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## Joint ACCA-Barclays-ecoDa-SMEUnited event

# Scale-Ups: converting vision into strategy and governance

28 November 2018

Press Club, 95 rue Froissart, 1040 Brussels

All businesses start with ideas and visions. However, as they grow in size and complexity, the need to convert the vision into strategy and the governance mechanism to deliver becomes crucial.

Success in scaling up businesses delivers many benefits for the wider economy, ranging from creating wealth; boosting innovation; increasing research and development; providing skilled jobs; generating export earnings; to contributing to GDP.

Management and finance are two crucial interconnected factors for companies seeking to scale up. But it is also vital to be specific about what scaling up success looks like for entrepreneurs and their business and set realistic strategic objectives, timeframes and an efficient governance.

This event will discuss how policy-makers, investors and corporates can support high-growth companies in Europe. A particular focus will be given on measures to address Europe's equity financing gap as well as need to remove regulatory and legal barriers from start up to scale up.

### **Draft agenda**

11.45am Registrations and sandwich lunch

12.30pm Welcome speech, Maggie McGhee, Executive Director Governance, ACCA

12.40pm Keynote speech, Neena Gill, MEP

12.50pm Panel moderated by Salla Saastamoinen, Director for Civil and Commercial Justice, DJ JUST, European Commission

*Starting with a presentation by Jo Iwasaki, head of Corporate governance at ACCA*

on [How vision and strategy helps small businesses succeed: Governance needs of SMEs](#)

- Armando Melone, SME access to finance and COSME Financial instruments, DG GROW, European Commission
- Juliet Rogan, Head of High Growth & Entrepreneurs, Barclays
- Inge Stoop, Senior Project Coordinator, Guberna
- Marcello Bianchi, European Issuers & Deputy Director General at Assonime
- Luc Hendrickx, Director of Enterprise Policy and International Affairs, SMEUnited

14.05pm Q&As

14.20pm Concluding remarks, European Investment Fund, *name tbc*

14.30pm end

### **SPEAKERS' BIOGRAPHIES- *by order of appearance***



**Maggie McGhee**, Executive Director Governance, ACCA  
Maggie McGhee is the newly appointed Executive Director, Governance at ACCA. Maggie takes up post on 1 October 2018. In this role, she has responsibility for both ACCA's corporate governance arrangements and the governance of ACCA members and students. Corporate governance comprises the internal audit, risk, information security, legal counsel and secretariat functions. Governance includes regulation, licensing, monitoring and investigations/discipline.

Prior to this, Maggie was the Director of Professional Insights at ACCA, where she led a team of technical and policy experts to support ACCA's global thought leadership agenda. This work seeks to demonstrate the value that professional accountants bring to society by creating successful businesses and sustainable economies. Professional Insights comments on the key issues relating to range of policy and technical areas and works to influence other technical and policy experts in governments, regulators, professional bodies and employers across the globe.

Before joining ACCA, Maggie worked for PwC in the Advanced Regulatory and Compliance Analytics area applying specialist analytics tool to clients in the banking and capital markets sector.

A chartered accountant with a degree in law, Maggie trained with National Audit Office UK where she was the Director General of Audit. With over 18 years' experience of auditing central government bodies, Maggie's engaged extensively across the audit and accounting profession, both within the UK and internationally, to influence sector developments. As part of this work, Maggie's been a member of a number of working groups and committees including the Accountancy Europe's Public Sector Working Group, the EU European Public Sector Accounting Standards (EPSAS) Working Group; HM Treasury's Financial Reporting Advisory Board in the UK; and the Financial Reporting Council (FRC) Audit and Assurance Council.



#### **Neena Gill, MEP**

Ms Neena Gill is a Labour Member of the European Parliament for the West Midlands, UK. On the 1st of January 2017, Ms Gill was made a Commander of the British Empire (CBE) by Her Majesty the Queen for parliamentary and political service. Later on the 9th of January 2017, she was awarded a Pravasi Bharatiya Samman - the highest award given to non-Indians - for her contribution in the field of public service.

Currently in her third term, having previously served 1999-2009. She was the first Asian origin woman to be elected to the European Parliament. Her work in the European

Parliament covers Economic and Monetary affairs, Tax, and Foreign Affairs. Ms Gill is also First Vice President of India Delegation. In all her terms she has specialised on Asia, and was instrumental in establishing a separate India delegation. She chaired that first delegation, as well serving as the President of the South Asia delegation.

In earlier terms she focused on energy, research, and IT issues. Prior to becoming an MEP, she was a CEO of two organisations, and campaigned on housing and social equality issues.

In her years out of office Ms Gill worked as the Vice-President for Corporate Affairs in Europe, and Asia Pacific for a global software company.



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Education: Graduated in Social Sciences; Post-grad professional qualification from the Chartered Institute of Housing; Alumni of the London Business School.



**Salla Saastamoinen**, Director for Civil and Commercial Justice, DJ JUST, European Commission

Salla Saastamoinen started as Director for Civil and Commercial Justice at the European Commission's Directorate-General for Justice and Consumers in October 2016. Previously she was the Director for Equality as from 2014. As Director for Civil and Commercial Justice, she is in charge of the development and consolidation of the European area of civil justice, in particular of civil procedural law, private international law, contract law and company law. Salla Saastamoinen has worked in the Commission for 20 years, starting in the

Directorate-General for Environment and then working in several areas in the Directorate-General for Justice. Before joining the Commission, Salla Saastamoinen was an associate partner in a law office in Helsinki, Finland. She has a licentiate degree in law from the University of Helsinki, Finland, and post-graduate studies in law from the universities of Saarbrücken, Germany and Zürich, Switzerland.



**Jo Iwasaki**, Head of Corporate Governance, ACCA

Jo Iwasaki is Head of Corporate Governance at ACCA. She leads ACCA's thinking on corporate governance, including governance principles, board responsibilities, and corporate culture and governance. She has presented and lectured to various audiences, including directors, academics, and students. She is a fellow chartered accountant and was qualified while working in the tax and audit departments at PricewaterhouseCoopers. In addition to corporate governance, she also has extensive experience in auditing and assurance.



**Armando Melone**, SME access to finance and COSME Financial instruments, DG GROW, European Commission

Armando Melone is a policy officer at the European Commission's Directorate General for Internal Market, Industry, Entrepreneurship and SMEs, in the unit responsible for SME access to finance. Since 2011, he is in charge of designing policy measures to improve SME access to alternative sources of finance, in particular crowdfunding and venture capital, in the context of the Commission's Start-up/Scale-up and Capital Markets Union

initiatives.

He has an MBA from Oxford University, UK (2009) and a university degree from LUISS University, Rome (1999). He started his career in the brand management division at Unilever for 4 years (2001-2005), then he worked on the internationalisation of Italian SMEs (2005-2008).

**Juliet Rogan**, Head of High Growth & Entrepreneurs, Barclays



**Inge Stoop**, Senior Project Coordinator, Guberna

After 23 years in the financial sector on all levels national and international, from retail banking towards 15 years in wholesale banking, Inge worked as an expert coach for European Commission on 2 programs: EASME Horizon 2020 and EIT Innoenergy; where she coaches SME's to become market fit, be financially sound, look for funding, build a strategy to sell the innovative products & services and bring in my own network to the SME's.

Inge joined GUBERNA in February 2018, where she is working on the topic of shareholder governance and SME governance, including Smart Industries. Her core strengths are innovation, creativity and

'thinking out of the box'; She can connect people with a view to new opportunities, she is an experienced liaison manager with national and international business partners, throughout the years she developed an analytical and business sense to identify, analyse and resolve operational issues. She speaks 5 languages: English, French, Russian, German and Dutch.



**Marcello Bianchi**, European Issuers & Deputy Director General Assonime

Marcello Bianchi is born in Rome, he has a degree in Economics from Università la Sapienza di Roma.

At Consob from 1990 to February 2016, he worked on supervision (Head of Corporate Governance Division), regulation (Head of the Regulation Impact Analysis Unit and Head of the Regulatory Strategies Division), research (Head of Statistic Unit), and internal administration (Head of Human Resources

Division). Previously he focused on economic research at Centro Europa Ricerche (CER) and at Montedison Research Unit (FOR).

Since 2007 he is Chairman of the OECD Corporate Governance Committee: the OECD "Principles on Corporate Governance" are the International standard adopted by G20 and Financial Stability Board.

He was Chairman of the Working Group on Company Law at the European Council during the Italian Chairmanship (second semester 2014).

He has published extensively in national and international journals on Corporate Governance and Capital Markets: he has given his contribute to the Volumes "The Control of Corporate Europe", Oxford University Press, 2001, "Proprietà e controllo delle imprese italiane", Il Mulino 2004, "Assetti proprietari e mercato delle Imprese", Il Mulino 1992; and to the Papers: "L'attivismo degli investitori istituzionali nel governo delle società quotate", Quaderni di Giurisprudenza Commerciale, 2015, "Regulation

and Self-Regulation of Related Party Transactions in Italy. An Empirical Analysis”, ECGI Working Paper 2014, “Comply or Explain: Investor Protection Through the Italian Corporate Governance Code”, Journal of Applied Corporate Finance, 2011.



**Luc Hendrickx**, Director of Enterprise Policy and International Affairs, SME united

Since 2000 Luc Hendrickx is Director of Enterprise Policy and External Relations at SME united (former UEAPME), the European employer's organisation representing the interests of crafts and SMEs at EU level. Across the whole of Europe, SME united represents through its 80 member organisations over 12 million enterprises with nearly 55 million employees.

In this function he is responsible for SME policy, better regulation, legal affairs, internal market issues, accounting, retail, tourism, trade, corporate social responsibility, external relations...

From 1997 until 2000 he was member of cabinet of the Flemish Minister of Environment and Employment. In 1989 he joined UNIZO, the Belgian SME organisation, as Legal Counsellor. Between 1992 and 1998 he was also professor at the Flemish Economic High School (VLEKHO) in Brussels. He started his career in 1986 as salesman in his sister's do-it-yourself shop. Luc Hendrickx has a Law degree from the Catholic University of Leuven (B), a Diploma from the Institut Européen des Hautes Etudes Internationales of Nice (F) and a Master in European Studies from the Universitat Autònoma de Barcelona (S).