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Issue: November 25, 2019

Delivering Performance Impact, not Slideware

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CEOCFO: *Ms. Govia, what is the focus at Veritas Total Solutions?*

Ms. Govia: The energy industry is our focus. We provide a more sophisticated approach to managing business assets, specifically, in the areas of Strategic Advisory Services, Commodities Trading & Risk Management, and Integrated Operations for Upstream, Midstream and Downstream.

CEOCFO: *How is it done typically today and what are you bringing to the mix that makes it a cut above?*

Ms. Govia: There are three aspects to our services that elevate the conversation for our clients: Deep industry expertise, sophisticated approaches to solving complex problems, and powerful transformation methodologies. As an homage to your publication, CEOCFO Magazine, we will typically serve the needs of the CEO and his or her executive team, which include the CFO and a COO, each managing separate functions in a way that provide a unique set of values to the overall organization. These functions may not always be integrated in an optimal manner, or leverage advanced financial and operational tools to improve performance.

Let's look at an example of how we might have a more sophisticated conversation around managing business assets strategically and tactically. In a trading organization the CFO may have underneath his or her purview a Risk Control Function headed by a Chief Risk Officer or Risk Manager. In some organizations the CRO is a direct report to the CEO. The Risk Function will manage the risk capital of the firm, while other investment capital is entrusted to the COO. Commercial operations (and investments) under the COO are often not well integrated with risk activities (and risk capital) of the CFO/CRO. We help Commercial and Risk teams understand how to maintain independence while making more risk efficient decisions across their functions. Additionally, we enjoy helping clients apply financial option theory and valuation to any flexibility they may have related to physical assets in the energy supply chain.

On the day-to-day, boots-on-the-ground operational side of the equation, the focus is Operational Excellence. We help the COO develop advanced capabilities whereby functional silos are no longer a barrier to organizational performance. We call this Integrated Operations. We also provide Emerging Technology capabilities such as AI, ML, and RPA to the CIO organization. There is gold in bridging the gaps between functional silos, which is part of the reason that Digital Transformation is a very hot topic these days, but too often technology is over-emphasized. Our powerful "Proven Methodology for Accelerated Transformation" breaks through functional silos, drives operational excellence, and then (at the optimal time) introduces technology to deliver sustainable results.

CEOCFO: *Are companies turning to you because they understand the depth of what you provide or are they sometimes surprised at what you bring to the table at Veritas?*

Ms. Govia: Both. An example, where they are not the least bit surprised, is a recent call from one of the world's largest global oil and gas companies, very powerful, looking specifically for one of our partners and his team because they knew he could help answer complex questions they needed answered, and then help them work through the problem from strategy through execution.

Other times clients will call for help with a specific problem or challenge but don't realize they actually need something else. We will listen, ask probing questions, and then they will be surprised to find out that there is an alternative path that they had not considered, or a more sophisticated answer to their problem, or there is a problem they did not even know they had. It comes at us both ways, sometimes they are not at least bit surprised because they knew that we had it and other times because they were surprised to learn that there was an alternative to what they were seeking.

CEOCFO: *What is the process on your end when a company engages with Veritas?*

Ms. Govia: Normally what happens is one of the partners or some of the directors that are deep experts in their area, will sit down with the client and ask them what they are thinking. We will brainstorm with them to help tease out where their problem really is. After we get a clearer understanding of where they truly need to go, we will then layout the process we can help them follow to achieve a desired result. This can be anything from a strategy they need to deploy, to a tactical process improvement, all the way through to a more foundational platform aspect of needing a technology system. Normally it starts with a conversation, where they gain more clarity and then we agree with a path forward with a statement of work and a contract to move forward.

"Our powerful "Proven Methodology for Accelerated Transformation" breaks through functional silos, drives operational excellence, and then (at the optimal time) introduces technology to deliver sustainable results."- Delfina Govia

CEOCFO: *Do you have an ongoing relationship with some companies?*

Ms. Govia: Absolutely! You asked earlier about what makes us a cut above. In addition to our hard skills, we bring a cultural and relationship uniqueness that sounds throughout our own internal organization as well as with our clients. We work hard to establish a collaborative relationship with our clients because we want desperately for them to be successful.

We work hard not to overstay our welcome. Our goal is to make them self-sufficient and to teach them how to fish as opposed for handing them the fish. But because of those relationships we develop, clients quickly find ways for us to continue to help in other areas. As an example, we transition many clients to a managed services arrangement.

CEOCFO: *Was the corporate culture there from day one, and just got flushed out over time, or as the company developed did you recognize the value of a defined culture?*

Ms. Govia: Many companies do not think about culture from the beginning, they just see how things work out. Many founding partners will have a certain idea of how things should be done, but it does not mean that it is always deliberately embedded in the form of a culture code. We had from day one, the principles that guides us as an organization culturally. We stuck true to them organically and then we took a step back and asked, did we actually live true to our founding principles.

One of those founding principles is truth, everything is founded in honesty. When we took a step back and said let us see where we are at this point in time, we found that we were true to that culture and we actually documented it and is clearly visible on the walls in our office. We celebrate our culture. We live our culture. And we extend that through to our clients. Ours is a place where employees love to work.

CEOCFO: *As a woman in an industry that has typically been male, do you find it helpful? Does it make a difference today?*

Ms. Govia: Diversity is a foundational component of our culture. I am forty years in big oil and gas, and have seen our challenges and evolution. We are working hard in our industry to recognize the value of diversity. Shareholders in our

industry are starting to demand more visible examples of diversity in the workplace because it delivers to the bottom line. I would say that today, as a woman, we have made tremendous strides.

When I was coming up, the way that you got a seat at the table is you created that seat for yourself, you made it, and you did it by being in the middle of a more male dominated culture; being faster, better, more efficient and effective, and leveraging those qualities that make a female perspective uniquely more impactful. I call it the XX factor. I recently did a speech on that at the Women's Offshore Energy Conference. Nowadays what we are finding is that those of us that had to make that place at the table for ourselves, are working in conjunction with our male counterparts to reach out and create opportunities for others. It is better today but we still have a way to go.

CEO CFO: *What is next for Veritas Total Solutions?*

Ms. Govia: What is next for Veritas is we are in a strong growth mode and we are fortifying. What is next for us is to continue to build upon the strengths of our organization and the unique approaches that we bring to the table, and to codify those aspects in a way that we can continuously improve. Then make them more available to our clients, and drive toward the next level of sophistication with cutting-edge advice and solutions for our customers.

CEO CFO: *What surprised you as Veritas has grown and evolved to where you are today?*

Ms. Govia: The reaction that we get from employees when they come to work for us. It is beautiful to see when we have an all-hands meeting in the office, the joy that our employees have when they get together. Then there is the dedication that the partners have to serve the needs of those employees to build them so that they can be successful not only within our firm but outside as well.

Secondly, what surprised us is we see that same sort of joy when we work with our clients. Normally for a consulting organization, you walk through the door and businesses are like oh boy, here come the consultants. It costs an organization money to employ our services, so a lot of times there is a negative reaction to consultants coming in. For us it is the opposite. Clients are excited to see us, and are happy because they know that just as we serve the needs of our employees, the partners and employees serve the needs of our clients in a way that they recognize as true dedication to helping them get to where they need to be.