

2nd Internal Audit Innovation Forum

Bringing Performance Measurement, IT Audit, Risk, Tools and Assurance Together

Fernando Garcia Bueno, Director Audit, Sara Lee

Sandra Berrettoni, Head of Corporate Audit, Symrise

Koen Albers, Head of Internal Audit, VMW

Arnout van der Veer, Chief Risk Officer, Reed Elsevier

Audrey Coutinho-Anand, Chief Internal Audit Executive,
Reed Elsevier

Manfred Wolf, Chief Audit Executive, SAP

Markus Falk, Head of Central Internal Audit Functions,
SAP

Stijn Stabel, Corporate Internal IT Audit Manager,
Huntsman

Leonard Boogers, Audit Manager, Heineken

John Hoogland, CEO, Pallas Athena

Pavel Viktorov, Chief Audit Executive, CTC Media

Ken Carlaw, Head of Internal Audit, Arriva

Albert Weenink, Director Group Business Risk and
Audit, Randstad Holding

Torben Hilbertz, Head of Internal Audit, Swiss
International Air Lines Ltd.

Christian van Nederveelde, VP Internal Audit, SES

Steven Brassem, Head of Risk Management and Internal
Audit, MIH Group

Ursula Schmidt, Head of Internal Audit, RTL Group

Kenneth Rasmussen, Director Internal Audit IT,
Brightpoint Europe

Jane Shipway, Senior Audit Manager, BT

April 19th-20th, 2010, Amsterdam

Day 1: Transforming Internal Audit Function,
Performance Measurement, ERM, Audit & Compliance,
Environmental Challenges

Day 2: Operational & IT Audit, Continuous
Auditing/Monitoring, Full Population Testing,
Executive Compensation, Fraud Risk & Governance

Swiss International Air Lines Ltd. designing a
Performance Measurement System that is
Aligned with Stakeholder Value Drivers

Sara Lee using **ERM** as an Improved Tool for Risk
Management and Oversight

SES raising the bar in the boardroom for **Fraud
Risk and Governance**

Reed Elsevier linking **Risk and Performance
Management Together**

Symrise **measuring the Success of Compliance**

SAP bringing **Operational and IT Audit Strategies
Closer Together**

CTC Media's practical experiences with **Audit
Software and Technology Tools**

Huntsman going Away from Sample-Based
Auditing & Advancing to **Full Population Testing**

RTL Group auditing **Executive Compensation
Programmes**

BT tackling the **Environmental Challenge**

Brightpoint bringing **Operational and IT Audit
Strategies Closer Together**

VMW auditing **IT Project Management**

Randstad meeting **Expectations of its
Stakeholders**

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Day 1, April 19th, 2010

Reshaping your Audit Universe

08.30 Registration and Coffee

09.00 Chairman's Opening Address

John Hoogland, CEO, Pallas Athena

09.15 - **Keynote Presentations**

Transforming the Internal Audit Function

- Identifying stakeholder requirements
- Building a high performance team
- Delivering results

Ken Carlaw, Head of Internal Audit, Arriva

10.00 - **In Control or in the Financial Times? How to Meet Expectations of our Stakeholders**

- Integrate your company's objectives-oriented strategic and tactical planning process

Albert Weenink, Director Group Business Risk and Audit, Randstad

10.45 - Morning Networking and Coffee

Advanced Performance Measurement

11.15 - **Managing and Measuring Internal Audit Performance**

- Helping internal audit departments to use outcome-based metrics such as ROI, cost, and customer satisfaction
- The proper use of data to demonstrate value - an area in which internal audit has tremendous opportunity for proactive transformation

Torben Hilbertz, Head of Internal Audit, Swiss International Air Lines Ltd.

12.00 - **Practical Experience of Using Internal Audit Software for Delivery of Effective Performance**

- Quick review of mandatory requirements of the IIA standards
- Detailed review of how these requirements are being met at the following stages:
 - Creating an audit universe and risk-based annual planning
 - Engagements planning: objective setting, assigning a team, setting deadlines and milestones
 - Performing a preliminary risk survey and establishment of assessment criteria
 - Developing, reviewing and approving a flexible work-program and creating a storage of standardised programs
 - Efficient and easy engagement supervision
 - Monitoring of the audit recommendations' implementation

Pavel Viktorov, Chief Audit Executive, CTC Media

12.45 Luncheon

Aligning Performance and Risk

14.15 - **Using ERM as an Improved Tool for Risk Management and Oversight**

- Collaborating with Management to:
 - Identify your company's primary risk issues
 - Restate the standards of governance
 - Set the tools used by your company to address risk
- Examine both external (M&A, supply chain risks such as relying on key suppliers) and internal risks
- Promote strong ERM leadership, promote a company-wide definition of risk management : including an agreed-upon risk tolerance level
- Segregate the risks (strategic, financial, operational, compliance, etc.)

Fernando Garcia Bueno, Director Internal Audit, Sara Lee

15.00 - **Linking Risk and Audit Together**

- Case study: CRO and CAE working together in a global media company
- Creating real-time transparency into the operations of the enterprise to measure current performance levels and predict future trends
- Proactively identifying and mitigating the risks inherent in your company's strategy
- Communicating and implementing a strong strategy to deal with these risks
- Integrating risk management, performance management and corporate strategy

Arnout van der Veer, Chief Risk Officer, Reed Elsevier
Audrey Coutinho-Anand, Chief Internal Audit Executive, Reed Elsevier

15.45 Afternoon Networking and Coffee

Compliance Issues in Audit

16.15 - **Measuring the Success of Compliance**

- Justifying the need for preventive compliance measure (for example fraud prevention)
- How to measure compliance success in a time of limited budgets
- Measuring Regulatory Compliance and Internal Compliance (policies and procedures, fraud, data protection)

Sandra Berrettoni, Head of Corporate Audit, Symrise

17.00 - **Tackling the Environmental Challenge**

- An Environmental Story:
 - BT's story
 - Environmental Sustainability - what is it: what are the risks
 - Legislation
- Audit Approach
 - The economic downturn and the environmental challenge
 - What BT is doing
 - Next steps

Jane Shipway, Senior Audit Manager, BT

17.45 Closing Remarks and End of Day 1

Day 2, April 20th, 2010

08.30 Registration and Coffee

09.00 Chairman's Opening Address

John Hoogland, CEO, Pallas Athena

Internal Audit's Relationship with Technology

Keynote Presentation

09.15 - Bringing Operational and IT Audit Strategies Closer Together

- Creating a fully integrated IT/Operational audit shop: the link between operational/compliance and IT audit teams
- Finding the most efficient solution to cover your typical operational audit topics, while also covering your IT audit needs
- Continuous Auditing / Continuous Monitoring

Kenneth Rasumssen, Director Internal Audit IT, **Brightpoint Europe**

10.00 - Managing a Global Internal Audit Department in the IT Sector, SAP's Global Internal Audit Services

- Management aspects: monitoring, review and people management
- Change management from regional audit departments to audit centres of excellence
- Reporting system
- Forensic and fraud prevention
- Enforcement of internal audit results
- Continuous Auditing versus Planned Audit Engagements
- Key performance indicators

Manfred Wolf, Chief Audit Executive, **SAP**

Markus Falk, Head of Central Internal Audit Functions, **SAP**

10.45 - Morning Networking and Coffee

11.15 - Continuous Auditing & Monitoring - Practical Experiences @ Heineken

- Continuous Monitoring: a management tool or auditor's toy?
- How Heineken's IA innovation opened up a new world of universe monitoring
- Deepening the business understanding with Continuous Auditing
- What's next

Leonard Boogers, Audit Manager, **Heineken**

12.00 - Going Away from Sample-Based Auditing and Advancing to Full Population Testing

- Using tools that allow you to look and validate the whole universe' rather than a sample, and then look at the exceptions
- Applying IT management, business process engineering skills to develop an approach
- Financial recoveries using automated full population testing
- A practical, real life example

Stijn Stabel, Corporate Internal IT Audit Manager, **Huntsman**

12.45 Luncheon



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14.15 - Embedding Internal Audit in an Overall ERM Philosophy

- Some fundamental concepts, or the Ying and Yang in Risk Management
- The role and contribution of Internal Audit in an overall ERM framework
- A framework to deal with frameworks
- Use risk assessment to scoping of Internal Audit work
- A practical approach to integrated reporting and enhanced risk transparency

Steven Brassem, Head of Risk Management and Internal Audit, **MIH Group**

Executive Compensation

15.00 - Developing the Skillsets of Internal Auditing Executive Compensation Programmes

- Purpose and challenges of a compensation and benefits audit
- Executive pay: salary, reward sharing programmes, and how it is linked to performance

Ursula Schmidt, Head of Internal Audit, **RTL Group**

15.45 - Afternoon Coffee and Networking

Corporate Fraud and Governance

16.15 - Raising the Bar in the Boardroom for Fraud Risk and Governance

Christian van Nederveelde, VP Audit, **SES**

17.00 - Auditing (IT) Project Management

- Quick overview on methodologies, frameworks and best practices
- Project risks, causes for failure, factors for success
- Five key focus areas for project audits
- How to plan a project audit and select/prioritize auditable areas
- Auditing Project Management: tips and tricks

Koen Albers, Head of Internal Audit, **VMW**

17.45 Closing remarks from the Chair and End of Event



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WHY YOU SHOULD ATTEND

In the current environment, internal audit departments are required to act now to be prepared for the challenges and opportunities in a fiercely competitive environment. Performance measurement is of critical importance for internal audit departments. Many audit teams are now using outcome-based metrics such as ROI, cost, and customer satisfaction levels in their assessments. The relationship between performance and risk management is another key area of opportunity for audit. Creating real-time transparency into the operations of the enterprise and measuring performance levels helps to better proactively identifying the risks inherent in your company's strategy, just as mitigating risks helps to measure and improve performance levels. Audit has the unique opportunity to accomplish both.

The proper use of data to demonstrate value is also an area in which internal audit has tremendous opportunity for proactive transformation. Operational and IT audit strategies are being brought together in more integrated ways; the adoption of IT tools and use of data for audit is no longer an option but a necessity to drive efficiency for the business. The efficiencies gained through audit's proper use of technology will not only further demonstrate audit's value but help to finance its future growth into additional business areas.

Additionally, improved auditing of projects and embedding ERM into the business is an ongoing priority. Auditing executive compensation programmes has reemerged as a high importance area.

Audit must embrace innovation to help position itself as an effective control tool and provide assurance for the organisation. This event features numerous thought leaders who are currently leading innovation in their corporate environments. Utilise this event to learn from their experiences, compare solutions and take away concrete strategies that you can use to drive transformation in your enterprise.

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