

NOKIA

Finance Transformation

AICPA - CIMA
Finance Transformation
London

*JP. Gauvrit
Business Finance
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JEAN-PHILIPPE GAUVRIT
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International Finance Leader
Coach

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- ✓ A rich international career, with multiple senior Finance and Leadership roles, alternating Corporate and Operational functions:
 - ✓ APAC and Japan CFO (Nokia 2016-2019)
 - ✓ APAC CFO (Alcatel-Lucent 2013-2015)
 - ✓ APAC FP&A Head (2011-2013)
 - ✓ APAC SEA CFO (Alcatel-Lucent – 2010-2011)
 - ✓ Corporate FP&A Director (Alcatel-Lucent 2008-2010)
 - ✓
- ✓ Coach in Organizations (Role & Team Creation, Leadership & Organization Transformation, Atypical Projects)
- ✓ Led or contributed to multiple transformation programs
- ✓ Complex and multicultural environments
- ✓ Change Management and Talent Development
- ✓ 18 years in Asia-Pacific.
- ✓ Passionate about the impact of technology on people, Cross-Cultural Diversity, Coaching... among others
- ✓ A father of four, a grandfather, conference speaker, writer and avid photographer

A photograph of several paragliders with colorful canopies (red, blue, green, black) flying over a vast blue ocean under a clear sky. The paragliders are scattered across the upper half of the frame, with their silhouettes visible against the sky. The ocean surface shows some whitecaps and a few small figures of people in the water.

A Company Digitalization

A Finance Transformation

A photograph of a cable-stayed bridge at sunset. The bridge's golden-yellow cables fan out from a central point at the bottom, creating a strong geometric pattern against a deep blue sky. The bridge's pylon is visible in the distance, and the overall scene is illuminated by the warm light of the setting sun.

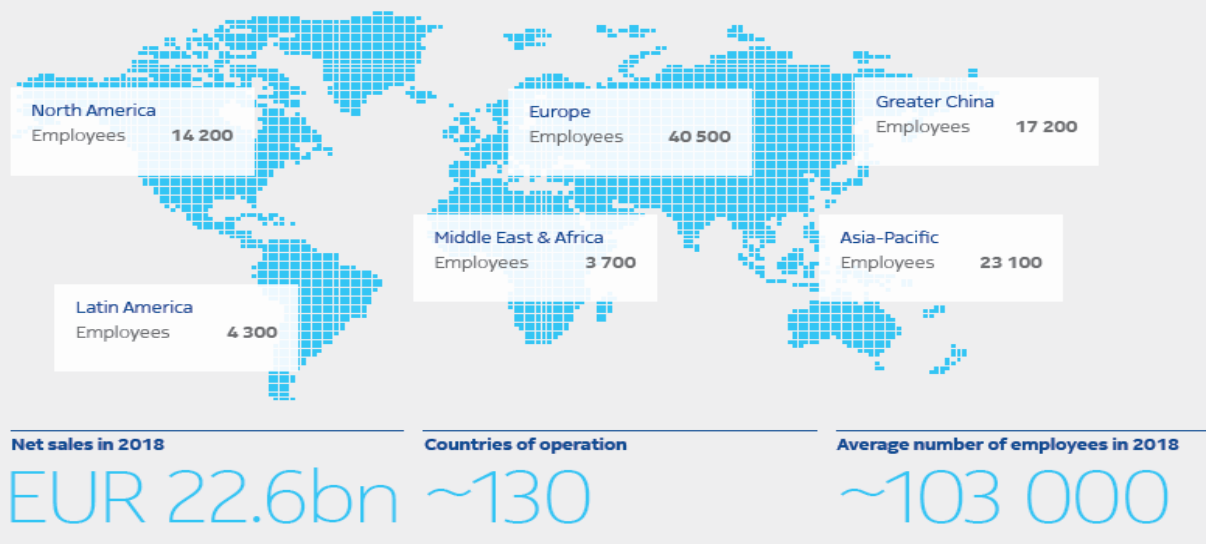
Today, we operate at the convergence of
technologies, disciplines and markets

- Networks, including cloud
- Cognitive technologies
- Infrastructure and devices, including 4G LTE
- Technologies and services
- Diversified customers and industries

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We have combined global leadership in mobile and fixed network infrastructure with the software, services and advanced technologies to serve customers in approximately 130 countries around the world.

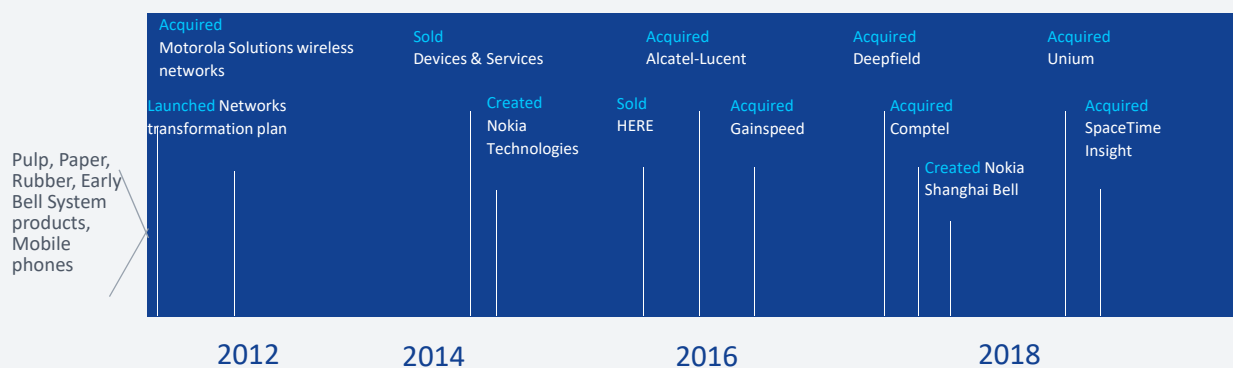


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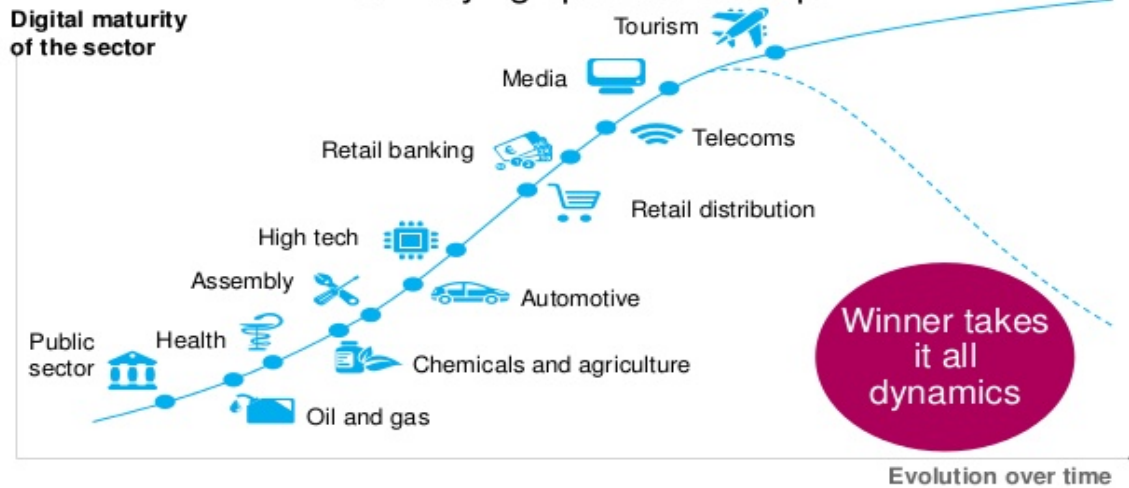
Disciplined execution for successful integration and transformation



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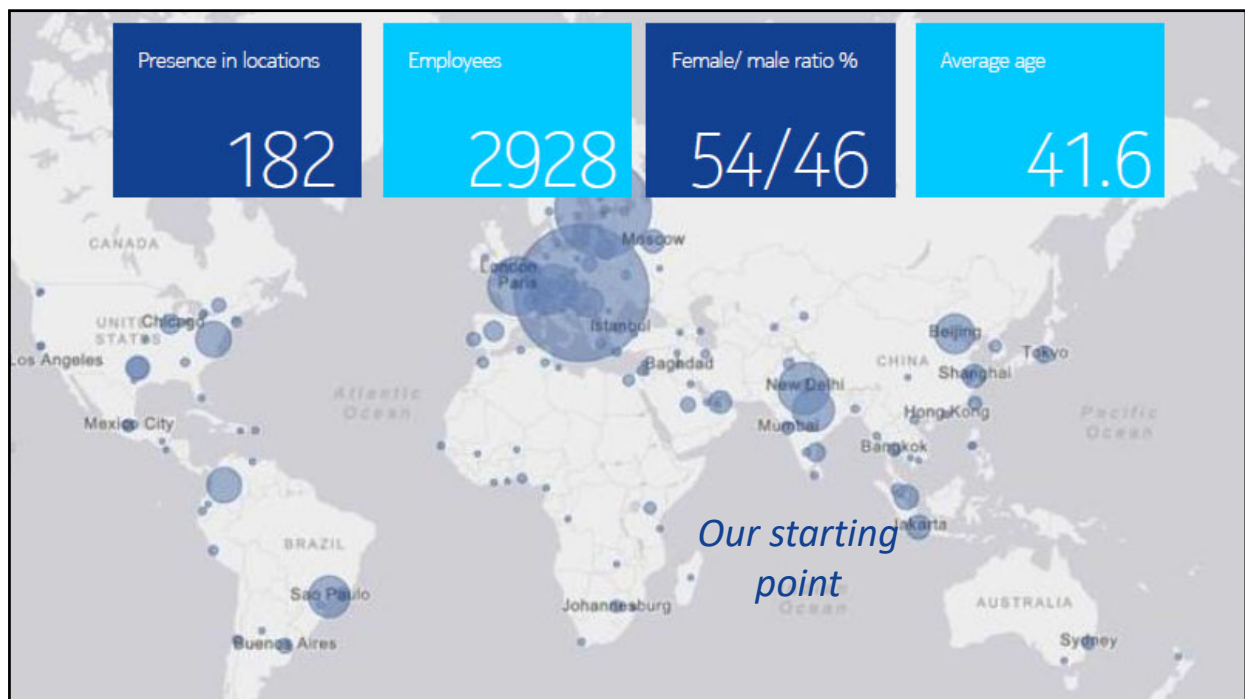
Digital is fundamentally affecting all industries – with varying speed and scope



SOURCE: McKinsey
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McKinsey & Company
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A Vision and a Strategy
for Finance



Our ambition is to be in “best CFO execution” mode as of 1.1.2020.

Continuous improvement mindset towards change and transformation.



CFO Transformation objectives

	Become one CFO	Competent and engaged finance professionals Work without silos, as one team
	Elevate business partnering	Provide insight and propose actions Deliver foresight for decision support
	Optimize finance services	Harmonize and streamline CFO processes Effectively anchored in Nokia business processes
	Increase efficiency	CFO cost intensity at best-in-class level
	Enable for a digital future	People, processes and systems "digital-ready" Process automation and analytics implemented

Yammer

A (E2E) Process-led Company

Source 2 Pay

Connecting sourcing & procurement of products, services, SW and solutions, processing of supplier payables up to the cash out.

Order 2 Cash

Linking execution of sales orders, invoicing and collection of customer receivables.

Demand & Supply Planning

Evaluating the Sales & Operations planning process to create reliable volume demand & supply forecasts to secure optimal delivery capability, customer satisfaction, on-time delivery, logistics cost and inventory performance.

One Delivery Process

Optimizing the delivery of products, solutions and services to our customer to improve customer satisfaction, on time delivery, cost and performance metrics.

Presales and Offer Processes

Implement a set of processes to deliver an E2E fast, cost optimized, transparent, valuable and profitable offer to the customer



A multifaceted Transformation

A Journey

Integration 2015-2016

- Operate as one CFO function after Alcatel-Lucent acquisition
- Introducing new concepts: e.g. process driven finance, centralization and harmonized data model

Transformation: set the scene 2017

- Legal entity simplification
- Nokia value flow optimization
- Centralization begins
- Harmonized Shared-service delivery model
- Decision of accounting and reporting platforms
- Structural changes; Region Finance, Digital Finance
- Boost competence building

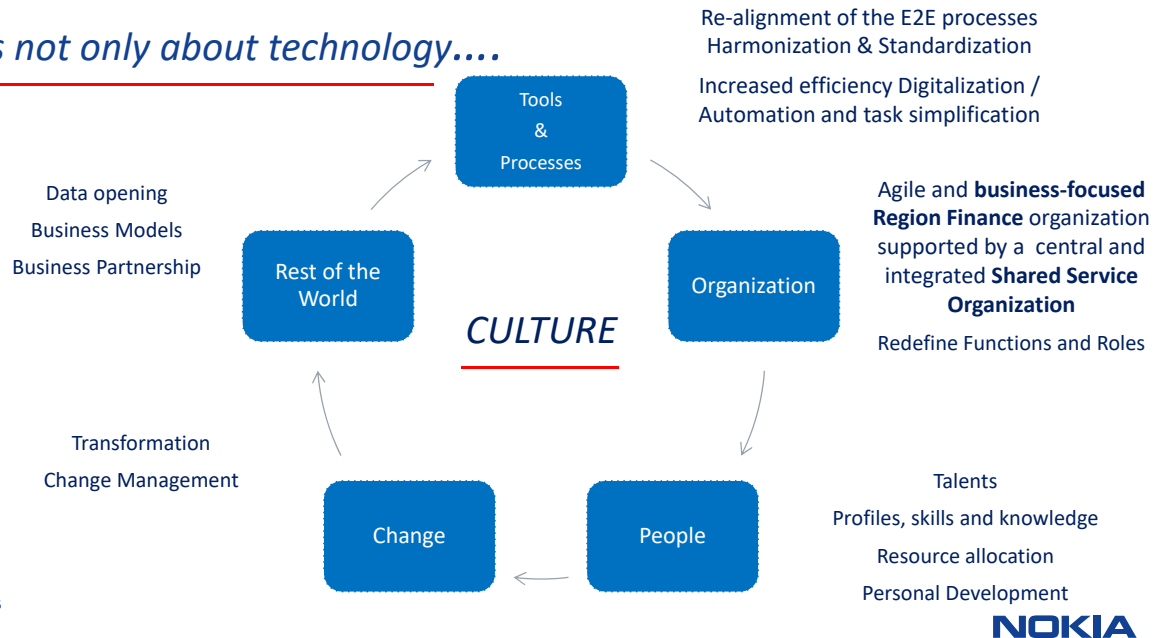
Transformation: accelerate 2018-2019

- Reporting tools and systems
- Legal entity simplification & value flow optimization implementation continues
- Accelerated synergy capture through centralization & process simplification
- Digital experiments and systematic implementation
- Boost competence building

Best CFO execution 2020

- Focus on value creation with our business partners
- Agreed financial services, including set of self-service deliverables
- Leveraging a solid foundation of harmonized, centralized /digitalized processes, tools & data model.
- People with current knowledge working with Lean & DevOps mindset.

It's not only about technology....



Digitalization and Automation ?





The Human Challenge

Short-term Challenges

Change Management
Build capabilities
Resource allocation

Long-term Challenges

Role of Finance ?
Unclear impact of new technologies on people
New career paths and roles evolution
Training and Learning
Managing differently
From Change to Agility

Think Ahead

Communication is critical but not enough
Clarify Profiles and required skills and competences
Offer a Personal Development Plan
Coaching / Mentoring

Take the pulse

Change Map survey
Individual Engagement

