

First launched nearly 20 years ago, SSON's **Shared Services & Outsourcing Impact Awards** are globally recognized, annual industry awards that honor and celebrate Shared Services by recognizing *their measurable impact on enterprise operations*.

**Change Management & Business Transformation Impact Award**

**About This Award**: Change Management & Business Transformation can take many forms: a different means of managing service delivery, increasing specialized knowledge, offering “expertise” services, accelerating digital transformation, embracing the workforce of the future, etc. Shared Services are the engines driving transformation, so how are they reflecting today’s enterprise priorities? Alongside any transformation, the ability to *manage change* as part of your day-to-day operations is crucial to ensure the cultural transformation required for execution and growth. This award is focused on the strategy, improvement methodology, benefits and impacts achieved by Shared Services along with their ability to navigate hyper-change.

**How to apply for the SSON Impact Awards?**

Please email the completed application form to will.thomae@ssonetwork.com with the subject: SSON Impact Award North America Application – Change & Business Transformation Impact Award - **Your Company Name**

* **Important Dates**
	+ Applications Due: Friday, January 16th, 2026
	+ Finalist Announcement: Wednesday, February 18th, 2026
	+ Winners Announcement: Wednesday**,**March 18th, 2026

**How are the Impact Awards judged?**

All applications are judged by a panel of industry experts – practitioners who have been selected based on their broad experience within Shared Services. As such, the Impact Award judges are exemplary members of the services delivery community. Winners are selected through unanimous agreement between the judges. SSON has no influence on the judges’ decisions, so winning an award is a genuine honor and acknowledgement of the winning team’s success, impact – and hard work.

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| **Note: If a vendor chooses to apply for an award *in their client’s name*, this will only be acceptable where the client is named, and the client signs off on the award. Alternatives will not be considered.** |

**What happens if I win?**

* Aside from the honor (and bragging rights), all Awards Winners receive:
* Prestigious Crystal Award to exhibit at your office
* Press coverage on [www.ssonetwork.com](http://www.ssonetwork.com) as well as other press distribution sites
* Social media coverage and inclusions through Facebook, Twitter and LinkedIn

**Terms and Conditions:**

* In the event your organization becomes a finalist or a winner of an Award, you consent to your company's name being used in promotion for the awards program, either by IQPC directly, or by a third-party member of the media covering the awards program and/or awards ceremony.
* Only **one entry per company per category** will be accepted.
* No additional documents are to be submitted as part of the application. PowerPoint Presentations and Video Submissions will not be accepted or considered. The word count limitation must be adhered to.
* Third party providers/vendors who run their own Shared Services or GBS may enter for an award, but they must apply on behalf of their Shared Services/GBS only. Other applications will not be accepted.
* By submitting your application, you accept that you have reviewed the rules and regulations for entries and agree that all information contained within your entry is 100% accurate. The SSON team will use information provided in this application for relevant collaterals, including brochures, websites, social media posts, certificates and trophies (where relevant). SSON will not be responsible for any misinformation provided by the submitting organization.

- Begin Application –

**General Information**

**Your Organization:**

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| --- | --- |
| **COMPANY** |       |
| **SSO/GBS NAME** |       |
| **CONTACT NAME/JOB TITLE** |       |
| **EMAIL ADDRESS** |       |
| **PHONE NUMBER** |       |
| **ADDRESS TO SEND AWARD TO** |       |

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**This application represents a Shared Service Center(s) located in the following geographic area (note that you can only apply for an award in a region IF you have a Shared Services operation/center in that region):**

[ ]  Asia/Pacific

[ ]  Europe

[ ]  Latin/South America

[ ]  Middle-East/Africa

[ ]  North America/Canada

[ ]  Australia/New Zealand

Specific Country/Countries

**\*\*\* Applications for the regional Impact Awards will be accepted only on the proviso that you have a Shared Services Center/Operation located in the region \*\*\***

**Do you grant IQPC the right to publish key metrics and promote you as an Award winner?**

[ ]  Yes, we grant IQPC the right to publish key metrics if we become finalists

[ ]  Yes, should we win, we grant IQPC the right to promote us as award winners

[ ]  No, we do not grant IQPC permission to publish key metrics

**What best describes your organization’s industry?**

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| --- | --- |
|[ ]  Agriculture |[ ]  Metal & Mining |
|[ ]  Banking and Financial Services |[ ]  Retail |
|[ ]  Defense & Aerospace |[ ]  Technology & Telecoms |
|[ ]  Energy & Utilities |[ ]  Transport & Logistics |
|[ ]  Infrastructure & Construction |[ ]  Travel & Hospitality |
|[ ]  Insurance |[ ]  Public Sector |
|[ ]  Life Sciences & Healthcare |[ ]  Professional Services |
|[ ]  Manufacturing |[ ]  Religious, charity and social organizations |
|[ ]  Media & Entertainment |[ ]  Other:       |

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| **HEAD OF SSO – Name/City/Country** |       |
| **Date Shared Services Operations** **Started in this region (MM/DD/YY)** |       |

**What is the total FTE (Full Time Equivalent) headcount in your SSO/GBS IN THIS REGION:**

**…. considering only captive team members?**

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| --- | --- |
|[ ]  1 – 100 |[ ]  500 – 1,000 |
|[ ]  100 – 500 |[ ]  > 1,000 |

**…. considering only outsourced team members?**

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| --- | --- |
|[ ]  1 – 100 |[ ]  500 – 1,000 |
|[ ]  100 – 500 |[ ]  > 1,000 |

**What is the total FTE (Full Time Equivalent) headcount in your SSO/GBS GLOBALLY considering captive AND outsourced team members?**

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| --- | --- |
|[ ]  1 – 100 |[ ]  500 – 1,000 |
|[ ]  100 – 500 |[ ]  > 1,000 |

**Which geographies do your Shared Services (in the region you are applying for) provide services to? (select all that apply)**

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| --- | --- |
|[ ]  Global  |[ ]  Middle East |
|[ ]  North America/Canada |[ ]  Africa |
|[ ]  Caribbean, Central & South America (LatAm) |[ ]  Asia |
|[ ]  Western Europe |[ ]  Australasia |
|[ ]  Eastern Europe |  |  |

**What functions do your Shared Services (in the region you are applying for) support? (select all that apply)**

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| --- | --- |
|[ ]  Procurement |[ ]  HR |
|[ ]  IT |[ ]  Real Estate/Facilities |
|[ ]  Finance & Accounting: Please specify your process if applicable (i.e. P2P, AP, O2C, R2R, etc.)       |[ ]  Other – Please specify |

**Customer Information – Scope of Shared Services**

**Regarding all business units served by your Shared Services (in the region you are applying for) applying for this award:**

Number of total business units served

Number of employees in these business units

Number of countries you are

servicing

**Your Change & Business Transformation Application**

**Please note:** The key “showcase” this Impact award application is based on **must relate to initiatives/achievements from the past year**. Judges are looking for measurable, quantifiable impact against a starting base line.

**Overview**

**In 200 words, please provide a brief synopsis of your organization and your Shared Services Model, and describe the Change & Business Transformation initiative:**

**Strategy**

Please describe the background and business context that led to the Change & Business Transformationinitiative by specifically answering these questions. Please respond to each question in 100 words max.

1. What were a) the baseline/situation and b) the key pain points that led to the Transformation, and how were these linked to business priorities?
2. What were the specific target outcomes/objectives of thisTransformation? (e.g. improve customer experience, etc.)
3. What was the business case you proposed to greenlight this transformation?
4. How did you build the transformation team? Did you have the skills available in-house, did you recruit externally, or did you use consultants?
5. Which specific processes/functions were affected in this transformation?

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**Methodology**

Please describe the methodology(s) underpinning this Change and Business Transformation by specifically answering these questions. Please respond to each question in 100 words max.

1. What improvement methodology(s) (e.g. Lean, Six Sigma, Kaizen, etc.) did you implement, and how did you tailor them to your requirements? Where the models/methodologies flexible enough to overcome resistance/shifts in strategy?
2. What were the specific steps taken and the timeframe of your Change and Business Transformation roadmap?
3. What technology(s) and analytics did you use, and did this involve new investments? Why were these technologies/analytics key?
4. How did you engage/communicate with customers throughout the Change and Business Transformation journey?
5. How did you manage the change and address resistance?

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| **Results/Impact**Please describe the measurable results (impact) resulting from this Change and Business Transformation by specifically answering these questions. Please respond in 100 words max to each question.1. What was the measurable impact of this Change and Business Transformation, and what was your starting baseline? List the specific metrics and values.
2. Did you meet the original target outputs (impact) of the Change and Business Transformation? If not, why, and what was the gap?
3. How has the Change and Business Transformation impacted the enterprise beyond the metric listed above (Q1): e.g., in terms of competitive advantage, culture, engagement, etc.?
4. How has the impact of Change and Business Transformation been recognized/celebrated/communicated internally (and externally)? Has this been reflected in employee/customer satisfaction or engagement metrics?
5. Have there been other, unexpected benefits or consequences of this impact?

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| **Challenges Overcome**Please describe challenges and hurdles you faced during the Change and Business Transformation, and how you overcame these by specifically answering these questions. Please respond in 100 words max to each question.1. What was your single biggest challenge to overcome in this Change and Business Transformation and how did you do this?
2. Which of your stakeholder groups offered most resistance and why?
3. How did you develop a targeted communications/change management approach to ensure you engaged resisters, as well as other stakeholders?
4. How did you bring stakeholders into your Change and Business Transformation initiative/teams, and how did you engage them successfully?
5. What was the single most effective action you took to bring stakeholders on board, and which groups were most supportive of the Change and Business Transformation?

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**Lessons Learned:**

What are three lessons you have learned from this experience / achievement? Please explain with a paragraph each.

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Thank You!

Your application has been completed.

Please email this application and any supporting documents to [event producer]

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