

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*.

**Process Improvement & Value Creation Impact Award**

**About This Award:** Process improvement can take many forms: Eliminating waste in operations, eliminating friction points for customers, process redesign as part of continuous improvement, innovations in process outcomes or even training related processes. Value creation means delivering shareholder value in terms of either top-line growth, bottom-line improvements or even experience related value-add. This award category is focused on the strategy, improvement methodology and benefits/hard improvements in process improvement and value creation that have been made by a shared services organization.

**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 – Process Improvement & Value Creation 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
* Published 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 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 SSON regional Impact Awards will be accepted 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?**

|  |  |  |  |
| --- | --- | --- | --- |
|  | 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 THIS REGION:**

**…. 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 (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 Process Improvement and Value Creation 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 Process Improvement and Value Creation initiative:**

**Strategy**

Please describe the background and business context that led to the Process Improvement and Value Creation initiative 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 Process Improvement and Value Creation initiative, and how were these linked to business priorities?
2. What were the specific target outcomes/objectives of this Process Improvement and Value Creation initiative? (e.g. improve customer experience, etc.)
3. What was the business case you proposed to greenlight this transformation?
4. How did you build the Process Improvement and Value Creation team? Did you have the skills available in-house, did you recruit externally, or did you use consultants/BPO partners/technology solution vendors?
5. Which specific processes/functions were affected in this transformation?

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**Methodology**

Please describe the methodology(s) underpinning this Process Improvement and Value Creation initiative 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 transition/improvement/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 Process Improvement and Value Creation journey?
5. How did you manage “change” and address resistance?

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| --- | --- | --- |
| **Results/Impact**  Please describe the measurable results (impact) resulting from this Process Improvement and Value Creation initiative by specifically answering these questions. Please respond in 100 words max to each question.   1. What was the measurable impact of this Process Improvement and Value Creation initiative, and what was your starting baseline? List the specific metrics and values. 2. Did you meet the original target outputs (impact) of the Process Improvement and Value Creation initiative? If not, why, and what was the gap? 3. How has this initiative 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 this initiative 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 Process Improvement and Value Creation initiative, 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 Process Improvement and Value Creation initiative 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 Process Improvement and Value Creation 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.

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Thank You!

Your application has been completed.

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