligent automation.	15
Understanding the costs of intelligent automation	16
CHAPTER 4: Should the CFO drive Intelligent Automation in their organisation?	19
EXECUTIVE SUMMARY.	23
BIOGRAPHIES	25
FEATURED CONTRIBUTORS	28

Introduction

CFOs are increasingly occupying a strategic role tied to the insights and empirical data that they can bring to strategic planning, especially around forecasting trends, managing regulatory conduct, and building new organisational capabilities.

Yet McKinsey has confirmed that two thirds of finance executives still believe that the CFO should be more involved in setting wider corporate strategy.¹

Many finance teams have already embraced technology as a way to drive this shift; with advances in data analytics and business intelligence, CFOs have greater insight than ever before into business performance, risk and opportunities.

But there is still much to be done while core finance functions such as accounts payable and reporting retain significant manual elements. Within Triad's specialist **Intelligent Automation practice**, we have witnessed how finance chiefs are able to use automation to get better insights, more quickly, powering an increased involvement in strategic decision making.

¹ 'McKinsey Special Collection: The Role of the CFO'

But how high on the CFO's agenda is automation? What is holding it back and where are the greatest benefits being captured?

This eBook was compiled to explore these questions and shaped by conversations with CFOs and finance leaders, from a range of industries, about their experiences of using Intelligent Automation, how automation is impacting on their role and department and what the challenges and successes they have seen are.

We were pleasantly surprised to find all the contributors had automation plans developed or underway. However, we also discovered that many of these CFOs were themselves the strategic leaders, rather than IT or operations, of the automation projects.

So, if you're interested in learning more about Intelligent Automation within a finance function and how this is shaping the future role of finance leadership, featuring insights from other CFOs from market leaders in many sectors, read on.

The Triad Intelligent Automation team





CHAPTER 1:

The changing role of the CFO



For many years, corporate finance leaders were seen as the “numbers people” who invested their time in calculations, balance sheets and very large spreadsheets.

That model is increasingly outdated as today’s CFOs take on more responsibility and a greater role in strategic decision making. One recent study conducted by **McKinsey** suggests that, on average, five different functions now report into the typical CFO’s office. For instance, in 38 percent of cases, technology now reports to the CFO².

Our research supports this analysis. **Rod Meade, finance director at property consultants Carter Jonas**, has worked in a finance leadership role for more than a decade, but over time his responsibilities have become much wider. Today, the IT, risk management and contract management teams at Carter Jonas all report to the finance department, and Meade is also chair of the operations board and a long-standing member of the executive board.

This new type of CFO leads a finance department that is far more than the place to find figures and is instead delivering strategic insight and influencing the business. “We are data interpreters, technology experts and contemporary strategists, who must look ahead and plan for the future,” says **Uta Molnar, finance director at the smart infrastructure subsidiary of Siemens AG**. At her part of the multinational, the company is in fact actively recruiting in finance with an eye on this new breed of CFO.

“It is a challenge to find the right skills, but we need less accounting-focused talent and more strategic thinkers who can handle finance talk and combine this with digitisation.”


Uta Molnar | **Finance Director, Siemens AG**

The move towards digital business, and the associated developments in technology, have been critical in the evolution of the CFO. Technologies such as business intelligence, robotic process automation and data analytics have freed up time and resources within the finance function, allowing CFOs to take a more involved role in the wider business.

² McKinsey Special Collection: The Role of the CFO

Additionally, the quality of data being captured within the finance department is vastly improved, meaning the CFO is in a position to act as a partner to other senior executives, providing information and support to make better, faster decisions. “In days gone by it felt like the CEO set the agenda and the CFO would follow, but now the CFO is part and parcel of that strategy and driving shareholder value,” says **Scott Singleton, international finance director at UK-based digital marketing experts Oliver Marketing**. “The CFO is driving a lot of the change because a lot of the relevant data is being created and reported from by finance.”

Technology has helped many finance leaders to both evolve their roles and increase their strategic involvement and contribution to the wider business.



“A frequent challenge that finance teams face is the simultaneous need to understand the movement of detailed business drivers while getting business units buy-in to the anticipated macro consequences. That can manifest itself in enormous spreadsheets and information overload. While technology undoubtedly helps with that, CFOs and their senior teams need to apply themselves to the analysis not the production of that data.”

Neil Edwards | [ex-CFO, Zoopla](#)

Many have embraced new technology such as Intelligent Automation, enabling them to boost productivity and identify new market opportunities. With Intelligent Automation, programs and software can automate functions and provide better insight into factors that can affect a company’s bottom line. This frees up CFOs to spend more time on other areas of strategic importance.



A finance insider's perspective

There is no doubt that the role of the CFO has evolved over the last few decades in tandem with the changes and demands of the working environment. The economic challenges posed by the recession that followed the credit crunch, and more recently, the COVID-19 pandemic, have asked questions of the CFO in new ways. Not only do they need to keep a company's balance sheet healthy, but now their finance function must add real value to the business and become trusted business partners and indeed, a profit centre.

To some degree, the initial response of many CFOs in the late noughties was to review finance department processes only in conjunction with an outsourcing model. This enabled economies of scale, generated some efficiency improvements and cost reductions.

However, these changes still relied upon manual interventions, limited digitalised processes, and did not fully allow the finance function to achieve the profit centre status that is demanded by today's workplace.

Today's finance leaders need to be able to react swiftly and with conviction. This requires accurate and timely management information delivered by entirely digitalised processes and, most importantly, bespoke to the business' needs. This is one area where automation can certainly help.

However, in their wider strategic role, today's CFOs also need to consider non-finance processes as there is much to be gained from a comprehensive review of operational business drivers to improve efficiencies, particularly from a digital perspective. Again, there is no doubt that Intelligent Automation can help here, especially with digitalisation and cost reduction.

Yet, with the right set of experts involved and a comprehensive understanding of those business drivers, automation can materially increase operational productivity within the finance function and beyond. I believe that Intelligent Automation must be included in a CFO's toolkit if they wish to not only optimise operations within a finance function but also make it a profit centre.

James McDonald, Finance Director, Triad Group Plc



CHAPTER 2:

How finance is using automation today




By its nature, finance has always been a business function that generates lots of data, and this makes it an ideal place to start considering automation. According to the finance leaders we spoke with, there are several key areas where Intelligent Automation has enormous potential.

More than 60 percent of the finance leaders interviewed for this eBook agree that automation of workflows would help their organisation to build capacity and deliver other benefits. More than half also saw the automation as a way to drive efficiency and reduce costs.

Streamlining processes and driving efficiency is a key focus for finance leaders like **Edward Guest, group CFO at Unlimited Group**, an independent marketing services group. “It’s taking away non-value-add human elements and using as much technology as possible to automate that, and get humans to do value-add,” says **Guest**. “We are definitely looking at, and I’m very much driving investigation into Robotic Process Automation (RPA) and real-time AI. I’m looking at the processes, which are repetitive or could be streamlined, and how many of those processes could be delivered using technology? That releases human time to add more commercial value at the front end.”

The most common area where Intelligent Automation can benefit CFOs is around counting operations, cash and revenue management. At WebBeds, the world’s second-largest accommodation supplier to the travel industry, for instance, this was the first financial process to be automated, and the company has freed up many resources, to support activities that add more value to the business.

Another common first “automation” project is around expenses reporting. Typically, an expenses system may contain thousands of lines of data, which are constantly being updated, validated, shared and passed to other systems for approval, and reimbursement. “You have all this data but what does it mean? How can we save money on it? What are people doing?” says **Meade of Carter Jonas**.



“You can have an army of people working through it, or you can use automation, business intelligence, and get a dashboard that means you can quickly see what is being spent, what trends there are, what risks need to be dealt with, and do that quickly.”

Rod Meade | **Financial Director, Carter Jonas**



Azur Underwriting, a company that helps insurers with their digital transformation, is in the early stages of using automation and has also chosen to start with the finance function. The company is currently implementing automation around accounts payable and customer facing finance systems. However, the process is slow and steady, says **Chris Coadwell, the company's group financial controller**. "Time and cost are massive barriers to automation in smaller organisations," he says. "But using IA to remove manual tasks and free up staff to do more value-add activities is a great benefit, and I think over the next five to ten years, most finance functions will move to automation."

Care provider Borough Care Limited has also begun utilising automation in its finance function. The project has delivered impressive early results, says **Nick Pennell, the company's finance director**.

"The issue was how do we get invoices in, validate and pay them. Everything was paper based with some email, which would then be printed. It was a process that was slow, painful and out of date."


Nick Pennell | **Financial Director, Borough Care**

After talking to suppliers, Borough Care ditched its initial plan to bring the process online and instead used a specialist application that could accept invoices and 'read' them using optical character recognition (OCR), a technology that scans printed material and translates it into computer text. Once the invoice has been turned into a digital file, the software sends it to the right system for approval, and then tracks payment. "It removed a lot of human hours and potential for mistakes," says **Pennell**.

Intelligent Automation is definitely central to digital transformation at Siemens, and is used to process data on customer transactions, linking together applications and pulling together information on what sort of transactions happen and what actions need to be triggered. The company's automated processes can run financial reports, trigger invoices, payments and so on. They are not yet automated completely end to end, but automation is being implemented in a staged approach, based on which tasks offer the best ROI (return on investment).

The first stage in this transformation has been to identify processes that require a high level of manual involvement, but don't derive much value from this intervention. Early processes identified as being suitable for automation include order management and invoice to cash.

"Automating these things has successfully allowed us to free up people to focus on other things, and this should be the main focus of automation, when creating a business case," says **Molnar of Siemens**



"Remember of course that automation is not the end goal, but the means to the end. Less time spent processing, can be more time spent adding value. The modern CFO is very much seen as the 'co-pilot flying the plane' alongside the CEO: providing strategic insight, assessing market opportunities, troubleshooting business problems and giving comfort to investors with high quality forecasts. Freeing up both time and brain capacity to do these things is where that value is added."

Neil Edwards | **ex-CFO, Zoopla**



Finding the right vendor

Many organisations build their own capabilities for implementing automation in-house; the software, after all, is designed to be low-code and user-friendly.

However, hiring or training your own people can only take you so far, and it can be costly both in terms of salary and elapsed time. Indeed, it can be costly in many ways to take on all of the risk involved in identifying the right areas to work in and building enterprise-grade automations in-house, which is why many companies turn to experienced third-parties.

When looking for a partner to lead or support your Intelligent Automation programme, there are two key things that you should be looking out for; a business benefits focused approach and broad technical, process and project expertise.

As discussed in this eBook, building a robust and reliable business case is the cornerstone of any automation programme, and indeed any investment in business technology. It also follows that the firms that are focused on delivering benefits, and not simply caught up in the technology, will have the biggest positive impact.

Complementing that approach is a broad base of technical development, process improvement and project management. It is exceedingly rare that Intelligent Automation software alone can resolve companies' issues, although it is a powerful tool when combined with other business and technology levers. As such it makes sense to seek a partner who can support your organisation across a programme, and will not simply be looking for 'tasks' to automate to generate fees.

Dave Horton, Intelligent Automation Practice Lead, Triad Group Plc



CHAPTER 3:

Creating an effective business case for Intelligent Automation



Automation has a powerful capacity to reduce the need for human intervention in workflows, freeing up huge resources and driving process improvement and cost savings.

“Reducing manual intervention can save thousands of euros that are spent handling miscommunications between systems. If we can address these issues automatically, this frees up resources for other tasks,” says **Marco Torrente, CFO at WebBeds**.

However, this does not mean that a business case for Intelligent Automation is simply a case of “technology cost” on one side and “expenditure reduced through process improvement” on the other.


Realising the benefits of Intelligent Automation

The good news is that Intelligent Automation can drive enormous efficiency gains and reduce the need for manual intervention in repetitive processes. However, using Intelligent Automation simply to reduce headcount will rarely yield the greatest return on investment.

“The focus shouldn’t be on cost,” stresses **Molnar of Siemens**. “Yes, cost is a benefit of automation, but we are freeing up resources to focus on challenges that lay ahead. We are safeguarding precious resources and freeing them to focus on new things in a digital era.”

In other words, organisations should consider how they might use the resource that is freed up through process automation, to drive revenue, add value or reduce risk to the business. Using automation for analytics could bring insights into the market that identify new revenue opportunities, or risks that can be addressed and managed. A solid business case must consider the potential to reduce expenditure but also increase revenues.

Rather than reducing headcount, smart businesses are looking at how they will use skilled employees to drive innovation.



“My view is that I never want to hire anyone again purely to move data from one spreadsheet to another.”

Rod Meade | **Financial Director, Carter Jonas**



Understanding the costs of Intelligent Automation

The costs of Intelligent Automation should also not be underestimated. The first challenges most organisations face are around vendor selection, rapid market change and a lack of skills to deploy Intelligent Automation.

Working in partnership with a specialist consultant increases the likelihood of a successful Intelligent Automation deployment as many organisations lack the skills to implement Intelligent Automation internally, and a vendor can offer valuable resources along with relevant expertise and experience.

Yet, identifying the right vendor to supply Intelligent Automation software can be challenging, as knowledge of this sector within organisations may be limited, and suppliers relatively new and untested. “You want to be sure the supplier you use is still going to be around in five years,” says **Meade from Carter Jonas**.

Meade, and his team are looking for a supplier that is affordable, stable and will allow the company to retain ownership of automated processes, code and associated data. To help prepare for automation, Carter Jonas has brought in a team of consultants who are mapping the firm’s processes; identifying which can most easily be automated and will deliver the best return on investment.

“A barrier for us has been the lack of ready-made solutions, which meant that automation is not seen as affordable.

We’re looking for something that makes automation coding simple, ideally without the involvement of IT.”

Frantisek Rozdalovsky | **Financial Director, GW Pharmaceuticals**

For organisations at the beginning of the Intelligent Automation journey, **WebBeds’ Torrente** says not to be afraid of the upfront cost of potential tools and platforms. “If you look at benefits over time there is often a strong business case” he says. The key to building this case is understanding the team’s administrative tasks, to have clear visibility of the money lost through inefficiency in administration, and what the company’s wider strategy is. Will investing in automation support this strategy, and reduce the revenue lost through inefficiency?

In large organisations such as Siemens AG, there are internal resources that can support new automation projects with experienced consultants on tap. However, even here the company quickly realised that automation costs do not begin and end with Intelligent Automation software.





The case for value drivers compared to KPIs alone

Value drivers track what really defines success for an organisation and have proved to be particularly important to understand when selecting which processes to automate, and in maximising the benefits the automations deliver. Value drivers include, but also transcend, traditional KPIs such as revenue, cost and profit.

They can include things like improving customer experience, improving brand or cause engagement, improving innovation, agility or efficiency, enabling digital capability or reducing risk.


Usually organisations will have between five to eight key things that really drive value. Once these are understood, quantified and weighted, every programme and project can be scored against them. It's important to ensure that automation projects also target the things that maximise value for an organisation, and that they contribute to the business' ongoing improvement against those key measurements.

So, when considering the use of Intelligent Automation, we advise that business cases encompass more than simple financial metrics, such as capacity created and labour saved. By including key value drivers such as reduced administrative burden, which allows front-line staff to focus on building a connection with customers, a more comprehensive business case is created that will also align more closely to the benefits an automation delivers. As a result, including key value drivers ensures that investments in automation are prioritised according to their positive impact on the wider growth and improvement of the business.

Damon Harding, Strategy, Leadership and Innovation partner, Digital Works Group

One of the major costs of IA is delivering training and supporting the change in culture. With any major change, organisations may face resistance from individuals who do not want to change, organisations may face resistance from individuals who do not want to change their working habits. Unless these issues are addressed quickly and effectively, the risk is that employees will find 'work-arounds' to newly automated processes, undermining the overall business case. "You've got to make sure, when you make a business case, it is driven by getting people to understand why it's so beneficial," says **Edward Guest, group CFO at Unlimited Group.**

Alongside cultural change, **Independent Consultant and experienced Finance Director Ruth Kirby** argues that automation may require new skills to be added to the finance workforce. Before investing in Intelligent Automation, finance leaders should consider what data outputs will be created, what this data will be used for, and whether workers are trained appropriately to perform these new tasks. "It is pointless to deploy Intelligent Automation or machine learning if the finance team doesn't understand how to use the outputs from those new systems," **Kirby** says.

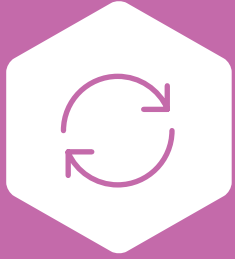


"You have to take it one step at a time, and the first part of the journey is to change the work they do, deploying BI tools to get them familiar with self-serve and new ways of reporting, that aren't email and Excel. Once you get to that stage and can build skills in ERP and SQL, then you can get to a place where automation can be deployed."

Ruth Kirby | **Independent Consultant**

While in some instances, Intelligent Automation can be a way of avoiding the need to replace legacy systems, many organisations will deploy new technologies to realise the full potential of Intelligent Automation.

Companies are investing in data lakes to help the organisation make the most of emerging technologies including machine learning and Intelligent Automation. This will allow the company to resolve many issues involved in connecting new systems and processes, says **Torrente**. "I prefer to have a data lake in order to connect different system and have only one source of information," he says. "If we do this then automation becomes easier, and more cost-effective."



CHAPTER 4:

Should the CFO drive Intelligent Automation adoption in their organisations?



CFOs often have a front-row seat to an organisation's first steps into Intelligent Automation and may, in many cases, be the executive championing its introduction.

The finance leaders we spoke to agreed that the CFO should play a key role in driving adoption of automation by their organisation, either as a leader or in partnership with other executives, such as the CTO.

At independent marketing services group Unlimited Group, for instance, the CFO is responsible for the deployment of automation, with staff reporting to the finance department on things such as mapping processes and defining underlying technology platforms.

Unlimited's **Guest** believes that it makes sense for the CFO to be the person leading the Intelligent Automation charge because they are likely to have the best understandings of its benefits around efficiency gains.

Guest is ensuring that he understands the nuts and bolts of automation, even going to far as coding some basic automated processes himself, to ensure he understands how the technology works, for example.

Since Intelligent Automation is likely to be deployed within the finance office, it makes perfect sense for projects to be led by the CFO, agrees independent consultant **Ruth Kirby**.

“What we’re seeing is the finance team evolving into a team that can drive adoption of automation and business intelligence, and in the process be freed up to do proper decision support.”

Ruth Kirby | **Independent Consultant**

In some cases, the CFO may actually be the first senior leader to learn of the potential of Intelligent Automation. At life sciences firm GW pharmaceuticals, automation was driven by the CFO because he learned about its potential directly, from peers. “He had seen how it was implemented in other companies, and discussed with other finance leaders” says **Frantisek Rozdalovsky**, a finance leader at the firm. “It is a lot more difficult to create a robust business case where you do not have the support of the CFO.”

While the CFO has a critical role in supporting the deployment of Intelligent Automation, it cannot be a solo effort, argues **Scott Singleton from Oliver Marketing**. For him, “The CFO should have significant input in how automation is delivered, but it should be a collaborative effort where the CFO talks about the financial and operational side of the business, while the CTO brings technical expertise.”

While the CFO brings knowledge of the underlying data and financial gains to be made from process improvement, the CTO will bring understanding of an organisation's IT infrastructure and the technical capabilities of automation products. The combination of skills, together with support from the CEO and board, will vastly improve the likelihood of a successful IA deployment. "A truly collaborative effort is critical in securing buy-in" **Singleton** adds. "In fact, the more people that contribute to driving the adoption of automation, the more likely you are to unlock the power of that data."

Having the support of the wider executive board can also help CFOs dealing with the human element of automation projects. Persuading employees to change the way they work in an automated environment can present huge challenges, says **Chris Coadwell of Azur Underwriting**. "Implementing technology isn't the hardest bit. It's getting people to use it" he says.

This brings us back to the changing role of the CFO in modern organisations. Becoming a leader who can drive strategic, non-finance projects requires CFOs to develop new skills and take on broader responsibilities.



"We all need to be directing finance leaders away from the traditional accounting duties. I see my role not only as a manager, but as a leader, to grow the next generation of payments workforce, which should be extracting the most value at the lowest cost, which means an automation-first approach."

Uta Molnar | **Finance Director, Siemens AG**

Rather than assuming Intelligent Automation is not the CFO's responsibility, **Molnar** urges CFOs to look outside their traditional role and step up to lead these projects. "Yes, Intelligent Automation could replace me, but that frees me up to focus on other things" she says. "Embrace Intelligent Automation. Be anxious but have a future-focused mindset. You will change the future. But if you don't move—the future will change you."

Executive summary



Adrian Leer
Managing Director
Triad plc

Without exception, the finance chiefs we interviewed for this eBook said that it was important for CFOs to have greater strategic input into the future of their companies. They also agreed that automation technologies would improve some of their business processes, especially when applied to repetitive tasks that freed up resources to focus on the more strategic aspects of finance.

Given these views, it is not surprising to see CFOs championing and prioritising the understanding of Intelligent Automation thoroughly. It has been impressive to see how many CFOs are also driving the adoption of Intelligent Automation in their organisations, albeit working with their technology and operational colleagues.

While the organisations quoted in this document have different approaches to automation, and are at different stages of the journey, they offer important insight into best practice when adopting automation.

Advice for CFOs who are planning or embarking on Intelligent Automation projects includes:

1. The finance function is a great place for an organisation to start or excel with an Intelligent Automation programme. The benefits not only include workflow improvements, cost savings and more fulfilling roles for the finance team; Intelligent Automation also delivers significant capacity to CFOs allowing them to adopt a greater leadership role within the organisation.
2. Early adopters report that automation has driven process improvement and efficiencies in functions such as accounts payable, expenses, operations, cash and revenue management. To increase the chances of successful automation, these processes must be mapped from end to end and fully understood before being automated.
3. It is beneficial to secure support from other executives such as the CTO and CEO. The CTO can bring vital technical expertise, while other executives' support will help to drive user acceptance of changed working practices.
4. A business case for Intelligent Automation should not only consider the costs around automation software and consulting; it is vital to also account for training and maintenance.
5. And finally, all finance organisations are built on skills around accounting and data processing; functions that will likely be transformed by automation. So, organisations hoping to leverage Intelligent Automation should start planning early for the staff and skills profile that their departments will need in the future.

So, I hope our finance readers feel more confident in what automation can offer your function and the impact IA can have on your wider business and leadership agendas.

Adrian Leer, Managing Director, Triad Group plc

Biographies



Marco Torrente

WebBeds

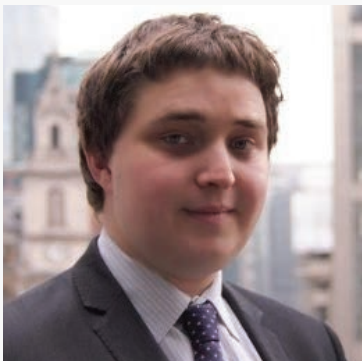
Marco Torrente is the Chief Financial Officer for Europe at WebBeds Europe, the world's second largest accommodation supplier to the travel industry. Marco has over 20 years of experience building and leading finance teams in global companies with significant operating scale and complexity. Prior to joining WebBeds, he was FD at Sabre with responsibility over the EMEA Region. Previously, he was at TUI plc, where he spent 5 years in finance and operating roles in Europe, Asia and South America. Marco began his career with SC Johnson and held various management positions across Europe. He served on the board of directors of STNME, JV in UAE, and was head of audit Committee.



Edward Guest

Unlimited Group

As Group CFO of Unlimited Group, with 20+ years of experience as a financial and operations leader working for both corporate and private equity-backed businesses across a variety of sectors, Ed is always looking to spearhead financial insights through cutting-edge operational processes delivered by the latest IT solutions. A strong believer of combining data and innovation to deliver compelling business strategies that facilitate growth and success. A fierce advocate of continuous process improvement through data-driven system evaluation.



Chris Coadwell

Azur Underwriting

In addition to being Azure's Group Financial Controller, Chris is also a qualified accountant and proven finance leader with experience in scaling a hyper growth start-up in the financial services sector growing from 5 to 700 employees over 6 years. Chris is interested in how finance functions can empower businesses to drive growth.



Frantisek Rozdalovsky
GW Pharmaceuticals

Frantisek is an International cross functional leader with many years' experience in various finance and operations positions. His experience in strategic planning and execution has helped to build solid corporate finance functions, transformed organizations and, through project leadership and change management, implemented robotic solutions. He also co-led the Best Finance Team Belgium, 2018 (CFO Magazine).



Uta Molnar
Siemens

Uta Molnar, Financial Director at Siemens, is a highly experienced and well-regarded business leader with over 20 years of commercial finance experience. Having held various executive positions within global businesses, Uta has acquired valuable expertise throughout her career across Medical, Transportation, Energy and Infrastructure markets.

Uta is broadly recognised for her strategic financial planning and operational management, and given her commercial mindset, she is a firm advocate of focusing on bringing the right people together in order to empower teams and enable individuals to reach their full individual potential and collectively create sustainable profitable growth.



Ruth Kirby

Ruth Kirby is a Finance Director with experience leading large-scale finance transformation programmes. Ruth has a track record in leading initiatives that have delivered simplification, standardisation and automation across finance processes enabling finance teams to shift their focus from processing and production to deep analytics and value-added business support. Ruth has held senior finance positions at several organisations including Arqiva, VMware, Virgin Media and Electronic Data Systems.



Nick Pennell
Borough Care

Nick is Finance Director at Borough Care – a not for profit residential care home group in North West England. Nick started his career in the Civil Service where he qualified as an accountant, after this he transitioned to work for KPMG as a financial management consultant, focusing on large corporate companies and defence. Following this Nick then worked as deputy finance director for KPMG’s Learning business before leaving to take up his current role. Nick is motivated by doing transformational roles; automating financial process and systems and increasing the use of data and analytics in organisations in order to drive more timely and effective decision making.



Rod Meade
Carter Jonas

Executive Board experience as Finance Director in professional services firms. Driven growth both organically and through acquisitions and mergers. Driven continuous development of our IT strategy to ensure the infrastructure and skills are in place to exploit the BI and AI revolution with a particular focus on identifying, documenting streamlining and automating operational workflows both internal and client facing. Examples include the process of onboarding clients to collection of receipts; the hiring process from authorisation of recruit to the induction program; designing dashboards for clients including KPIs.



Neil Edwards
Formerly Zoopla

Neil Edwards was most recently the CFO for ZPG Ltd. (Zoopla) with responsibility for Finance, Legal, IT Operations, Facilities and property print marketing business, Ravensworth. He is currently a Non-Executive Director of Fair For You, an award winning not-for-profit alternative to high cost credit.

Before that he held CFO and other senior roles at companies including Simply Business, The Travelers Companies Inc, Amazon, eBay, PayPal and MoneyGram.



Scott Singleton
Oliver Agency

Scott is the International Finance Director at Oliver Agency, who is responsible for the oversight of 38 markets globally. Scott is an energetic and highly motivated finance leader with an enquiring mind and a passion for excellence and innovation.

Featured contributors

OYO UK	Branavan Srikanthan	Finance Director
Moore Global	Carla Rossini	Global Finance Director
Azur Underwriting	Chris Coadwell	Group Financial Controller
Kier Group	Dan Foley	Finance Shared Services Director
Oxford Policy Management Ltd	Dougal Freeman	Chief Financial Officer
Unlimited Group	Edward Guest	Group Chief Financial Officer
GW Pharmaceuticals	Frantisek Rozdalovsky	Senior Director, International Finance
Eddie Stobart	Gary Slawther	Interim Group Treasurer
Seqirus	Geoff Wynne	Interim Finance Business Partner
Flakt Group	Greg Weston	Group Treasurer
Glaukos	Ian Snelson	Director, Finance and Sales Operations, EMEI
Inmarsat plc	Jules Radford	VP, Financial Operations
Suzuki	Junita Fernandez	Director, Finance and Corporate Operations
WebBeds	Marco Torrente	Chief Financial Officer
Otis (UK & Ireland)	Maxime Yao	Chief Financial Officer
Former Zoopla	Neil Edwards	Non-Executive Director
Borough Care	Nick Pennell	Finance Director
Celgene	Paul Carpenter	Director of Finance & Operations
Madagascar Oil	Philip Wolfe	Chief Financial Officer
Schlesinger Group Inc.	Ricky Pillay	EVP, Managing Director, Finance
Carter Jonas	Rod Meade	Finance Director
Duncan & Todd	Ross McLellan	Chief Financial Officer
	Ruth Kirby	Finance Director
QIC Global	Sandeep Nanda	Chief Financial Officer
Oliver Marketing	Scott Singleton	International Finance Director
Historic Royal Palaces	Sue Hall	Finance Director
Frazier & Deeter	Thomas Wells	Senior Manager - R&D
Siemens AG	Uta Molnar	Finance Director

About Triad Group Plc

Triad defines, designs and delivers digital solutions for companies by quickly delivering specialist teams ranging from one to a hundred consultants (from DevOps to Agile trainers).

Drawing on 30 years' experience in the toughest of environments to identify the right solutions, Triad has a track record of success that spans the public, private and third sectors.

Our consultative style produces a partnership and teamwork approach that ensures client's needs are met and projects are a success. While our skills, commitment and people achieve digital transformation to budget and within timescales.

Our reputation for expertise, flexibility and getting the job done comes from having stable teams with a history of collaboration and an unbroken track record of successful delivery across Agile and waterfall projects. Triad puts customers' needs at the heart of a proven approach, designing solutions to complex problems with a focus on unlocking ROI from technology spend combined with an agnostic approach to products and solutions.

Triad has long held approved supplier status on a range of UK Government procurement frameworks with the Crown Commercial Service (CCS) including the Data and Application (DAS) and the G-Cloud 11 frameworks. As a digital application development specialist, Triad also holds five Gold Microsoft competencies and is a Google Cloud Partner.

Triad Group Plc (TRD) has been listed on the London Stock Exchange since 1996.



A DIFFERENT KIND OF IT PARTNER

Digital solutions - Defined, Designed, Delivered


Contact us

Godalming Office

**Huxley House
Weyside Park
Catteshall Lane
Godalming
GU7 1XE**

Milton Keynes Office

**3 Caldecotte Lake Business Park
Caldecotte Lake Drive
Caldecotte
Milton Keynes
MK7 8LF**

Phone  **+44 (0) 1908 278 450**

www.triad.co.uk | Twitter  [@TriadGroupPlc](https://twitter.com/TriadGroupPlc) | LinkedIn  [Triad Group Plc](https://www.linkedin.com/company/triad-group-plc)