

Credit and Collections Roundtable

An exclusive networking and benchmarking opportunity for senior credit and collections executives, focussing on issues unique to top-level management

November 28 & 29, Toronto

Members

Gabriela Arzuman, KIK Custom Products
Prabhat Chatterjee, Quality Meat Packers Limited
Lina Chindamo, Sony of Canada Ltd.
Ejaz Chowdhury, Dynamic Tire Corp.
Arlette Fortin, Trader Corporation
Claire Giallonardo, Panasonic Canada Inc.
Liliane Jackson, Emerson Canada
Tony Lengua, Stratacon
Dave Love, Grand & Toy
Genevieve Pagnotta, The Data Group Of Companies
Gianni Sellitto, Just Energy Group Inc.
Tracey Skipp, Krug Inc.
Dean Stewart, Spin Master Ltd.
Anna Yu, Xerox Canada Ltd.
Neil Abbott, Gowlings LLP
Hank LoBaker, ANGOSS Software Corporation
Bruno Santia, B2B Credit Chex Inc.
Fritz Schulze, Comtech Systems Inc.
And others

Roundtable Themes

- Linking credit and sales to create a strategically-driven department
- Centralizing AR and credit processes to prove corporate value
- Improving the administration of bad debt through loan workouts and alternative collection strategies
- Managing the performance of collection and recovering vendors
- Automating credit and collections to streamline business processes and reduce costs
- Optimizing training and motivation to empower credit and collections staff
- Pros and cons of outsourcing
- Benchmarking the credit and collections department
- Integrating a risk management framework into credit operations

Eligibility

Eligibility is limited to senior credit and collections executives with an interest in peer networking and solution-seeking on issues and challenges unique to strategic credit and collections management. As a minimum, participants should have 5 years experience as a senior Credit and Collections executive and be the current head of a credit and collections function.

Dear Colleague,

Getting the best from your credit and collections department requires optimal effectiveness and that means increasing customer response, instituting performance measurements, improving collections effectiveness, implementing new technologies and reducing debt to revenue, to name just a few.

As a qualified credit and collections executive, you have been invited to join this exclusive Roundtable of your peers to discuss, share ideas and come up with solutions to just these issues.

Our innovative format allows members to hear practical case study presentations from other members and then discuss the issues in a collegial, roundtable atmosphere. It's also an excellent way to network with a select group of colleagues.

Each session is devoted to a series of key topics on core areas of credit and collection management. Each topic is addressed in a "hands-on", case study way by one of the members through a formal presentation or briefing, which is followed by an interactive group discussion of the issue with all members. The format allows for a highly focused sharing of practical approaches and best practices on issues of importance to senior executive members.

Learn and share best practices with your peers and maximize the effectiveness of your credit and collections department in the following areas:

- Engaging in innovative credit management processes to improve credit and collections effectiveness
- Implementing strategies to ensure streamlining of credit management processes
- Developing a sound reporting structure that addresses challenges in the global marketplace
- Maximizing revenue from the credit and collections centre

With the level of practical experience at this Roundtable, this is one event you cannot afford to miss.

A word about the Roundtable concept...

We have all wasted valuable time attending business conferences that are advertised widely, are open to all and, as a consequence, offer very little food for thought or networking opportunities for senior executives.

Federated Press Roundtables are the premier peer network for senior business executives of major Canadian corporations. Through this innovative format, senior credit and collections executives meet privately with senior colleagues exclusively to discuss issues of critical concern through a combination of formal presentations from industry leaders and open discussions among senior executives in a collegial atmosphere. Furthermore, the Roundtable allows you to extend your professional network of contacts.

The goal of the Roundtable is to create a "community of interest" among senior credit and collections executives. And as such the benefits of membership go well beyond the meeting itself. Material may be distributed to members at various times during the year, whether it be presentations from Federated Press conferences or Webinars involving members of the Roundtable

Organizations that have participated in the many Roundtable discussions developed by Federated Press include: Manulife Financial, Canadian Tire, Atomic Energy of Canada Limited, Scotiabank, Sherritt International, Sanofi Pasteur and Sodexo, Rogers Communications, Four Seasons Hotels & Resorts, Maple Leaf Foods, Kinross Gold, RBC Financial, McCain Foods to name a few.

Sincerely,



Prabhat Chatterjee

Advisory Board Member

ADVISORY BOARD:

Dave Love

Dave Love is Director of Credit, **Grand & Toy Limited**. Dave is responsible for the management and direction of all aspects of Grand & Toy's credit operations, as well as Finance project management.

Anna Yu

Anna Yu is Director, Finance, Canadian Resellers & Alliance Operations and Supplies Group, **Xerox Canada Ltd.** She joined Xerox as Chief Risk Officer in 2003 to create its risk management practices and strategies.

Prabhat Chatterjee

Prabhat Chatterjee is Credit Manager at **Quality Meat Packers Limited**. He has been actively involved in the credit and receivables functions of a large food processing plant since 1970. Over the years, he has been asked to be the chairperson for the Food Industry's Credit Managers Association conducted by Creditel and Equifax.

ROUNDTABLE PRESENTERS:

Neil Abbott

Neil Abbott is a partner at **Gowling Lafleur Henderson LLP**. He chairs the Recovery Services department specializing in asset and debt recovery.

Gabriela Arzuman

Gabriela Arzuman is Director of Credit and Accounts Receivable for **KIK Custom Products** and a member of the Credit Institute of Canada. She has been with KIK Custom Products for 5 years and in her current role for over 3 years. Previous to this, she was a Senior Credit Analyst for BASF Canada for 8 years. During that time, she was a key player in the AR and credit SAP implementation project involving configuration, change management, data transfer, testing and going live

Lina Chindamo

Ms. Chindamo is National Credit Manager, **Sony of Canada Ltd.** She holds a CCP, CICP and BA in Economics. She is an active member of the Credit Institute of Canada, and has recently joined as a board member for the National Credit and Financial Executives Forum. Ms. Chindamo has spent over 15 years in credit management; her current experience is in consumer electronics with Sony of Canada; she has worked for Maple Leaf Foods where she spent 5 years in Export Credit; adjudicated commercial leases with IBM Global Finance; and spent several years in the computer consumables/peripherals market with Daisytek Canada.

Ejaz Chowdhury

Ejaz Chowdhury is Manager of Credit and Accounts Receivable at **Dynamic Tire Corporation**.

Arlette Fortin

Arlette Fortin acquired her CCP in 1995 and has held management positions mostly in the service industry where she has had countless exposures to restructuring departments. She is currently the Director Credit and Collections at **Trader Corporation** a company who professionalizes in media advertising services. She possesses 30 years of experience in managing the credit and collection function for national and international corporations.

Claire Giallonardo

Claire Giallonardo is Assistant Manager, Credit Department at **Panasonic Canada Inc.** She has over 25 years of experience and studies in the credit field. She has worked in commercial credit in such industries as consumer electronics, truck trailer business and construction.

Liliane Jackson

Liliane Jackson has been the Corporate Credit Manager for **Emerson Canada** for the past 6 years. She has also worked with such companies as Black & Decker, Perrier and Nike. She holds a CCP and is a member of both the Credit Institute and the National Credit and Financial Executive Forum. Liliane has worked in the credit field for over 15 years within a variety of sectors such as retail, manufacturing and wholesale.

Tony Lengua

Tony Lengua is Manager, Credit and Collections at **Stratacon**. He manages both the internal and outsourced collections for the organization. Mr. Lengua is currently developing a performance measurement initiative that ties outsourced agents to Stratacon objectives and has also worked with the IT group to develop reporting systems designed to monitor the collections process.

Hank LoBaker

Hank LoBaker is the Senior Sales Engineer at **Angoss Software**. In this role he is responsible for helping customers understand the statistical software suites of Angoss and how to leverage them to create better strategies quicker. Hank has been in the analytics field for 15 years, performing analyses, managing analysts or providing consultation in a variety of industries with organizations such as Statistics Canada, AXA Insurance, ACNielsen, CIBC, Equifax and Angoss.

Genevieve Goldie Pagnotta

Goldie is National Credit Manager and CPO at The Data Group of Companies. She has been with **The Data Group of Companies** since January 1, 1998. With over 3 decades of experience across a very wide range of industries and markets, she is no stranger to challenges and constantly changing economic climate. U of T Certified as a 'Dispute Resolution Practitioner'. A founding member of Dun and Bradstreet / Equifax (formerly Creditel) industry trade groups, two time panelist in BIA reforms, former Secretary with the Credit Institute of Canada.

Bruno Santia

Bruno Santia is President of **B2B Credit Chex Inc.** Mr. Santia has spent 35 years in the North American information industry as owner of B2B Credit Chex Inc., and previously as an executive with The Dun & Bradstreet Corporation (D&B). Bruno's experience is in freshly investigated credit reporting, database credit report expertise, risk management consulting, collection services and business-to-business education and training services.

Gianni Sellitto

Gianni Sellitto is Director of Credit and Collections at **Just Energy Group Inc.** He has 21 years of credit and collections experience. Mr. Sellitto joined Just Energy as the Director of Credit and Collections in 2009 with the mandate to outsource all collection operations for existing and newly acquired markets, and to reduce the ballooning bad debt rate to below 3%. To date all collections operations have been successfully outsourced and the company's fiscal bad debt for 2011 is 2.7%.

Tracey Skipp

Tracey Skipp is Manager of Credit & Collections for **Krug, Inc.**, a private manufacturing company. She has been in the credit field for over 20 years, working for various manufacturing companies and has an MBA from Wilfrid Laurier University and a CCP through the Credit Institute of Canada. She sits on the National Board of Directors for the Credit Institute of Canada and is also current director and a former Chairperson for the National Credit & Financial Executives Forum.

Dean Stewart

Dean Stewart is Director of Credit at **Spin Master Ltd.**

Fritz Schulze

Fritz Schulze is President and CEO of **Comtech Systems Inc.** Located in his home city of Victoria, he founded Comtech there as a technical services company in 1988 after working for Alberta Government Telephones as product developer. Since 1993, Comtech has sold their Collect! software for credit and collections to more than 1300 clients in 39 countries, employing 14 staff or sales reps in Canada, Australia and South Africa.

MAXIMIZING INTERNAL PROCESSES AND STRUCTURE

Session 1 is devoted to a discussion of how to create efficiencies in both internal processes and structure. Discussion themes include aligning credit and sales to create more profitable customers, centralizing AR and credit processes, making the decision to outsource and how to optimize the collection function. Presenters will address each issue for 30 minutes followed by a 30-minute Roundtable discussion in which members have the opportunity to share ideas and best practices on the discussion theme.

LINKING CREDIT AND SALES TO CREATE A STRATEGICALLY-DRIVEN DEPARTMENT

Arlette Fortin, Director, Credit & Collections, Trader Corporation

When credit and sales share the same goals, creating profitable customers becomes the focus of the corporation. The synergy derived from sales and credit working together can result in a huge competitive advantage for the organization.

Discussion themes:

- Devising methods to help the sales team fully understand the role of credit management in the business
- Understanding the needs of your sales team
- Aligning the credit management process to the needs of the sales team
- Designing strategies to provide excellent customer service

CENTRALIZING AR AND CREDIT PROCESSES TO PROVE CORPORATE VALUE

Gabriela Arzuman, Director, Credit and Accounts Receivable, KIK Custom Products

This presentation details the successful AR centralization process recently completed by KIK Custom Products.

Discussion themes:

- How centralization of the AR process was undertaken at KIK
- Carpe Diem: centralize or worry about the future
- What were the challenges to overcome?
- Centralization and change management—ensuring results
- Aftermath of being centralized—what are the next steps?

10:30-11:00 NETWORKING BREAK

TO OUTSOURCE OR NOT TO OUTSOURCE?

Tony Lengua, Credit and Collections Manager, Stratacon

Most discussions around outsourcing credit and collections are centered around operational and execution issues, such as ensuring that the third-party vendor has sufficient training programs or that the proper technology is in place to access data. However the very core of the outsourcing question is economic in nature: is it more cost-effective to build a set of capabilities or to buy them?

Discussion themes:

- Making the decision to outsource part or all of the operations: key economic factors
- How to measure the costs of outsourcing vs. keeping credit and collections in-house
- Calculating the ROI and the payback period
- Effective approaches to managing outsourced agents and evaluating performance

OPTIMIZING RESOURCES IN THE COLLECTION FUNCTION AT KRUG INC.

Tracey Skipp, Credit Manager, Krug Inc.

Reducing costs and optimizing expenses are keys to increasing the efficiency of the credit and collections department. This presentation details best practices with current collections strategies to achieve cost goals.

Discussion themes:

- Auditing current collections processes to determine gaps in customer service
- Designing strategies to improve areas of concern
- Developing KPIs to measure effectiveness and improvements

12:30-1:30: LUNCH

BEST PRACTICES IN METRICS, PEOPLE AND PERFORMANCE MANAGEMENT

Session 2 is devoted to a discussion of measuring and managing people and performance within the credit and collections function. Discussion themes include managing the performance of your vendors, optimizing motivation of staff, using metrics to track best practices and benchmarking and goal setting for the department. Presenters will address each issue for 30 minutes followed by a 30-minute Roundtable discussion in which members have the opportunity to share ideas and best practices on the discussion theme.

MANAGING THE PERFORMANCE OF YOUR COLLECTION AND RECOVERY VENDORS

Gianni Sellitto, Director of Credit and Collections, Just Energy Group Inc.

Managing vendors can be a daunting task, particularly in challenging economic times. How can you improve the performance of your collection and recovery vendors? What strategies, operational structures, and tools can be applied to strengthen this business partnership that is critical to the success of your operation?

Discussion themes:

- Developing a system that increases agency visibility and control
- Improving agency reporting
- Creating performance based incentives
- Automating the agency management process
- Better segmentation of key types of accounts
- Choosing the right partners and avoiding exclusivity agreements
- Strategic collection agency management , analytics, and scorecards (monthly call quality audits)

OPTIMIZING TRAINING AND MOTIVATION TO EMPOWER CREDIT AND COLLECTIONS STAFF

Genevieve Pagnotta, National Credit Manager and CPO, The Data Group Of Companies

Credit & collections staff are an integral and critical part of an organizations risk management and cash flow outlook. The credit, collection and customer service process creates opportunities that generate additional revenue, provided you have the right, well-trained staff.

Discussion themes:

- Key recruiting tools to identify & select the "right fit" for your "corporate culture"
- Tools and training that focus on internal & external customer service levels to yield maximum results
- Coaching, mentoring and challenging your "team"
- Empowering staff to excel, the carrot or the stick?

3:00-3:30 NETWORKING BREAK

USING AR METRICS TO TRACK AND IMPLEMENT BEST PRACTICES THROUGHOUT AN OUTSOURCED COLLECTIONS GROUP

Doug Furchner, Credit & Collections Manager, CEVA Logistics

Improved performance comes with improved measurement. Too often companies focus their measurement efforts on days sales outstanding (DSO), which provides a valuable point in time reference, but does not reveal the entire picture. This discussion details key metrics CEVA Logistics has implemented to measure AR performance and implement best practices.

Discussion themes:

- Selling change to internal and external customers
- Managing the AR collections function from a distance
- Understanding what to measure: operational measures vs. performance measures
- Creating performance standards
- Measuring performance
- Measures that evaluate individuals and the team
- Measuring progress over time
- Key operational and performance metrics: DSO, % overdue, etc.
- Providing meaningful and timely reports to management

BENCHMARKING-- SETTING MEASURABLE AND ATTAINABLE GOALS FOR THE CREDIT DEPARTMENT

Liliane Jackson, Corporate Credit Manager, Emerson Canada

Setting goals for credit and collections staff is one of the key ways to ensure a highly productive department. However, managers must tread a fine line--established goals must stretch the employee without being unreachable. This discussion details how to develop meaningful and attainable goals, including:

Discussion themes:

- Developing monthly vs. annual targets
- Developing specific goals that can be measured
- The importance of regular meetings with staff to review progress
- Ensuring top performers are rewarded
- Developing consequences for not reaching the goals

BEST PRACTICES IN TECHNOLOGY USE AND AUTOMATION

Session 3 brings together leading technology players for a panel discussion of the latest and emerging technologies in credit and collections management. Hear what's new and what is coming down the pike in terms of credit and collection technologies. As well, engage in a Roundtable discussion of best practices in automating the department to reduce costs and streamline business processes.

CASE STUDY AUTOMATING CREDIT AND COLLECTIONS TO STREAMLINE BUSINESS PROCESSES AND REDUCE COSTS

Lina Chindamo, National Credit Manager, Sony of Canada Ltd.

Many organizations turn to automation to enhance customer service and improve the rate of return on collections. This discussion details how automation can be used to improve business processes and reduce the costs associated with the credit and collections function.

Discussion themes:

- The role of automation in credit, collections and receivables management
- Challenges with respect to credit, collections and receivables management
- Credit risk management tools
- What to consider when selecting technology solutions for credit and collections

PANEL DISCUSSION: NEW AND EMERGING TECHNOLOGY FOR COLLECTIONS

Bruno Santia, Vice-President, B2B Credit Chex Inc.

Fritz Schulze, President & CEO, Comtech Systems Inc.

Hank LoBaker, Senior Sales Engineer,

ANGOSS Software Corporation

We all recognize that technology can help streamline the credit and collections process; however, technology solutions have not always been tailored to the specific needs of debt collection. This panel discussion details the latest emerging technologies to help organizations streamline and improve the collections process, including:

Discussion themes:

- High-performance solutions
- The future of collection technology
- New measurement tools
- Systems that allow you to store and manage data more effectively
- Re-engineering a collection operation and incorporating the latest technology

12:30-1:30 LUNCH

RISK MANAGEMENT

Session 4 is devoted to a discussion of managing the myriad of risks associated with the credit and collections function. Discussion themes include improving the administration of bad debt, integrating risk management into credit operations, incorporating the latest legal and privacy laws, and dealing with confrontational customers. Presenters will address each issue for 30 minutes followed by a 30-minute Roundtable discussion in which members have the opportunity to share ideas and best practices on the discussion theme.

CASE STUDY IMPROVING THE ADMINISTRATION OF BAD DEBT: LOAN WORKOUTS AND ALTERNATIVE COLLECTION STRATEGIES *Dean Stewart, Director of Credit, Spin Master Ltd.*

How caring/forceful should a company be to customers who cannot pay, particularly in the current economic climate? Is there a better alternative to the continual chasing of non-recoverable debt? This presentation details how to manage customers in difficulty to ensure not only that the company gets paid but that a bad loan is turned into a good one.

Discussion themes:

- Importance of early detection of problematic loans
- Understanding the customer
- Determining the root causes underlying the problem
- Engaging in fruitful negotiations

CASE STUDY INTEGRATING A RISK MANAGEMENT FRAMEWORK INTO CREDIT OPERATIONS *Ejaz Chowdhury, Manager - Credit and Account Receivable, Dynamic Tire Corporation*

Risk management is a critical part of managing the customer lifecycle. A credit policy that is too stringent causes customer relationships to suffer; one that is too lax causes profits to suffer.

Discussion themes:

- Managing credit risk through implementation of forecast models
- Developing risk alerts through predictive modeling and early warning triggers
- Using decision analytics to develop a consistent approach throughout the customer lifecycle
- Controlling operation costs through integration and automation

12:30-1:30: LUNCH

MAXIMISING COLLECTION SUCCESS BY INCORPORATING THE LATEST LEGAL AND PRIVACY LAWS INTO YOUR COLLECTIONS PROCESS *D Neil Abbott, Partner, Gowlings LLP*

Do you have the proper documentation in place to protect the organization's ability to collect on outstanding debt? Is the organization complying with the latest privacy regulations with respect to credit and collections? This presentation details how to ensure the law is on your side when collecting on outstanding debt.

Discussion themes:

- Ensuring loan origination process and docs and information can be used in collection
- Ensuring you have security in place and collateral protection in the event of default
- Ensuring that collection process is on side with privacy legislation
- Sale and acquisition of loan portfolios
- Acceptable collection rates and methods to improve collection
- Where the law is headed
- Class actions
- Commercial vs consumer debt

3:00-3:30 NETWORKING BREAK

DEALING WITH CONFRONTATIONAL CUSTOMERS *Claire Giallonardo, Assistant Manager, Credit Department, Panasonic Canada Inc.*

Dealing with angry, frustrated and confrontational customers is an almost inevitable part of the collections process and one that can make it difficult for staff members to do their jobs—and difficult for collections executives to keep good people. This discussion details how to develop a training program to enable staff members to deal with "prickly" customers.

Discussion themes:

- Training staff to handle typical incidents that precipitate confrontation
- Developing innovative ways to cope with client demands and complaints
- Developing a training plan to help staff develop a rapport with all types of "difficult personalities."
- Getting difficult interactions back on track and getting customers to pay

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Eligibility

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Members include Vice-Presidents, Directors, Heads and Managers of strategic credit and collections functions, Receivables Management, Debt Recovery and Risk Analysis and Controllers.

How to qualify

New Credit and Collections Roundtable applicants must submit their request via the attached registration form. Please apply as soon as possible, as a limited number of seats are available. Applicants will be contacted within two business days of application. For more information, please call Jefferey Price, Executive Editor, at 1-800 363-0722 ext. 236.

Groups of more than one person applying under a qualified person will be given special consideration for membership by the Advisory Board.

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REGISTRATION COSTS

	Book & Pay by Sep 26/11	Book & Pay by Oct 24/11	Regular Price
Roundtable	\$1875	\$1975	\$2075

* Breakfasts, luncheons, morning and afternoon coffee breaks are included in the registration fees. Please add 13% HST to all prices. / PBN#101755163PG0001

Cancellation: Please note that non-attendance at the roundtable does not entitle the registrant to a refund. In the event that a registrant becomes unable to attend following the deadline for cancellation, a substitute attendee may be delegated. A copy of the roundtable papers will be provided in any case. Please notify Federated Press of any changes as soon as possible. Federated Press assumes no liability for changes in program content or speakers. A full refund of the attendance fee will be provided upon cancellation in writing received prior to November 21, 2011. No refunds will be issued after this date.