



# APAC Regional Conference 2025

Collaborate to Create: The Power  
of Strategic Alliances





# Inside the Client Mindset: What Global Companies Value in their Accounting Partners

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## ACMA CGMA

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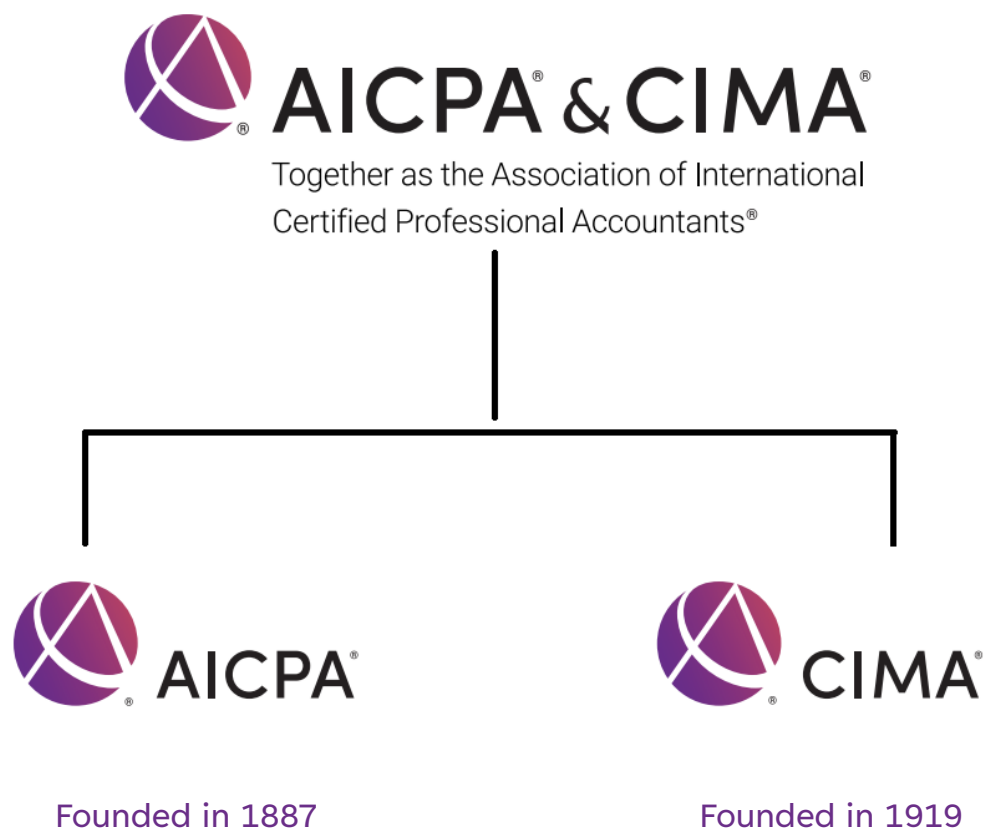
Formerly 16 years with Tesco PLC in UK  
and China, early career with Campbell  
Soup Company

Qualified management accountant,  
member of CIMA

Member, CIMA Hong Kong SAR Area  
Committee



# The new association launched 2017



Advance the entire profession  
Public and management accounting

Provide an expanded voice in advocacy  
worldwide

Offer enhanced resources,  
market insights, networking opportunities  
to get ahead

# ABOUT THE ASSOCIATION



1+1



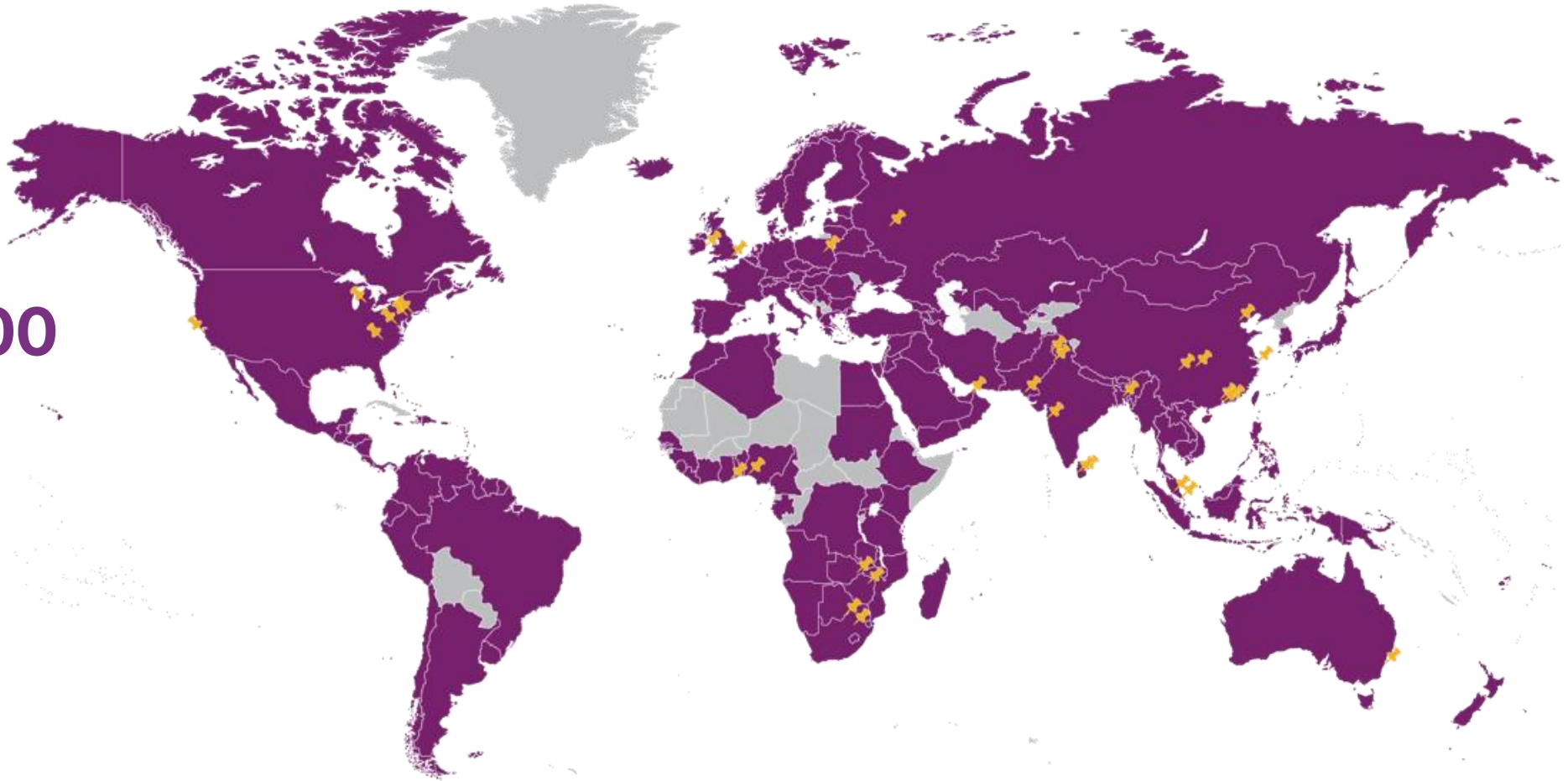
597,000



188



32



# The CGMA Competency Framework

The CGMA Competency Framework drives the syllabus, which covers five key knowledge areas:

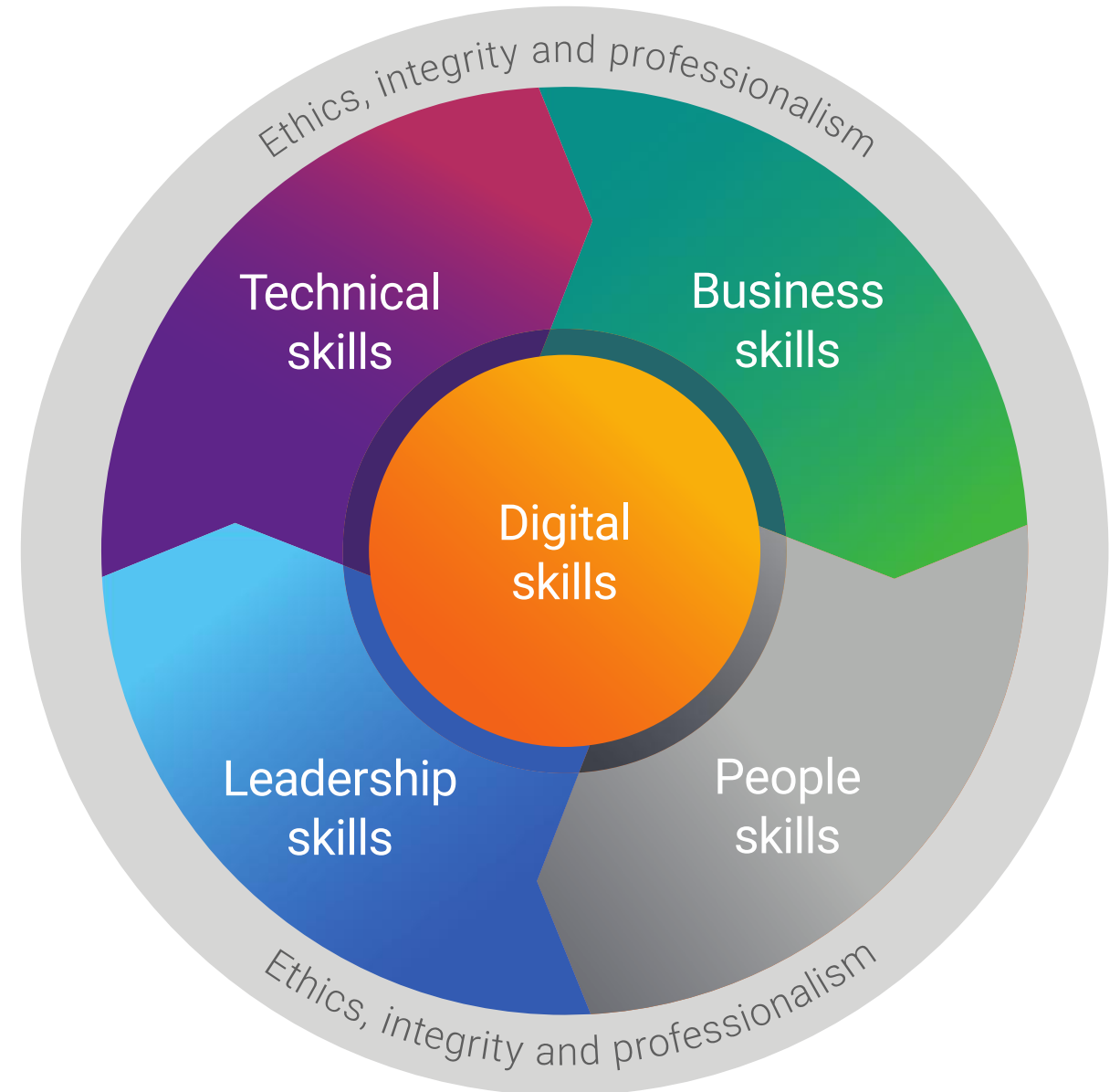
**Technical skills** — Applying technical accounting and finance skills in different business situations

**Business skills** — Transforming data into insights and strategy

**People skills** — How to communicate, influence, negotiate and collaborate

**Leadership skills** — Building and motivating teams and driving performance

**Digital skills** — Manage and guide the finance function in a digital world.



# A candid view inside the client mindset

- I will talk about
    - Global client reality vs stereotype
    - What Global Companies value
    - Trust – the fundamental
    - Real world examples good and less good
    - Starting the journey – actionable takeaways to reflect on
  - Q&A
- I am a client
  - Direct real-world experience
    - A decade working in regional roles across 14 jurisdictions
    - Client of many accounting and other professional and corporate service firms



# What are global companies like to work with?

## The stereotype

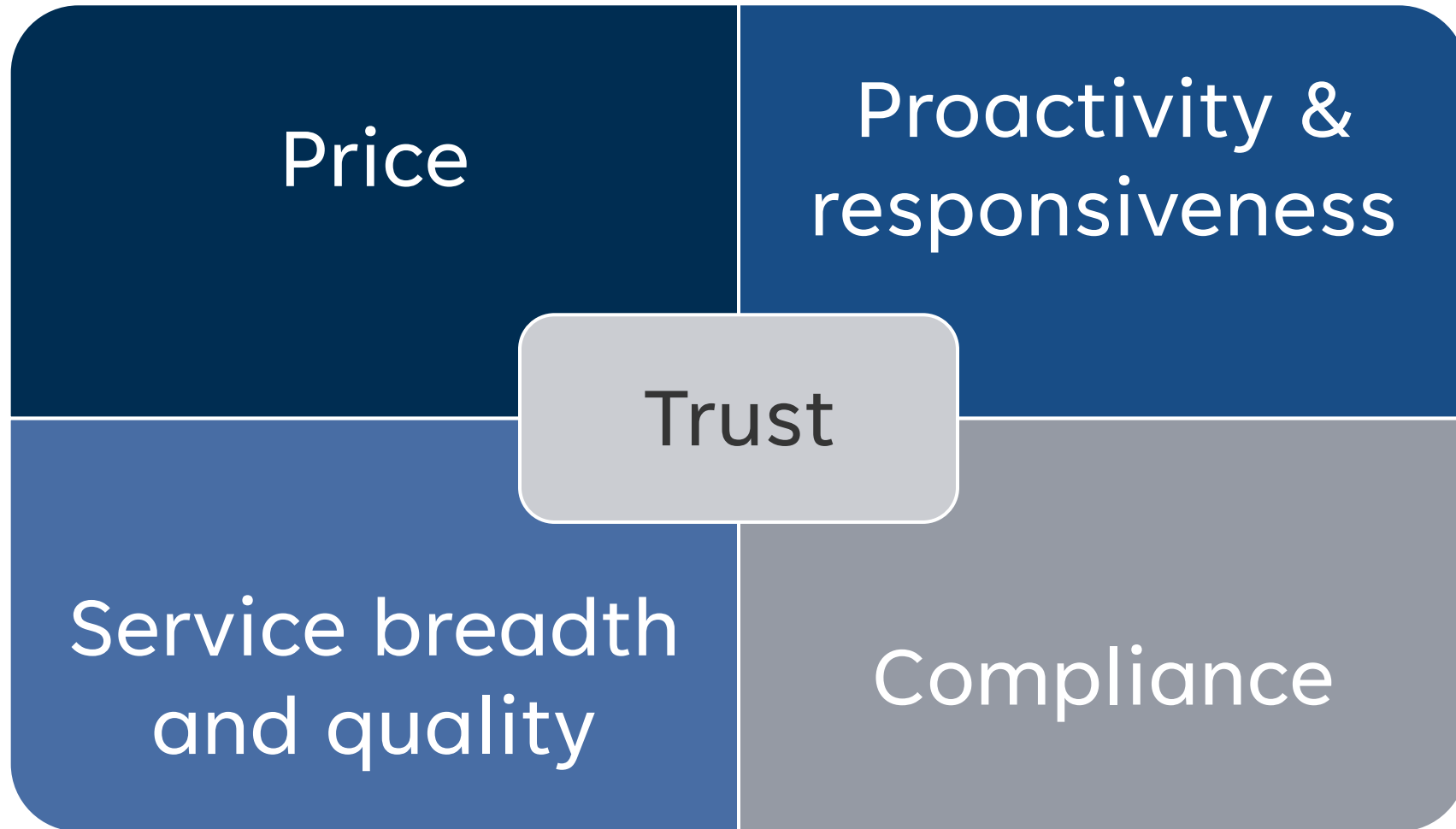
- Vague, open-ended questions
- Closed mindset (e.g. UK=Global)
- Looking to save money
- Many different stakeholders
- Want urgency but then don't respond
- Only use big 4

## The reality behind that

- Small businesses nested inside large ones
- Roles can be extremely narrow in scope
- Global policy/process
- Compliance more important than cost
- HQ authority



# What do Global Companies value?



# Trust is fundamental

- You understand us and our culture
- You will keep us safe
- You will tell us what happens in the real world
- Your team is stable and professional
- You will advise against your own interests if needs be
- Own mistakes

Transactional



Partnership

# Real world examples that were not successful

## 1) A strong partnership that failed

- Founder-led firm in Asia
- From market entry over a decade
- Slow to react to changes in market and client
- Day-to-day relationship vs owner
- Misjudged data/privacy

## 2) APAC v Western business values

- Asia-based firm supporting on tax issues
- Unable to translate local practice to global audience
- Unintentional compliance “red flags”
- Blame the client

# Real world examples where trust grows and incentives are aligned

## 3) A promising start

- Multi-disciplinary, cross-border Asia-regional advice leveraging network and partnership
- Genuine insight
- Advice on strategies to resolve complex problems

## 4) Long term strategic alignment

- Pro-actively comes with opportunities
- Willing to take commercial risk
- Can interpret local nuance for a global audience
- An impartial regional view of Asia

# Key takeaways - actionable steps to build trust



# Thank you

- Q&A

- Connect with CIMA

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