

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*.

**HR Transformation Impact Award**

**About This Award:** HR Impact can take many forms: improving employee experience, becoming an employer of choice, elevating self-service capabilities, increasing personalization and customization, better business partnering, leveraging analytics to support HR processes, reducing cost, and fostering innovation through digitalization and new generation technologies. This award category is focused on HR transformation resulting in measurable “impact” such as cost, capability, workforce, talent, etc.

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

Please email the completed application forms to [will.thomae@ssonetwork.com](mailto:will.thomae@ssonetwork.com) with the subject: SSON Impact Award Application – HR Transformation – **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:**

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

**This application represents a Shared Services 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 America/South America

Middle-East/Africa

North America/Canada

Australia/New Zealand

Specific Country/Countries

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

|  |  |  |  |
| --- | --- | --- | --- |
|  | 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: |

|  |  |
| --- | --- |
| **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 THE REGION YOU ARE APPLYING FOR:**

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

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

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

|  |  |  |  |
| --- | --- | --- | --- |
|  | 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?**

|  |  |  |  |
| --- | --- | --- | --- |
|  | 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)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | 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)**

|  |  |  |  |
| --- | --- | --- | --- |
|  | 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 applying for this award (i.e., in this region):**

Number of total business units served

Number of employees in these business units

Number of countries you are servicing

**Your HR Transformation Impact Award 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.

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**Overview**

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

**Strategy**

Please describe the background and business context that led to HR Transformation being introduced 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 HR transformation, and how were these linked to business priorities?
2. What were the specific target outcomes/objectives of this HR transformation? Please describe & quantify the benefits you were trying to achieve, whether cost savings, richer data to improve HR practices, self-service, employee satisfaction, efficiency improvement, 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?

**Methodology**

Please describe the methodology(s) underpinning this HR 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?
2. What were the specific steps taken and the timeframe of your transformation roadmap?
3. What technologies/analytics did you use, and did this involve new investments? Why were these technologies/analytics key?
4. How did you engage/communicate with your business unit/enterprise customers throughout the transformation journey?
5. How did you manage “change” and address resistance?

**Results/Impact**

Please describe the measurable results (impact) resulting from this HR Transformation by specifically answering these questions. Please respond in 100 words max to each question.

1. What was the measurable impact of this transformation compared to your starting baseline? List specific metrics and values before and after, including the impact on employee experience and engagement, and how the transformation impacted talent management and development.
2. Did you meet the original target outputs (impact) of the transformation? If not, why, and what was the gap?
3. How has the transformation impacted the enterprise beyond the metrics listed above (Q1): e.g., in terms of competitive advantage, culture, engagement, etc.? What value has been created?
4. How has the impact of 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?

**Challenges Overcome**

Please describe challenges and hurdles you faced during the 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 HR 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 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 transformation?

**Lessons Learned**

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

Thank You!

Your application has been completed.

Please email this application and any supporting documents to [[event](mailto:will.thomae@ssonetwork.com) producer].  
**[](https://www.facebook.com/ssonetwork/?ref=bookmarks)[](https://www.linkedin.com/groups/56376/profile)[](https://twitter.com/ssonetwork)**