



RETHINKING GOVERNANCE



VIRTUAL
FORUM



PROGRAM

"It was great to see this governance power-house come together, representing billions of supplier spend, in one room to talk about the future of governance. I'm sure everyone left the room with an enhanced understanding of the role of Governance in the business. I sure did." ~Uma Viswanathan, BCBSA, GOV19

GOV20: RETHINKING GOVERNANCE

Different world, different playbook! Please join IAOP and its global community as we come together virtually, on October 7-9, to share the newest models that work in a crisis, best practices in the new normal, and how you can protect your partnerships, data, and more in uncertain times. Join us for two days of deep-dives PLUS a bonus third day focused strictly on tools.

SPOTLIGHT: Hear from Facebook, Bristol-Myers Squibb, AkzoNobel, BNY Mellon, ISG GovernX, Avasant, and more on post-COVID-19 governance models; financial services regulations; vendor management; new risks and new tools; governance in the 'work from home' environment; and contracts & negotiations in the COVID Era.

REAL NETWORKING: Handshakes might be off the table for now, but not only are professional connections still possible, we will also make it even easier and more fun with matchmaking targeted connections - it's networking on your time, in your own way!



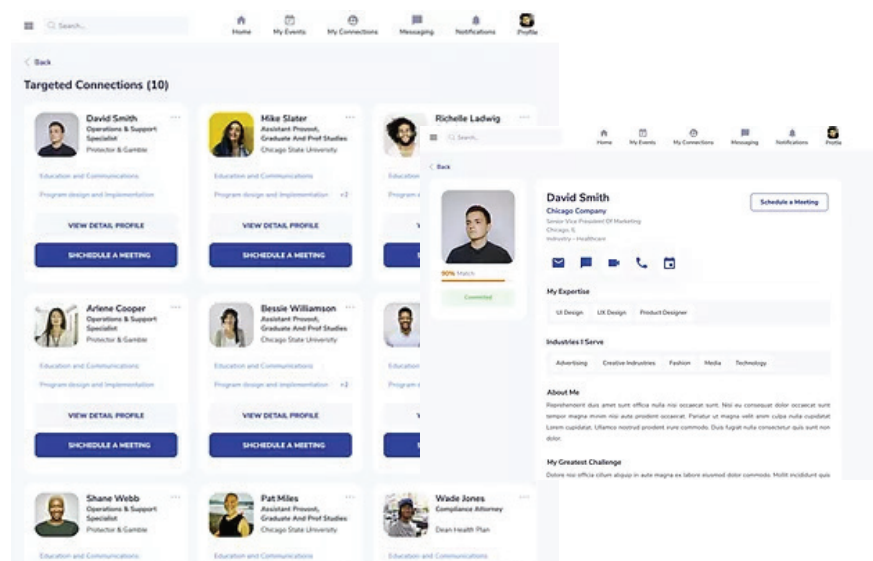
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TARGETED CONNECTIONS VIRTUAL NETWORKING

Did You know, the average 60-minute networking event with 100 people will generate about 300 new connections, but a Speed Networking event can generate over 1,000 connections?

Targeted Connections is a virtual networking solution that allows you to pre-select the types of people you're interested in meeting. It's simple and 100% digital. As an attendee, you'll register through email in less than a minute and fill out a short survey, detailing the types of people you want to connect with. The survey data will then run through a matching algorithm. This algorithm will create virtual matches for you at the touch of a button. And now, you can connect via email, phone, or even video conference from the safety of your own home!

"Targeted Connections provides you with suggested attendees that you should be connecting with and the communication tools you need to connect on your own time."



KEY FEATURES:

- Pre-select the types of people you're interested in meeting.
- Receive a customized list of people to reach out to. Complete with contact information and starter questions to kick off the conversations.
- Decide how, when, and where you want to connect.
- You don't have to choose between networking and other offered sessions!

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SCHEDULE AT-A-GLANCE

All times are Eastern Daylight Time (EDT)

WEDNESDAY, OCTOBER 7

12:00 PM	Registration
12:30 - 12:45	Welcome and Introductions
12:45 - 1:30	Governance Reimagined: Enabling Business Agility in the Digital Enterprise
1:30 - 2:00	Post COVID-19 Governance Models
2:00 - 2:15	Break
2:15 - 2:45	Regulations & Compliance in the New Normal
2:45 - 3:15	Building a Resilient Supply Chain
3:15	Recap and Refresh for Day 2

THURSDAY, OCTOBER 8

12:00 PM	Registration
12:30 - 12:45	Welcome and Introductions
12:45 - 1:30	A Sirion Labs Client Case Study
1:30 - 2:00	Managing the Transition to a Work from Home Model in Global Services
2:00 - 2:15	Break
2:15 - 3:00	Contracting Governance: A CrowdSourced Session
3:00	Recap and Refresh for Day 3

FRIDAY, OCTOBER 9

12:00 PM	Registration
12:15 - 12:30	Welcome and Introductions
12:30 - 1:00	Future of Governance: Demonstrated
1:00 - 1:30	How to Collaboratively Manage a Virtual Sourced Environment
1:30 - 1:45	Break
1:45 - 2:15	Risk Management: Third-Party COVID-19 Disruption
2:15 - 2:45	Automation Pioneers
2:45	Recap and Next Steps



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GOVERNANCE REIMAGINED: ENABLING BUSINESS AGILITY IN THE DIGITAL ENTERPRISE

Part 1: Kevin Parikh, *Chairman & CEO, Avasant*

Part 2: Rawle Howard, *AVP & Chief Procurement Officer, Howard University*; **Anupam Govil**, *Partner, Avasant*; **Joe Frampus**, *Partner, Avasant*; **Michael Serghiou**, *Director, Merck & Co., Inc.*

In the era of Digital Transformation, our vendor relationships have become increasingly complex. The rapid adoption of digital technologies, flexible contracts, and platform-based services have necessitated a radical change in the global service delivery model. And now, the COVID-19 pandemic is further transforming our vendor relationships, pushing us to redefine our engagement strategies, restructure contracts and increase offshore delivery.

We are witnessing a greater demand for transparency, business continuity assurance and contingency management with our vendors. This calls for a need to govern our relationships differently. The new rules set by continuously evolving business landscape forces us to rethink how we govern, and create adaptable, resilient and responsive governance models.

Join us in our two-pronged session led by an inspiring TED-style keynote and moderated discussion to gain valuable insights into the new rules for governance, and how it will enable business agility, allowing you to navigate complex and continuously evolving technology and vendor landscapes.



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POST COVID-19 GOVERNANCE MODELS

Moderator: Sandeep Suresh, *Head of Risk Intelligence, Supply Wisdom*
Ves Kjenstad, *Vice President, IT Operations Management, Bristol-Myers Squibb*
Steve Rudderham, *Head of Global Business Services, AkzoNobel*

COVID has accelerated the adoption of digital technologies and new ways of working, such as Work From Home. How will governance models change to adapt to this and enable higher performance and lower risks? Learn and interact as two industry leaders share their learnings and experiences.





REGULATIONS & COMPLIANCE IN THE NEW NORMAL

Moderator: John Bree, *Chief Evangelist and CRO, Supply Wisdom*

Panelists: Alpa Inamdar, *Head of Third Party Governance Advisory, BNY Mellon*

Michael Nacarato, COP, *IAOP's Buy-Side Ambassador*

Jennifer Duest, *Associate Director, Vice President, Corporate Insurance and Global Third Party Risk Manager, Wellington Management Company LLP*

Leaders from the financial and insurance sectors discuss how regulations and compliance have to increasingly be included in ongoing governance. No industry is immune to it. Learn and interact with leaders as they discuss great practices that deliver stability and value to their enterprises as they address and solve for regulatory and compliance challenges.



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BUILDING A RESILIENT SUPPLY CHAIN

Gaurav Saxena, *Global Head of Enterprise Supplier Management, Facebook*

The coronavirus pandemic has created significant operational complications and an overarching demand-pattern uncertainty for the supply chain. Additionally, liquidity and solvency have become major challenges, particularly for Small and Medium-sized Enterprises. Given the global scale and prolonged duration of the coronavirus-induced crisis, it is important to proactively invest in building supply chain resiliency. As economies start to reopen, it is equally important to drive targeted actions to support those parts of the supply chain that are re-starting or ramping up. Join Facebook as they share what they've learned over the last few months and how they're building supply-chain resilience to help manage risk and avoid disruptions in the future – not just for themselves but for their supplier community



PROCUREMENT TRANSFORMATION: UNLOCKING THE FULL POTENTIAL OF THIRD- PARTY RELATIONSHIPS AT HANOVER INSURANCE

Suraj Prashad, *Vice President and Head of Strategic Sourcing, Hanover Insurance*

Mark Voytek, *Chief Customer Officer, SirionLabs*

Most organizations today rely on a complex ecosystem of external third parties/suppliers. The traditional Third Party Risk Management (TPRM) approach has focused on the compliance and regulatory aspects - while still important, it's not enough anymore. Companies need to think about TPRRM (Third Party Risk and Relationship Management) extending the focus to ensuring realization of the desired business outcomes from the relationship - deliverables, efficiency, savings, etc.

Attend this session to learn how Hanover Insurance's procurement function is driving the above transformational shift within the organization. An important part of this transformation has been leveraging AI-powered technology, including the Sirion Contract Lifecycle Management platform, to improve visibility and alignment across the supplier lifecycle - from pre-signature to post-signature. The session will be co-presented by Suraj Prashad, VP & Head of Strategic Sourcing, Hanover Insurance and Mark Voytek, SirionLabs' Chief Customer Officer.



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MANAGING THE TRANSITION TO A WORK FROM HOME MODEL IN GLOBAL SERVICES

Michel Janssen, *Chief Research Officer, Everest Group*

Amy Fong, *Vice President, Strategic Outsourcing and Vendor Management, Everest Group*

Leading service providers have announced a significant portion of their roles will shift to a work from home (WFH) model. While many organizations allowed WFH as a temporary solution during the crisis, its likely it will become the norm for many roles. In this session Everest Group will share the latest research on market trends as well as guidance to prepare for the “Next Normal” in service delivery. Join Everest Group to discuss: How prevalent will WFH become in the post COVID-19 world? Which roles are most appropriate for WFH? Where is the risk too high? What are the greatest concerns with wide scale WFH? Which contract terms should be re-examined when negotiating a long term WFH model? What questions should you ask your service providers to ensure strong governance and risk mitigation?



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CONTRACTING GOVERNANCE: A CROWD SOURCED SESSION

Moderator: Neil Hirshman, COP, Partner, Kirkland & Ellis

Panelists: Shellie Freedman, Partner, Kirkland & Ellis

David Clifford, Fellow in Service Management, Pace Harmon

Vishal Talwar, Managing Director, Accenture Technology - North America Sales Lead

Dan Schuffert, DVP Strategic Sourcing, HCSC

This crowdsourced panel session brings together a team from the legal, advisory, buyer, and provider communities to address considerations in navigating contracting governance in the new normal.



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FUTURE OF GOVERNANCE: DEMONSTRATED

Akshay Khanna, *Partner, Avasant*

The new rules set by continuously evolving technology and business landscapes forces us to rethink how we govern, and create adaptable, resilient and responsive governance models.

Join us as we showcase how Avasant's vendor management and governance platform, AvaSense™, is redefining the way leading organizations manage vendor relationships. Powered by intelligent analytics and predictive capabilities AvaSense™ enables you to create a simplified and structured way to maximize sourcing value, optimize contracts and improve alignment with business strategies. In this interactive session, learn how you can up-level the vendor management function and make more strategic and confident decisions.



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HOW TO COLLABORATIVELY MANAGE A VIRTUAL SOURCED ENVIRONMENT

Bob Toscano, *Director, Global Business Services, Xylem*

Clare Black, *Senior Vendor Manager, Sourcing VMO, LV*

Lois Coatney, *Partner & President, ISG GovernX®*

Dave Tienstra, *Partner, ISG*

Stressed relationships, increasing complexity, unprecedented operational challenges, and escalating risk. Today's virtual sourced environments require greater interaction, joint access to operational performance, the right controls, and better insights on what is happening in the market. There are so many tools that solve one or two of these issues, but how do you bring together a comprehensive view for both Enterprise Clients and Providers; and be alerted to the areas that require attention. Join Bob Toscano and Clare Black who are accountable for managing suppliers their environments, along with ISG, to explore how to manage your virtual sourced environment most effectively.



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RISK MANAGEMENT: THIRD PARTY COVID-19 DISRUPTION

Moderator: John Bree, *Chief Evangelist and CRO, Supply Wisdom*

Panelists: Jenna Wells, *Senior Manager - Third Party Risk Management, Iron Mountain*

Brenda Ferraro, *Vice President, Third Party Risk, Prevalent*

Victor Meyer, *Chief Operating Officer, Supply Wisdom*

The significant disruptions third parties faced as a result of COVID-19 has highlighted the criticality of continuous monitoring for a resilient supplier base. Hear from leading solution companies as they discuss current capabilities and future solutions to help companies better understand the risks involved and enable better ongoing assessment and continuous monitoring of their third parties.



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AUTOMATION PIONEERS

Moderator: Atul Vashistha, COP, Chairman, Neo Group

Panelists: Lee Coulter, CEO, transformAI; Babu Sivadasan, Co-founder & CEO, Jiffy.ai; and Navin Maganti, President, Confiance

Companies that were significantly digitized have responded more resiliently to the COVID-19 crisis. As a result, there's a great recognition of the need to accelerate digitization at scale across companies. In this session, digital pioneers from leading automation companies will discuss the current options, how to scale, and the future of automation.



GOV20 SPEAKER BIOS

Clare Black, Senior Vendor Manager, Sourcing VMO, LV - Clare is responsible for managing critical and important suppliers and their contracts through a structure to demonstrate that key controls are being managed to satisfy FCA regulatory requirements. The VMO integrates relationship, governance, performance, risk and compliance across the business, sourcing and suppliers. Her focus is to lead, manage and develop long term sustainable relationships with critical suppliers and their outsourced arrangements, to transform these relationships to strategic relationships and monitor and maintain BAU services and compliance against key contractual deliverables and obligations.

David Clifford, Fellow in Service Management, Pace Harmon - David has over 25 years of international management system optimization, vendor management, contract negotiation and people development experience. He is a trusted advisor to C level executives regarding: corporate IT strategy/policy setting and alignment; cultural change, governance, management system development (across IT; application development, business service management (BSM), business process management (BPM), finance and HR).

Lois Coatney, Partner & President, ISG GovernX® - Lois is a recognized expert in the field of Supplier and Contract Management. As Partner and President, ISG GovernX®, she drives innovation and industry leading practices in the area of service integration, supplier management, third party risk, and operating model transformation.

Lee Coulter, CEO, transformAI - Lee is an experienced senior executive and thought leader with expertise in Intelligent Process Automation, disruptive technology, shared services, BPO, change leadership, customer experience (CX) and innovation developed over 30+ years in executive leadership positions in companies including General Electric, AON, Kraft Foods, Ascension and transformAI.

Jennifer Duest, Associate Director, Vice President, Corporate Insurance and Global Third Part Risk Manager, Wellington Management Company LLP - Jen leads a team that works in partnership with the business areas to help mitigate risks associated with third party vendor relationships, including the areas of vendor selection and due diligence and ongoing risk management and oversight. She also leads a team that is responsible for the administration and oversight of the firm's global insurance program.

Amy Fong, VP, Strategic Outsourcing and Vendor Management, Everest Group - Amy advises enterprises on maximizing value from strategic provider relationships in outsourced services categories. She has more than 20 years of experience in industry, consulting, and advising with a focus on procurement, supply chain and organizational effectiveness. She has authored numerous publications and speaks frequently on source to pay process improvement and managing complex supply chain partnerships. Prior to joining Everest Group, she was a Senior Advisor and Program Leader with The Hackett Group's Procurement Advisory Program.

Joe Frampus, Partner, Sourcing Practice Lead, Avasant - Joe has over thirty-five (35) years of experience in strategic sourcing acting in both advisory and supplier roles within the industry. Joe is one of the first advisors at TPI - led several procurement and sourcing management engagements for Fortune 1000 companies spanning multiple industries and numerous suppliers.

Shellie Freedman, Partner, Kirkland & Ellis - Shellie is a partner at Kirkland & Ellis LLP and a member of the Firm's Outsourcing Practice. Shellie focuses her practice on complex transactions involving technology and intellectual property, including outsourcing arrangements (business process and information technology), joint ventures and strategic alliances, collaboration agreements, IP licenses and other strategic commercial contracts. Shellie has experience counseling clients in a broad range of industries, including life sciences, healthcare, consumer products, technology, financial services, insurance and media. She is also Co-Chair of IAOP's Legal & Compliance Chapter, and has presented at IAOP's Outsourcing World Summit.

Anupam Govil, Partner, Avasant - Anupam has over 25 years of experience in corporate IT transformation, sourcing strategy, digital transformation and shared services/captives advisory. He is a recognized thought leader and strategic advisor on emerging technologies driving transformation in the digital age.

Neil Hirshman, COP, Partner, Kirkland & Ellis - Neil is a partner at Kirkland & Ellis LLP and leads the Firm's Outsourcing Practice firm-wide. He focuses his practice on intellectual property and technology transactions and counseling, including outsourcing (business process and information technology), software development, patent and technology licensing, commercial agreements (supply, distribution, development), and strategic alliances. Neil is the Chair of IAOP's Executive Committee of its Strategic Advisory Board. Neil is a frequent speaker and presenter at outsourcing-focused seminars and events, including IAOP Chapter Meetings and the IAOP Outsourcing World Summit.

Alpa Inamdar, Head of Third Party Governance Advisory, BNY Mellon - Alpa is Head of Third Party Governance Advisory Group. Prior to this role she was head of the Americas Business Change Group within Asset Servicing, where she was responsible for the management and oversight of client implementations. She oversees the strategy and execution of cross functional transition plans for new business opportunities and high profile, complex initiatives for existing clients.

Michel Janssen, Chief Research Officer, Everest Group - As co-founder of Everest Group's research practice – and with a broad and varied career in the global services industry – Michel offers profound insights and analysis to enterprises and service providers alike. Leveraging his extensive experience identifying and understanding emerging trends, Michel helps organizations to maximize their global services efforts. Michel is particularly noted for his ability to posit clever and challenging ideas based on his fact-based insights from across business and IT processes, sourcing models, and industries.

Akshay Khanna, Partner and Global Lead, Avasant Labs - Akshay has over 15 years of experience in operations and consulting experience in outsourcing and offshoring. As a management consultant, he has worked with a number of global clients assisting in sourcing strategy and transactions as well as governance and transition management. He has supported clients across infrastructure services as well as applications and BPO. He is currently leading firm's foray into asset based consulting through development of solution, tools and platforms to enhance consulting offering suite.

Ves Kjenstad, Vice President, IT Operations Management, Bristol-Myers Squibb - Ves is a senior executive and a member of the IT Leadership team responsible for IT Business Management, IT Service Management, IT Finance Management, IT Quality Management, Supplier Governance, Program and Project management office and Organizational Change management.

Navin Maganti, President, Confiance - Navin is an industry thought leader in emerging transformation strategies, methodologies, and technologies and considers adoption and governance a key ingredient to successful change through his work at Confiance, a firm focused on helping Fortune 1000 and government organizations in realizing transformation through business process, intelligent automation & architecture.

Michael Nacarato, COP, IAOP's Buy Side Ambassador - Michael is a senior leader driving strategic enterprise procurement strategies, spend management disciplines, and Third Party Risk Management programs to reduce operating expenses, enhance operational efficiency/effectiveness, and reduce risk exposure.

Kevin Parikh, CEO and Chairman, Avasant - Kevin is a modern visionary, best-selling author, and regularly speaks on topics of globalization, digitalization and innovation. Kevin founded Avasant with the underlying mission of empowering people, businesses, communities, and countries to reach beyond the status quo and realize their potential to acquire new levels of success. An avid philanthropist, Kevin is dedicated to initiatives that support disadvantaged youth, women empowerment and sustainable development.

Steve Rudderham, Head of Global Business Services, AkzoNobel - Steve has 20 years of experience in Global Business Services. Steve focuses on delivering value to the business through a process excellence mindset and balances the strategic direction with a tactical, operational, mindset. Leading and developing diverse teams across multiple locations

Sandeep Suresh, Head of Risk Intelligence, Supply Wisdom - Sandeep is a strong research professional with over 20 years of experience across the global services industry, Sandeep has established expertise in mapping risk intelligence, industry trends, market data, analytics and future outlook across the third-party supply chain, with specialized focus on third-party risk, governance, management and continuous monitoring.

Gaurav Saxena, Global Head of Enterprise Supplier Management, Facebook - Gaurav has over 20 years of leadership experience in risk management, transformation, and driving business success. He spent nearly 15 years with American Express in New York, where he held senior leadership roles in the merchant business, prior to which he worked as head of supplier management and global procurement and payment operations. Previously, Gaurav worked at Arthur Andersen and at GE Capital in consulting and finance roles.

Dan Schuffert, DVP Strategic Sourcing, HCSC - Dan is responsible for building and leading a Strategic Sourcing Organization supporting the CIO and his leadership. This includes teams that focus on Vendor Management, Hardware & Software Sourcing and Procurement, Professional Services Sourcing and Procurement.

Babu Sivadasan, Co-founder & CEO, Jiffy.ai - Babu is a passionate serial entrepreneur with public company experience and an engineer at heart. He is co-founder and CEO of Jiffy.ai and as a co-founder and Group President of Envestnet (NYSE:ENV), he spent 20 years building the company in various roles – leading Products, Engineering and business functions. Prior to that, he was the co-founding CTO of Stamps.com. He also serves as the Chairman of venture-funded startup Carestack.

Vishal Talwar, Managing Director, Accenture Technology – Vishal leads sales for Accenture Technology in North America, helping companies develop and execute technology-driven growth strategies and build high-performance technology organizations. He has 20+ years of experience working across the Life Sciences, Biotech, Consumer Goods, Retail and Manufacturing industries. Vishal has led complex technology transformations, bringing technology teams closer to the business, while operating with improved efficiency, agility and customer satisfaction. His functional expertise includes digital and talent transformation—rotating talent, operating models and

technology capabilities from traditional to digital IT.

Dave Tienstra, Partner, ISG - Dave is an accomplished consultant assisting organizations with transforming their business operations to optimize service delivery and drive greater revenues with enhanced margin. Dave has undertaken a new role within ISG – assisting enterprises and service providers with gaining the value and results of their intended relationships, reducing regulatory and operational risk for both organizations, and forging greater, strategic relationships between enterprises and their service providers.

Bob Toscano, Director, Global Business Services, Xylem - Bob is an accomplished executive, passionate about building organizations to deliver world class support. He is known as a Lean practitioner skilled at using logical, systematic, and sequential methodologies to create competitive advantage and drive revenue growth, as well as his ability to transform businesses into high performing organizations by implementing lean methodologies and best practices. His visionary perspective and track record has earned him many accolades over his career. He was recently appointed to the Pace University Transformative Leadership Program Advisory Board.

Atul Vashistha, COP, Chairman, Neo Group - Atul Vashistha is recognized globally as a leading expert on globalization, governance, and risk. He pioneered the global sourcing advisory space in 1999 when he founded Neo Group and is also founder and Chairman of Supply Wisdom. Atul sits on IAOP's Strategic Advisory Board.



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