



KPMG Ignite

Winds of Change

Adapting to business realities

Monday, May 30, 2016
7:00am – 12:00pm
Calgary TELUS Convention Centre
120 – 9th Avenue SE
South building, lower level
Calgary, Alberta

kpmg.ca/ignite



Schedule



All companies know the economic landscape evolves continuously, but with the winds of change picking up, adapting to business realities takes more vigilance, insight and agility than ever before.

KPMG Ignite lets you choose from 12 dynamic sessions designed to illuminate today's stormy business landscape with fresh perspectives, technical guidance and vigorous discussions led by top thought leaders and subject matter professionals.

7:00am – 8:00am

Registration and breakfast

8:00am – 8:45am

Welcome and main plenary session

Industry agility – preparing for what's next

9:00am – 9:50am Session 1

Session 1A

Should you stay or go? Evaluating tax costs when expanding globally

Session 1B

Increasing value in supply chain and procurement

Session 1C

Fraud risk in difficult economies

Session 1D

Leases – understanding the impact of the new standard

9:50am – 10:15am

Coffee break

10:15am – 11:05am Session 2

Session 2A

The current business environment: impacts of climate change rules and industry responses

Session 2B

Aligning finance and major project perspectives in capital project delivery

Session 2C

Surviving and thriving in a challenging environment: key areas of focus

Session 2D

Tax – hot topics for corporations

11:10am - 12:00pm Session 3

Session 3A

Human capital management – using your workforce to drive productivity

Session 3B

Why it's time to take the bear by the horns

Session 3C

Financing, mergers and buyers in response to the oil price decline

Session 3D

Managing your relationship with tax authorities: compliance to litigation and everything in between

Sessions details



Welcome and main plenary session

8:00am – 8:45am

Industry agility – preparing for what's next

Session 1

9:00am – 9:50am

Session 1A: Should you stay or go? Evaluating tax costs when expanding globally

Globalization continues to reshape the international economy and affect businesses in diverse ways. While many organizations pursue global expansion to drive the bottom line and grow their brand, others expand or relocate as a matter of survival in the face of increasing foreign competition.

This session will help organizations identify and compare potential locations for relocating or establishing new operations globally. We'll draw from KPMG's 2016 Competitive Alternatives report, which explores business costs and competitiveness factors in more than 100 cities and 10 countries around the world. The discussion will be tax focused, offering valuable insight into non-cost factors that can influence the attractiveness of different jurisdictions.

Who should attend: Senior professionals in finance and operations.

Speakers

Curtis Lester, Partner, Tax
Jason Boland, Partner, Tax

Session 1B: Increasing value in supply chain and procurement

With the ongoing slump in oil and gas prices, organizations need to go beyond tactical and reactive cuts to create a sustainable low-cost operating model. The untapped opportunity is to extend focus to more strategic procurement activities, transforming supply chain into a competitive differentiator that can lower capital and operating costs, leading to sustained bottom line savings.

This session will focus on understanding supply chain opportunities and how organizations can use leading practices as a key enabler of a sustainable low cost operating model. We will look at several approaches, including generating value and significant savings through strategic sourcing, as well as capturing value and improving efficiencies through procure-to-pay and materials management. We look at how to preserve value and savings through more proactive contract and supplier relationship management.

Who should attend: CPOs, VPs, and senior professionals in supply chain, procurement, operations and finance.

Speakers

Mary Hemmingsen, Global Head of LNG, National Sector Leader, Partner, Power & Utilities, Advisory
Mark Woods, National Leader, Partner, Energy Supply Chain, Advisory



Session 1C: Fraud risk in difficult economies

When companies are under financial strain, there is heightened pressure to manage costs more closely. This often means staff reductions, as wages are a major component of operating costs. When employee headcount is reduced, however, operating capacity will be affected, as will the extent and effectiveness of important processes and controls. Our experience suggests that companies do not always fully appreciate that in such circumstances – where financial pressure is combined with depleted resources – there can be a higher risk of fraud.

Join us for a focused discussion on the causes of increased fraud risk, key indicators of its potential presence in your organization, and what you can do to avoid or mitigate its effects.

Who should attend: Senior professionals within supply chain, operations, production, HR, finance and marketing.

Speakers

Paul Ross, Partner, Forensic, Advisory
Jason Armstrong, Senior Manager, Forensic, Advisory

Session 1D: Leases – understanding the impact of the new standard

The new leases standards recently issued by the IASB and the FASB require companies to bring most leases onto the balance sheet, thereby recognizing new assets and liabilities. While this has been expected and generally understood, the impact on income statements, statements of cash flows and other key financial metrics requires more thought. Before developing a transition strategy, companies will need to understand the complex transition rules, as well as which of their contracts are included within the scope of the new standard.

In addition to highlighting the significant differences between the old and new standards for lease accounting, the session will focus on how the change in the standard will impact a company's financial results. We will look at new rules for sale-leaseback transactions and how they change future financing strategies. Our session will wrap with a discussion around "how to get started."

Who should attend: C-suite executives, VPs and controllers within finance.

Speakers

Sharlene Wilson, Partner, Audit

Coffee break

9:50am – 10:15am



Session 2

10:15am – 11:05am

Session 2A: The current business environment: impacts of climate change rules and industry responses

In addition to low commodity prices, the Canadian oil and gas industry faces mounting regulatory pressure as a result of federal and provincial governments' rising focus on the environment. Alberta government recently announced progressive climate change rules, proposing economy-wide carbon pricing. Though these types of initiatives will present challenges, industry and government increasingly recognize that greater responsibility is key to securing market access and improving the industry's competitiveness. As a result, industry is working to rebuild public trust and accept responsibility beyond compliance by enhancing non-financial reporting and improving its environmental and social track record.

Join us as we explore the nature of new governmental climate change rules, what they mean for industry and what the industry is doing to advance its social license to operate.

Who should attend: Senior professionals within finance, HS&E, sustainability, marketing, investor relations, internal audit, corporate affairs and media relations.

Speakers

Sander Jansen, Manager, Sustainability, Advisory

Session 2B: Aligning finance and major project perspectives in capital project delivery

For project management teams delivering a major capital project or program, a typical week might include a range of meetings for progress and schedule review, cost and forecast review, trend and change control, contract administration and beyond. For the finance team interfacing with the project team, that same week might involve processing vendor payments, reporting accruals, updating cost flow forecasts, providing project financial forecasts and completing month-end. While both teams are committed to stewarding the project to a predictable outcome, too often the separate groups find their collaboration methods broken due to miscommunication.

This session will discuss the differing but complementary perspectives of the project management and finance teams in relation to capital project delivery. We offer insights into opportunities for improved alignment of terminology, work processes, and management and reporting systems between project and finance teams.

Who should attend: Senior professionals in finance, project management, project controls and project accounting.

Speakers

Helen Mott, Director, Global Infrastructure, Advisory
Aman Bagga, Manager, Financial Management, Advisory



Session 2C: Surviving and thriving in a challenging environment: key areas of focus

We are living in a difficult economic climate, with many companies facing stressful times and difficult decisions. It is essential to have the right tools to navigate the demands suddenly being placed on companies and management. Our experience increasingly suggests that companies are adopting a number of common strategies, applicable at all stages of the business cycle, to help them chart a course through troubled waters.

This session will help identify several key strategies for avoiding unnecessary business and financial stresses and helping relieve them if they are already present. It will also suggest key steps a company can take to not only survive these challenging times, but be positioned to thrive in the future.

Who should attend: Senior professionals in supply chain, operations, production, HR, finance and marketing.

Speakers

Neil Honess, Partner, Restructuring and Turnaround, Advisory

Session 2D: Tax - hot topics for corporations

Changes to federal and provincial tax rules – together with proposals from the Organization for Economic Cooperation and Development, the aggressiveness of the CRA and the economic challenges in our market – have given rise to a new tax era. In response, companies are taking different approaches to tax planning, with emerging trends focusing on maximizing cash flow and minimizing risk. Many are in a loss position, both in Canada and abroad, and are dealing with a number of tax considerations that were previously not relevant.

Join us for this session, where we will provide an overview of key tax changes as well as insights into the most critical emerging tax planning trends.

Who should attend: CFOs, VPs and senior professionals in finance.

Speakers

Shawn Brade, Partner, International Tax
Dana Birch, Partner, Corporate Tax
Lanre Okunnuga, Senior Manager, US Corporate Tax



Session 3

11:10am – 12:00pm

Session 3A: Human capital management – using your workforce to drive productivity

In times of uncertainty, business leaders need to make sound and rapid decisions – decisions that can be more easily made with the help of evidence-based metrics. With the right data in hand, leaders can refocus the effectiveness of human capital across their organizations, ensuring the right people with the right skills are working as productively as possible. Such analytics can also help leaders identify shifting priorities, reassess outputs and reposition their people accordingly.

In this session, we will discuss how organizations are using evidence to bridge the gap between short-term operational and long-term strategic workforce issues, and open doors to new people strategies that impact bottom lines.

Who should attend: Senior professionals in HR, operations and finance.

Speakers

Susanne DiCocco, Senior Manager, People & Change, Advisory
Umair Pervez, Senior Consultant, People & Change, Advisory

Session 3B: Why it's time to take the bear by the horns

For crude oil producers, recent market volatility has been a sharp reminder of the risks they face. While financial hedges have provided short-term relief to many organizations, the inevitable roll off means producers are once again exposed to market realities and pervasive uncertainty. With risk, however, comes opportunity. For many, speculative trading is a distant memory, tied to the natural gas markets of the 90s, but is there an opportunity?

This session will explore price volatility between WTI and WCS, trading and hedging opportunities, and how to develop a risk compliance program that produces both confidence and opportunity.

Who should attend: Senior professionals across all levels of finance, commodity marketing and trading.

Speakers

Christine Colbert, Senior Manager, Financial Risk Management, Advisory

Session 3C: Financing, mergers and buyers in response to the oil price decline

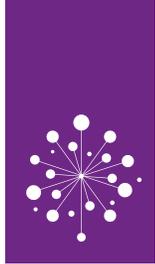
As the strain of low oil prices continues to be felt throughout the Canadian economy, organizations searching for M&A and financing opportunities in the oil patch are faced with a less-than-stellar financial climate. While the landscape may be shifting, opportunities still exist.

This session will explore how M&A and financing trends have evolved over the past year – and how these trends will impact the potential future of oil patch investment. We will run through the types of buyers and sources of capital available, the returns they're looking for and the subsectors they're most interested in. We will also discuss how government programs are impacting investments specifically in Western Canada.

Who should attend: Senior professionals within finance, tax and corporate development.

Speakers

Alex Henderson, Partner, Transaction Services, Advisory



Session 3D: Managing your relationship with tax authorities: compliance to litigation and everything in between

The CRA continues to pursue a range of aggressive audit activities, hoping to use resulting revenues to fund a range of government programs. Organizations must adopt strategies for minimizing the effects of this increased tax scrutiny, which means being prepared to interact effectively with tax authorities and manage disputes should they arise. There are many phases to this process, from compliance, to audit management, to prosecuting objections and appeals before the courts. With the appropriate dispute resolution knowledge and insight, businesses can lessen the likelihood of a challenge or audit before it happens, mitigating and managing its impact.

This session will provide an overview of the competing interests of tax authorities and taxpayers; offer effective strategies for tax dispute mitigation and management; and suggest tips and traps to remember, based on the latest insights into effective tax dispute resolution.

Who should attend: C-suite executives and senior professionals within finance and international and domestic tax.

Speakers

Michel Bourque, Partner, Tax – KPMG Law LLP

Speakers



Jason Armstrong

Senior Manager, Forensic, Advisory

Jason is a senior manager in KPMG's Risk Advisory Practice and a Vice President of KPMG Forensic. Jason is experienced in conducting forensic investigations and providing dispute advisory and fraud risk management consulting services to private and public sector clients across Canada.



Aman Bagga

Manager, Financial Management, Advisory

Aman is a manager in KPMG's Financial Management Advisory practice in Calgary. He has experience in delivering technology-enabled finance transformation projects for clients in the Energy sector. Aman specializes in integrating finance processes with operations, particularly in the areas of project management, project accounting and fixed assets.



Dana Birch

Partner, Corporate Tax

Dana is a partner in the Calgary Corporate Tax practice and works with clients in the energy sector, private equity, retail, investment management, aircraft leasing, engineering and the technology industries. As many of his clients are multinationals, he regularly advises on tax-efficient leasing structures, restructuring, divestitures and establishing tax efficient inbound and outbound international structures.

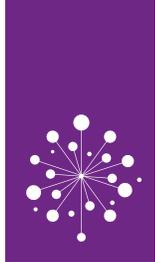


Jason Boland

Partner, Tax

Jason is experienced providing income tax accounting, tax restructuring and tax planning advice to Canadian domestic corporations and multinationals. Specializing in M&A and due diligence – as well as divestitures, financings and major internal restructurings – he's led both public and private organizations through inbound and outbound acquisitions. Jason is a member of the Society of Management Accountants of Alberta and the Canadian Tax Foundation.

Speakers



Michel Bourque

Partner, Tax – KPMG Law LLP

Michel has extensive experience in tax litigation and dispute resolution with leading Canadian law firms and has recently joined KPMG Law LLP. He specializes in resolution of disputes related to income tax, GST, customs and excise, and provincial tax audits and assessments, including matters relating to the general anti-avoidance rule (GAAR) and transfer pricing.



Shawn Brade

Partner, International Tax

Shawn is a partner in KPMG's corporate tax practice in Calgary, specializing in international corporate income tax advisory and compliance services to clients operating outside of Canada and to non-Canadian multinationals operating within our borders. Shawn's professional experience includes acquisition and divestiture planning, finance/lease structures and structuring of global operations to achieve tax efficiencies.



Christine Colbert

Senior Manager, Financial Risk Management, Advisory

Christine is a senior manager in KPMG's Financial Risk Management practice, with extensive consulting and business experience focusing on risk management. Christine specializes in system implementations, developing business and information technology processes, project management, commodity purchase and sale contracts, risk measurement methodologies and software validation.



Susanne DiCocco

Senior Manager, People & Change, Advisory

Susanne helps organizations implement complex change initiatives in politically sensitive and highly unionized environments. She has extensive experience leading large transformation initiatives specifically in the areas of human resources and finance. Her main areas of focus include design and delivery of large scale change management projects in multi-stakeholder environments, design and delivery of stakeholder consultation programs, facilitating workshops with diverse stakeholder groups and coaching leaders in successful transformation projects.

Speakers



Mary Hemmingsen

Global Head of LNG, National Sector Leader, Partner, Power & Utilities, Advisory

Mary has extensive experience as an energy business leader in supply chain, asset management and business development. She has worked with both the public and private sectors, major utilities and global energy and asset managers. Mary brings a broad industry perspective to business strategy and supply chain transformation initiatives.



Alex Henderson

Partner, Transaction Services, Advisory

Alex leads the Oil and Gas Transaction team in Canada specializing in transaction services. His experience includes corporate transactions (acquisitions, disposals, refinancing) and work for private equity providers and debt providers. Alex has worked for a variety of sectors, including resources, services (oil and gas), infrastructure, power & utilities and private equity.



Neil Honess

Partner, Restructuring & Turnaround, Advisory

Neil has extensive experience in restructuring and insolvency in Canada, Bermuda and the UK. He has significant cross-border knowledge, spanning a wide range of industries, including real estate, construction, oilfield service, oil and gas exploration and production, manufacturing and retail.

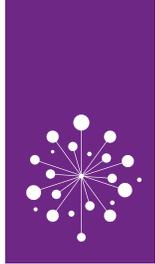


Sander Jansen

Manager, Sustainability, Accounting Advisory Services

As a manager with KPMG's Sustainability group in Calgary, Sander has worked for various global clients in the oil and gas, power & utilities, chemicals and construction sectors to help develop their sustainability reporting, strategy and metrics. Sander has been engaged in a number of sustainability assurance projects and in 2012 was nominated by the World Business Council for Sustainable Development (WBCSD) for their Future Leaders Team.

Speakers



Curtis Lester

Calgary Leader, Partner, Tax

Curtis has extensive experience providing inbound and outbound international tax advice. He specializes in helping Canadian multinationals overseas, foreign corporations investing in Canada and US companies with operations in Canada. In addition, he has been the lead tax partner on many inbound and outbound acquisitions due to his extensive M&A and due diligence experience.



Helen Mott

Director, Global Infrastructure, Advisory

Helen leads the Global Infrastructure Advisory practice in Calgary. She is a professional engineer with experience in delivering major capital and sustaining capital projects. She has managed both individual projects as well as multi-project programs and is well-attuned to the challenges of delivering safe, quality developments on time and on budget for Alberta oil and gas developments.



Lanre Okunnuga

Senior Manager, US Corporate Tax

Lanre specializes in providing US corporate income tax advice to Canadian businesses in the energy and real estate sectors. He is active in the private equity and pension fund sector in relation to investments in the US. Lanre's professional experience includes advising on inbound planning, finance structuring, income tax treaty analysis and repatriation.



Umair Pervez

Senior Consultant, People & Change, Advisory

Umair focuses on facilitation and management of organizational change and design and the optimization of business processes. With an MBA, an MSc in Organizational Psychology and a BSc in Information Systems, Umair has brought his business, people management and technical acumen to industries including government, retail and technology.

Speakers



Paul Ross

Partner, Forensic, Advisory

Paul is a partner in KPMG's Risk Advisory Practice and a Senior Vice President of KPMG Forensic. Paul has extensive experience delivering forensic investigative guidance, dispute advisory and fraud risk management consulting services to KPMG clients. Paul has consulted on fraud risk management in a variety of industries, including oil and gas, manufacturing, distribution and local government.



Sharlene Wilson

Partner, Accounting Advisory Services

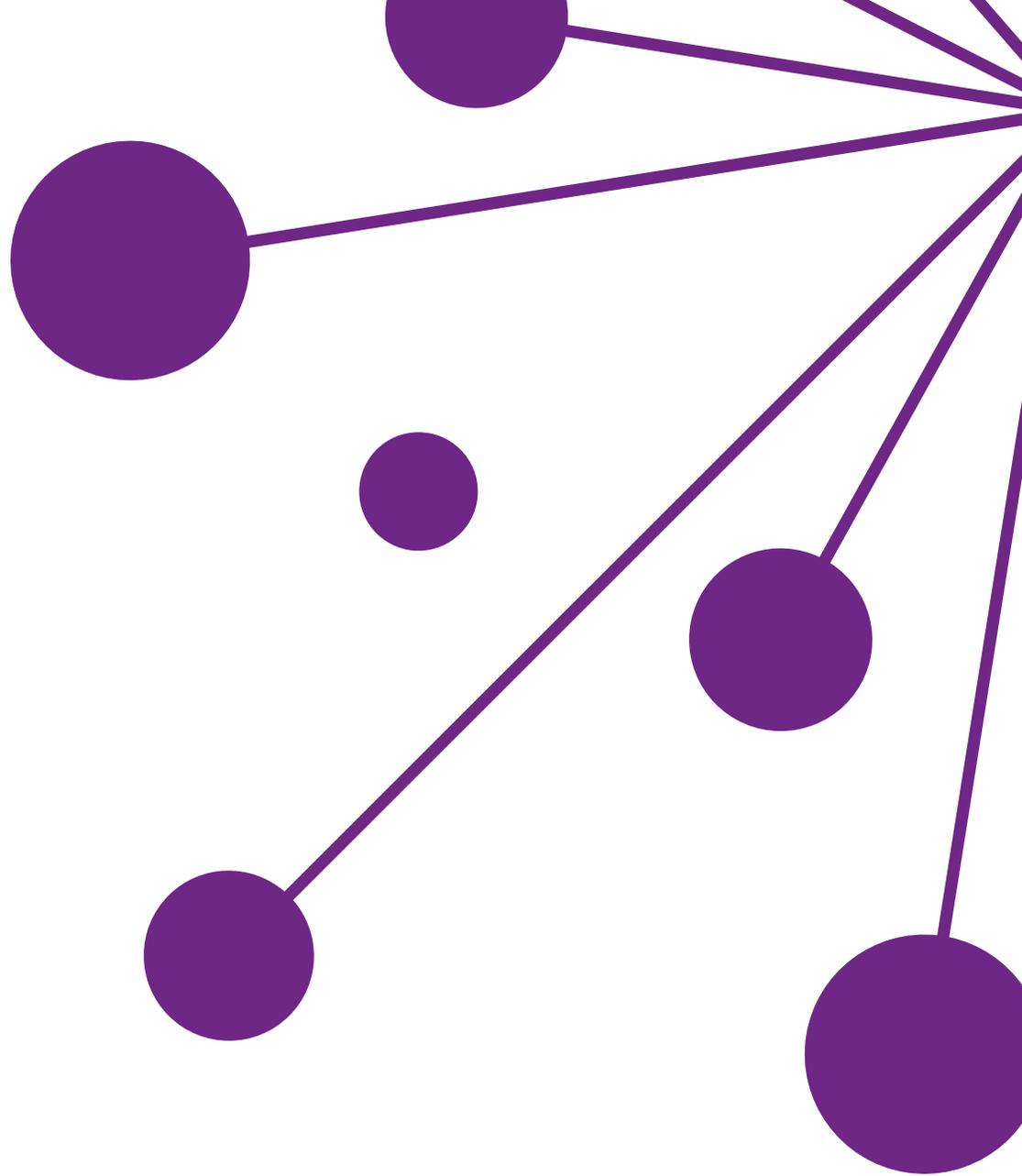
A partner in KPMG Calgary's Audit practice, Sharlene works with both public and private companies. She provides technical US GAAP and IFRS accounting assistance around adoption of new accounting standards, accounting for complex transactions, and due diligence engagements.



Mark Woods

National Leader, Partner, Energy Supply Chain, Advisory

Mark's experience is in creating and sustaining value through supply chain and procurement transformations with major global oil and gas clients. He specializes in helping clients redefine their supply chain to be a value-focused, competitive advantage, enabled by strong governance, KPIs and change management, process re-engineering and system enablement.



Join us at KPMG Ignite and access fresh industry perspectives, create a personal agenda that lets you attend sessions relevant to you, and network with peers and colleagues. Plan to attend our breakfast then choose the most interesting or relevant topic from each of our streams.

Register now kpmg.ca/ignite so you don't miss this year's outstanding event – free of charge.

