

Job Description:

Global Commercial Finance Head

Government & Agencies Segment

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| Function: | | | | Finance | | | | | | | | |
| Position: | | | | **Global Commercial Finance Head, Global Government & Agencies Segment** | | | | | | | | |
| Job holder: | | | |  | | | | | | | | |
| Date (in job since): | | | |  | | | | | | | | |
| Immediate manager  (N+1 Job title and name): | | | | CFO, Global Government & Agencies, Global Government & Agencies Segment | | | | | | | | |
| Additional reporting line to: | | | | Global Business Development Head, Global Government & Agencies Segment | | | | | | | | |
| Position location: | | | | United Kingdom | | | | | | | | |
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| 1. Purpose of the Job – State concisely the aim of the job. | | | | | | | | | | | | |
| Provides strong commercial and financial expertise, and contractual acumen including in-depth understanding of segment specific needs so as to provide support, guidance and delivery in financial engineering, financial modelling, negotiation, pricing, contract design and management processes contributing to the negotiation of complex deals, and ensuring sound contractual protections, whilst participating as part of the business development team on multi-disciplinary global sales efforts.  For 6-12 months, a large part of the role will be to lead the commercial finance activity for a very large and complex bid that is critical to the Government strategy. This will require all of the above skills and delivery areas.  Acts as a guardian of the segment Delegation of Authorities (DOA) and Right Clients Right Terms (RCRT), ensuring financial discipline in global investment decisions: building business cases for global OPEX and CAPEX commercial investments.  Uses factual ROI and monitoring after event activities to drive learnings. | | | | | | | | | | | | |
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| 2. Dimensions – Point out the main figures / indicators to give some insight on the “volumes” managed by the position and/or the activity of the Department. | | | | | | | | | | | | |
| Revenue FY16: | €1.2b | | Revenue growth | | 2.8% | Pipeline circa €1bn |  | Trade in 6 regions, circa 88 clients |  | Segment workforce: circa 16,000 |  | |
| GP growth - € | | 8.4% |
| GP % growth | | +70bps |  |  | Finance in segment |  | |
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| Characteristics | | * Member of the Global Segment Finance teamb | | | | | | | | | | |

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| 3. Organization chart – Indicate schematically the position of the job within the organization. It is sufficient to indicate one hierarchical level above (including possible functional boss) and, if applicable, one below the position. In the horizontal direction, the other jobs reporting to the same superior should be indicated. |
| Organization structure, reporting lines and titles under finalization. This is a singleton role, with no direct reports, working as part of a virtual team. |

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| 1. **Context and main issues** – Describe the most difficult types of problems the jobholder has to face (internal or external to Sodexo) and/or the regulations, guidelines, practices that are to be adhered to. |
| * Contributes to delivery and achievement of the Global Segment’s strategic objectives, priorities and financial targets by focusing on Commercial Finance and Business Development activities while keeping the CFO informed of significant findings and opportunities. * Engages early in the business development process for large, complex client agreements in order to proactively ensure optimal profitability and risk mitigation for Sodexo prior to CEO/CFO review and approval. * Ensures full alignment with Group Finance policies, processes and procedures * Functions in a matrix environment (Group, Regions, and Service Operations etc.) * Aligns segment and finance strategic priorities for commercial finance activities at global and regional levels, ensuring the needs of the segment are met by Transversal Finance in the regions and countries; * Engages Senior Leaders at the Group, Segment, and Region levels in an influencing capacity, with limited direct resources * May also support overall global segment financial planning, reporting and analytics functions in conjunction with the Global Controller for the segment. |

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| 5. Main assignments – Indicate the main activities / duties to be conducted in the job. |
| **Enabling segment performance through Financial leadership and partnership for business support**   * Segment Finance lead for translating Segment Strategy to sales growth strategy & targets including assisting region segments with setting go-to-market, sales growth strategy and targets. * Segment Finance lead for territory and pipeline management and oversight for developing leads into opportunities. Measures efficiency of sales teams and sales processes. * Segment Finance lead for solution and contract design activities including deal structure, CAPEX needs, costing assumption validations, SLA’s, and value-sharing & pricing as well as maintaining CD&M progress on existing business in coordination with Service Operations. * Ensures transparency and timely alignment with Transversal Finance for the stage gate approval processes, solution mobilization, and contract management activities. * Drive collaboration and work across region segments with Service Operations for the development and maintenance of process, tools, and systems necessary to support business development activities. * Assists in building a culture of accountability and financial acumen across the Segment: ensuring the Group Financial policies are known, understood and applied; and ensuring managers understand and apply the key financial performance ratios (net income, cash conversion, ROCE ... )   **Contributing to Group-wide financial leadership and driving the performance of the Finance function to support delivery of the segment goal and ambitions**   * Applies Group Finance policies, processes and procedures for financial control and reporting * Participates fully as a member of Segment Finance Team, providing input to set the Group Finance policies, procedures and processes in key areas of responsibility * Maintains efficient ways of working with all Finance stakeholders (Group Finance, Region Transversal Finance, Segment Region Finance, and Service Operations Finance) to ensure consistency and that all segment needs for financial support and direction are met * Personally role-models behaviors aligned with the Sodexo Group values (Service Spirit, Team Spirit and Spirit of Progress) and ethical principles (Loyalty, Respect for People, Transparency, Business integrity) * Supports continuous professional development, leadership development and succession planning for the Group-wide Finance community |
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| 6. Accountabilities – Give the 3 to 5 key outputs of the position vis-à-vis the organization; they should focus on end results, not duties or activities. |
| * Segment financial ambitions for commercial growth * Specific Segment progress action plans related to deal origination services including early visibility for executive decision support, deal execution metrics, deal intelligence, scalable frameworks for processes and systems, and post deal reviews/lessons learned. * Delegation of Authorities and Right Client Right Terms as part of Contract Design Management * Contract Design and Mgt Gp improvement (from ambition, to secured, to visible in actual site level GP/P&L). * Impact of key performance enhancement initiatives. * Cost efficiencies gained. Proposed objective to reduce Finance running costs at constant perimeter by 15% by 2020. * Performance on established people metrics \_ Quality of Life progress for finance employees in region – engagement, retention, development and productivity. Progress indicator (x) % improvement by 2020. * Providing challenge and playing a role as custodian of Groups assets and resources. * Ensuring timely provision of strong, accurate and relevant analytics (data and analysis) transparently to all stakeholders. |

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| 7. Skills, Knowledge & Experience |
| Experience:   * 10 years in a senior finance role related to business development and deal validation for complex business development. * Experience interacting with Group and with other countries for international business development activities. * Track record of delivering successful results, and finding pragmatic solutions, in complex bid and commercial situations.   Skills and Competencies:   * Demonstrated ability to translate Segment Strategy to sales growth strategy & targets * Demonstrated ability to support territory and pipeline management, developing leads into opportunities * Demonstrated ability to manage deal structure, CAPEX needs, costing assumption validations, SLA’s, and value-sharing & pricing within large complex deals * Strong interpersonal skills, cultural awareness, and demonstrated ability to influence decisions at the executive level * Strong financial acumen, including operational and financial planning as well as contractual/risk management discipline, * Process and progress driven, based on factual analytics, combined with very transparent skills (up, transversally and down) of simple financial reflexes, * Pro-activity and reactivity, combined with a strong sense of constructive challenge, thereby assisting commercial and operational teams in building solutions * Excellent organizational skills and ability to respect deadlines, * Flexible and pragmatic, able to deal with complexity, * Experience in change management, * strong interpersonal and communication skills, strong partnering capabilities with senior management, * High listening, negotiation and influencing skills, * Strong culture of team support/team work and business advancement (in areas of risk management, problem resolution or development oriented), * Strong business ethics   Knowledge:   * Advanced knowledge of IFRS and the ability to apply its principles in practice * Advanced knowledge of the business development process, deal structure, pricing, and validation. * A working knowledge of Sodexo’s overall business model with specific knowledge of the Government and Agencies segment within Sodexo, and experience of the overall global government environment. * Fluent English speaker essential. Other language skills advantageous. |