

**Invitation to the 16th European CFO Roundtable
December 1-2, 2011, Venice, Italy:**

**“Mastering Uncertainty and Complexity – Innovating for Sustainable Value
Creation and Growth”**

Dear Sir or Madam,

The shocks caused by the financial crisis and by this year's events in the Arabian countries and in Japan were a wake-up call for corporate managers. Realizing that the world is going through a period of fundamental change, they understand that they have to live with unprecedented levels of uncertainty, volatility, and complexity that challenge their company's established concepts in business intelligence, planning and control, governance, and management.

In addition, powerful trends are forcing companies to rethink the way they operate. Today's more informed customers and consumers expect new value propositions with improved price/quality ratios, as well as more sustainable products and services. The globalized, networked economy and the digital revolution offer opportunities to connect with customers, business partners, and other stakeholders in new ways that drive differentiation and create new shared value. And a fast-growing world population will put enormous stress on biophysical, energy, and other natural resources – just to name a few examples.

On an operational and tactical level, success will require being prepared to react to short-term shocks immediately. On the strategic level, companies and their managers need to find and implement new, creative ways of putting their companies on the path toward sustainable value creation and long-term growth. This will demand transformational innovation – not only in how companies operate, but also in how they are managed.

All of this creates intensified pressure on CFOs and their Finance organizations to reshape their mission and make visible and significant progress in becoming a true copilot and partner to the business. What innovations and transformations in Finance does this require? How can Finance provide the forward-looking business intelligence and insights that meet the new challenges – and opportunities? How can Finance provide support across the enterprise from strategic planning to operational optimization to help to manage risk, reduce cost, spot new opportunities, increase flexibility and agility, deal with complexity, and enable more real-time decision making and control?

At our upcoming CFO roundtable, participants and speakers will discuss what it means in practice to master uncertainty and complexity and to innovate for sustainable value creation and growth – *and* how the CFO and the Finance organization can optimally support it. We are looking forward to lively discussions and good networking with you and your colleagues in Venice, and we would be delighted to have you with us.



Phillip Booth
Vice President and
Head of Executive Value Network



Jürgen H. Daum
Chief Solution Architect
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About the European CFO Roundtable

The CFO roundtable is a key element of the sap Executive Value Network, a network for finance executives and best-practice leaders at the senior executive level that spans nations and industries.

The goal of the roundtable is to facilitate networking and allow the finance and business leaders of large SAP customers to share their experiences and exchange their use of best practices. The executive value network gives finance professionals from diverse companies the opportunity to identify best practices, disseminate valuable information concerning those best practices, test new ideas, and develop practical solutions that work in specific business environments.

Participants with firsthand experience can present to their peers ideas they have proven in practice, their innovations, and lessons learned. The result is a frank overview of topics highly meaningful for the participants. The topics may be explored further in later meetings and workshops, which allows for the development of theme-focused discussions over time.

More information is available at <http://www.sap.com/solutions/business-suite/fbpn>.