

29th Australasian



SHARED SERVICES &  
OUTSOURCING WEEK

12-13 May 2026 • InterContinental Double Bay, Sydney, Australia

Co-hosted with **NEXT GEN** FINANCE TRANSFORMATION

THE NEXT FRONTIER FOR SHARED SERVICES

# EVENT GUIDE



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## NEARLY 30 YEARS OF SHAPING WHAT'S NEXT

SSOW Australasia has spent three decades in the trenches with you, transforming shared services, finance, HR, procurement, and operations alongside thousands of industry leaders who refuse to settle for “good enough.”

### WHY DO THEY KEEP COMING BACK?

Because nobody else packs this much impact into one event.

- Blockbuster speakers who've actually done the work
- Real-world case studies (not theory-fest 2026)
- Hands-on workshops that change how you operate—for real

### THE BEST PART?

The people you meet here become your brain trust. Six months later, you'll still be swapping strategies over email.

### SINCE 1996. ZERO JARGON. ZERO FLUFF.

Just battle-tested insights, breakthrough ideas, and a community that actually gets the struggle.

Ready to make 2026 unstoppable? This is where it starts.



**SAKSHI SAROHA**

Event Director - SSOW 2026

## BRAND NEW FOR 2026!

### NEXT GEN | FINANCE TRANSFORMATION

SSOW is linking arms with NextGen Finance Transformation ANZ to give finance leaders a front-row seat to the future. This is where P&Ls meet AI, KPIs get a digital upgrade, and operating models stop playing it safe and start driving strategy.

We're not ditching spreadsheets or Excel — we're making them work smarter. Join us and explore the formulas, dashboards, and data hacks that turn everyday tools into transformation powerhouses.

VIEW THE AGENDA



# THE #1 EXPERIENCE FOR LEADERS WHO WANT MORE



## CONNECT. LEARN. TRANSFORM.

70+ leading speakers. 200+ executives in attendance. SSOW is your chance to network with the smartest minds in Shared Services



## MAXIMISE EVERY MINUTE OUT OF OFFICE

Dive into 15+ hours of discussion groups, roundtables, workshops, and structured and unstructured networking. Speak “off-the-record” with industry leaders



## INNOVATION UNDER ONE ROOF

Accelerate digital transformation at the Executive Boardroom and connect with solution providers who can help you unlock smarter processes



## STEP INTO THE EXECUTIVE BOARDROOM

Join intimate, high-level discussions with senior leaders. Exchange strategies, debate challenges, and get insights you won't hear anywhere else.

# LEADING MINDS: MEET YOUR SPEAKER FACULTY



**PRAVEEN SASIDHARAN**  
 Chief Insurance Services Officer, Allianz



**DAVIN D'SILVA**  
 General Manager - People & Culture Shared Services, Coles Group



**FRANK CSELKO**  
 Shared Services Transformation Director, NSW Department of Communities and Justice



**JO DUNCAN**  
 Head of Shared Services, Aircservices Australia



**VERN GRIFFITH**  
 General Manager Shared Services, Anglicare



**ADRIAN HUDSON**  
 General Manager, Queensland Shared Services



**SHAKIRA SNOWDON**  
 Country Head of Philippines, Pepper Group



**KIMBERLEY HAINES**  
 HR Shared Services & Systems Manager, AusNet



**PABLO NICO**  
 Finance Shared Services Director - ANZ, Live Nation APAC



**CARA HEMSLEY**  
 Director of Business & Shared Services, Studio Messa



**FRAN OLIDAR**  
 Head of Shared Services, Virtus Health



**LUKE SHORT**  
 Senior Director, Strategy & Transformation, PepsiCo



**AMANDA OBLEA**  
 Head Shared Services (Finance Transformation Lead), Aldi Stores Australia



**LISIANNE HALL**  
 Head of People Services, Anglicare



**KANE PAEKAU**  
 General Manager Shared Services, Fulton Hogan



**RACHEL ANDERSON**  
 Head of Shared Services, Sydney Water



# LEADING MINDS: MEET YOUR SPEAKER FACULTY



**PRIYA VENKITACHALAM**  
 Program Director,  
**Transport for NSW**



**CHRIS TURNER**  
 Global HR Shared  
 Services - Reliability &  
 Performance Manager,  
**Chevron**



**ANDRYA MCKINLAY**  
 Associate Director,  
 Finance Operations  
 Shared Services,  
**HealthShare NSW**



**DANIEL KLOZA**  
 General Manager - People  
 Shared Services,  
**Bank of Queensland**



**MIN SU**  
 Finance Director,  
**Ascom**



**SCOTT HENRY**  
 Finance Director OMD,  
**Omnicom Media Group**



**SHIRLEY HU**  
 Finance Transformation  
 Lead (ERP),  
**Certis**



**HENDRIK LIANTO**  
 Finance Improvement  
 Manager,  
**Transport for NSW**



**SHERVINA TJAWIR**  
 Finance Director -  
 Medicine and Health,  
**University of Sydney**



**ESPERANZA ANG**  
 Senior Manager  
 Shared Services,  
**Arnott's Group**



**KATIE MCKBURNLEY**  
 Group Financial Controller,  
**Universal Pictures**



**LISA SEARY**  
 Head of Shared Services,  
**Boral**



**TOM ELKINS**  
 Finance Strategy &  
 Transformation Lead,  
**Lion**



**HOLLY JANG**  
 Senior Finance  
 Optimisation Lead,  
**Energy Bay**



**MICHAEL WILSON**  
 Senior Vice President,  
 Business Operations -  
 Global Delivery Services,  
**LHH**



**MARIA RAMOS**  
 Snr Change Manager -Finance  
 &Supply Chain Transformation  
 -ERP implementation,  
**GPC Asia Pacific**



# LEADING MINDS: MEET YOUR SPEAKER FACULTY



**AMANDA ROSER**  
 General Manager -  
 Corporate Services,  
**Guide Dogs Queensland**



**RAZA AKBARI**  
 Associate Director -  
 Engagement,  
**CQ University**



**DR KYM DAVIS**  
 CEO,  
**Dr Kym Davis Advisory**



**MELISSA GUY**  
 Finance Strategy Lead,  
**Woolworths**



**NEIL PADLEY**  
 Head of Shared Services,  
**Sims Metal**



**STIRLING M**  
 Finance Director,  
**Sky News Australia**



**KYDIE REX**  
 Head of Shared Services,  
**UTS**



**JUSTIN RAMSAY**  
 Route to Market (RtM) &  
 Customer Experience  
 Director - Shared Services,  
**Suntory Oceania**



**AMINA BELLO**  
 Associate Director  
 Financial Transactions  
 and Support,  
**TAFE NSW**



**TSVETELINA NAUMOVA**  
 Finance Controller,  
**AstraZeneca**



**TIM JOHNSON**  
 Head of Intelligent  
 Solutions Delivery,  
**Suncorp**



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### Event Day One – Tuesday, 12th May 2026

09:00	<p><b>Chair's Opening Remarks   The Big Picture: What's Ahead for Australia's SSOW Community</b></p> <p><b>Melissa Guy</b>, Finance Strategy Lead, <b>Woolworths</b></p>
09:10	<p><b>Leadership Panel   Leading AI-Driven Transformation in Shared Services Operations</b></p> <p><i>Transactional work is being rapidly automated but most shared services leaders struggle to redeploy talent and capture strategic value. This panel explores how to break free from low-value processes, upskill teams for AI-augmented roles, and position shared services as genuine business partners driving innovation and insight.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"><li>• Strategies to identify and eliminate transactional bottlenecks through agentic AI and intelligent automation</li><li>• Proven frameworks for reskilling displaced transactional workers into analytical, strategic roles</li><li>• Leadership approaches to shift organisational perception from cost center to value creator</li></ul>
09:50	<p><b>The Silo Tax: Why Fragmented Operations Are Killing Your Shared Services ROI</b></p> <p><i>Siloed systems and fragmented data are crippling shared services efficiency, creating duplicate processes and preventing real-time visibility. This session tackles the hard reality of breaking down organisational and technical barriers to build a truly unified, agile enterprise backbone that enables seamless collaboration and faster decision-making.</i></p>

	<p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>Root causes of persistent silos and why traditional integration attempts fail in shared services environments</i></li> <li>• <i>Proven governance models and change management tactics to overcome organisational resistance and turf wars</i></li> <li>• <i>Technology strategies for creating a connected data architecture without expensive rip-and-replace projects</i></li> </ul>
10:20	<p style="text-align: center;"><b>Speed Networking</b></p> <p style="text-align: center;"><i>Fast, focused, and energising — speed networking is your chance to meet fellow attendees, exchange ideas, and spark new collaborations with your shared services peers</i></p>
10:40	<p><b>The Transformation Leader's Dilemma: Redesigning Operations for Speed Without Breaking What Works</b></p> <p><i>Strategy and transformation leaders face mounting pressure to modernise operating models while maintaining business continuity and proving ROI. This session reveals how PepsiCo's transformation team redesigned their operating architecture to drive faster decisions, enable scalability, and embed intelligence—without derailing day-to-day operations.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>How to diagnose which parts of your operating model are blocking speed, scale, and intelligent decision-making</i></li> <li>• <i>PepsiCo's playbook for balancing disruptive transformation with operational stability and stakeholder buy-in</i></li> <li>• <i>Organisational design principles that enable both centralised efficiency and distributed agility</i></li> </ul> <p><i>Presenter: <b>Luke Short</b>, Senior Director, Strategy &amp; Transformation, PepsiCo</i></p>
11:10	<p style="text-align: center;"><b>Morning Break</b></p> <p style="text-align: center;"><i>Fuel up, connect, and explore - your chance to grab a coffee, meet solution partners, and spark new conversations across Australia's shared services leadership community</i></p>
11:40	<p style="text-align: center;"><b>Interactive Discussion Groups: Unscripted. Unfiltered. Unmissable</b></p> <p><i>Our Interactive Discussion Groups give delegates fast-paced, expert-led, and peer-powered conversations that cut through the noise. Across three 30-minute rotations, you'll deep-dive into the shared services challenges that matter most - guided by leading solution experts and joined by senior enterprise leaders. No slides. No fluff. Just real talk, real challenges, and practical strategies. This is your chance to exchange insights, test ideas, and make meaningful connections with the people shaping the future of shared services.</i></p>

	<b>IDG A   Scaling AI Fast: Turning Shared Services Into an Automation Engine</b>	<b>IDG B   Effort to Impact: Designing the Next Shared Services Workforce</b>	
	<b>IDG C   Value That Shows Up on the Balance Sheet: Shared Services as a Growth Lever</b>	<b>IDG D   Innovation That Sticks: Designing Processes That Don't Break Under Pressure</b>	
	<b>IDG E   Reinventing Outsourcing: The Hybrid Model Combining Human Expertise, Automation, and AI</b>	<b>IDG F   The Transformation Accelerator: How BPO Partners Fast-Track Shared Services Modernisation</b>	
	<b>IDG G   AI-Powered Finance Control Tower: Real-Time Visibility, Zero Surprises</b>	<b>IDG H   Redesigning Finance Workflows for Speed and Strategic Impact</b>	
13:10	<b>Networking Lunch &amp; VIP Hosted Lunches</b> <i>Join us in the expo hall for a relaxed networking lunch with the full Shared Service community - connect with peers, explore the exhibition, and recharge for the afternoon ahead. For invited guests, exclusive VIP lunches will run concurrently - bringing senior leaders and select partners together for high-impact conversations in a more intimate setting.</i>		
	<p style="text-align: center;"><b>SSOW Executive Boardroom</b> <i>(by invite only)</i></p> <p style="text-align: center;"><i>An exclusive, half day closed-door forum designed for senior Shared Services and GBS leaders.</i></p> <p style="text-align: center;"><i>This high-impact session combines real-world case studies, dynamic panels, facilitated debates, and executive-level think tanks—all focused on tackling the most urgent</i></p>	<p style="text-align: center;"><b>SSOW Plenary: From Cost to Value</b></p> <p style="text-align: center;"><i>This plenary explores how shared services are moving past cost reduction and stepping into a bigger role across the business. You'll hear from leaders who are using AI, automation and new operating models to unlock value, improve agility and support organisation-wide growth. The conversation centres on what the next chapter looks like when shared services become a true</i></p>	<p style="text-align: center;"><b>NextGen Finance Transformation</b></p> <p style="text-align: center;"><i>This track showcases how finance teams are reshaping their role in the business. It focuses on moving beyond reporting to deliver real strategic value, using data, digital tools and new ways of working. You'll hear how leaders are building future-ready finance talent, improving</i></p>

	<p><i>challenges facing service delivery organisations today.</i></p>	<p><i>strategic partner rather than a back-office engine.</i></p> 	<p><i>decision making and driving innovation across the organisation.</i></p> 
<p>14:10</p>	<p><b>EXECUTIVE STORY   How a SSO Head Transformed Skepticism into Investment and Impact</b>  <i>This executive story chronicles a global enterprise's bold transformation from a traditional cost-focused shared services function into a strategic value engine driving growth and innovation. The leader behind this shift shares candid insights into the organisational resistance faced, critical leadership decisions made, stakeholder battles won, and measurable business outcomes achieved—providing a authentic blueprint for peers navigating similar reinventions.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>The inflection point: recognising when cost optimisation has reached its limit and value creation must begin</i></li> <li>• <i>Executive decisions that shifted organisational perception—budget</i></li> </ul>	<p><b>EXPERT TALK   How to Pivot Shared Services from Savings to Strategic Value to Drive Innovation &amp; Growth</b>  <i>Shared services has been trapped in the cost-savings narrative for decades but endless efficiency drives have hit diminishing returns and eroded stakeholder trust. This session reveals how fundamentally reposition SSOs from transactional cost centers to strategic value creators that drive innovation, enable growth, and deliver measurable business impact beyond the P&amp;L.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>Why the cost-savings playbook is exhausted and what metrics actually</i></li> </ul>	<p><b>Beyond the Closing Calendar: Transforming Finance from Scorekeepers to Strategic Drivers to Deliver Forward Looking Results</b>  <i>This session explores how progressive organisations are fundamentally reshaping their operating models, leveraging technology to automate routine tasks, and repositioning their teams as strategic advisors who deliver forward-looking insights, drive business decisions, and create measurable enterprise value beyond financial compliance.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>Why traditional finance operating models trap teams in backward-</i></li> </ul>

	<p><i>reallocation, talent strategy, and stakeholder engagement</i></p> <ul style="list-style-type: none"> <li>• <i>Navigating C-suite skepticism and securing investment for transformation amid competing business priorities.</i></li> </ul> <p><i>Presenter:</i>  <b>Amanda Oblea</b>, Head Shared Services (Finance Transformation Lead), <b>Aldi Stores Australia</b></p>	<p><i>demonstrate shared services value today</i></p> <ul style="list-style-type: none"> <li>• <i>Practical frameworks to identify and quantify value creation opportunities beyond traditional efficiency gains</i></li> <li>• <i>Stakeholder engagement strategies to reset expectations and gain investment for value-driven transformation initiatives</i></li> </ul> <p><i>Presenter:</i>  <b>Priya Venkitachalam</b>, Program Director, <b>Transport for NSW</b>  <b>Hendrik Lianto</b>, Finance Improvement Manager, <b>Transport for NSW</b></p>	<p><i>looking reporting cycles that limit strategic contribution</i></p> <ul style="list-style-type: none"> <li>• <i>Frameworks to identify and quantify the strategic value finance can deliver beyond accounting and compliance activities</i></li> <li>• <i>Technology and process strategies that free finance capacity from transactional work to focus on analysis, insights, and decision support</i></li> <li>• <i></i></li> </ul> <p><i>Presenter:</i>  <b>Sundeep Vanjara</b>, Group Finance Controller, <b>4WD Supacentre</b></p>
14:40	<p><b>THINK TANKS</b></p> <p><i>Across two 30-minute rotations, participants will join peers to explore three strategic themes — tackling leadership, investment, and transformation priorities head-on. Candid conversations, peer insights, and actionable ideas to take back to the boardroom.</i></p>	<p><b>EXECUTIVE TALK   From Back Office to Business Advantage: How SSO Leaders Turn Shared Services into a Growth Engine</b></p> <p><i>This session reveals how visionary finance leaders are fundamentally repositioning shared services from cost-focused operations into strategic assets that drive competitive advantage. Through real-world examples and practical frameworks,</i></p>	<p><b>Talent Transformation: Shaping the finance workforce of tomorrow to thrive in an AI-augmented Environment</b></p> <p><i>This session confronts the harsh reality of the skills gap and reveals practical strategies to reskill existing finance professionals, attract digital-native talent, and build future-ready teams</i></p>

	<p><b>THINK TANK A   Pioneering Transformation Without Operational Risk</b></p> <p><i>Facilitator: <b>Andrya Mckinlay</b>, Associate Director, Finance Operations Shared Services, <b>HealthShare NSW</b></i></p> <p><b>THINK TANK B   Driving AI Transformation in Shared Services Through Workforce &amp; Automation</b></p> <p><b>THINK TANK C   Achieving True Cross-Functional Collaboration in Shared Services</b></p> <p><i>Facilitator: <b>Lisa Seary</b>, Head of Shared Services, <b>Boral</b></i></p>	<p><i>discover how exceptional shared services capabilities enable faster decision-making, superior market agility, and innovation that competitors struggle to match.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li><i>• The paradigm shift: viewing shared services through a competitive advantage lens rather than pure cost optimisation</i></li> <li><i>• Proven approaches finance leaders use to transform SSO capabilities into measurable business differentiators</i></li> <li><i>• Framework for identifying which shared services strengths create the most strategic value in your specific industry context</i></li> </ul> <p><i>Presenter:</i> <b>Pablo Nico</b>, Finance Shared Services Director – ANZ, <b>Live Nation APAC</b></p> <p><b>TECH TALK   Turning Automation and AI Investments into Measurable Business Impact for Shared Services</b></p>	<p><i>capable of thriving in an AI-augmented, insight-driven finance environment.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li><i>• The skills mismatch: what finance roles require today versus the capabilities most finance professionals actually possess</i></li> <li><i>• Proven reskilling frameworks that successfully transition traditional accountants into data analysts, business advisors, and strategic thinkers</i></li> <li><i>• Talent attraction strategies: repositioning finance careers to appeal to analytically-minded professionals who typically avoid accounting roles</i></li> </ul> <p><i>Presenter:</i> <b>Scott Henry</b>, Finance Director OMD, <b>Omnicom Media Group</b></p> <p><b>PANEL DISCUSSION   Targeted Tech Literacy: Building True Technology Fluency in Finance Organisations</b></p>
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		<p><i>Most shared services organisations deploy automation and AI purely for cost savings, missing the bigger opportunity to create genuine business value. This tech talk demonstrates how leading SSOs are leveraging intelligent automation, AI, and digital platforms not just to eliminate tasks, but to generate insights, enable innovation, improve decision quality, and deliver measurable outcomes that transform shared services into strategic contributors.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li><i>• Why cost-focused automation strategies leave 70% of potential value on the table in shared services environments</i></li> <li><i>• Framework for identifying value creation opportunities beyond FTE reduction, analytics, speed, quality, and innovation enablement</i></li> <li><i>• Real implementation examples: AI and automation use cases that delivered quantifiable business impact, not just efficiency</i></li> </ul> <p><i>Presenter:</i></p>	<p><i>This session tackles the uncomfortable truth: expensive technology sits underutilised while finance professionals struggle with basic digital skills, data literacy, and systems thinking. Leaders will explore proven strategies to build genuine technology fluency across finance organisations, turning software investments into actual capability and competitive advantage</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li><i>• The utilisation crisis: quantifying how much technology capability remains untapped due to skills gaps in finance teams</i></li> <li><i>• Capability frameworks that move finance professionals from basic tool usage to advanced analytics, automation design, and data storytelling</i></li> <li><i>• Blended learning approaches: combining technical training, hands-on sandbox</i></li> </ul>
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		<p><b>Kimberley Haines</b>, HR Shared Services &amp; Systems Manager, <b>AusNet</b></p>	<p>environments, and peer mentoring for sustainable skill development</p> <p>Panelists:  <b>Tsvetelina Naumova</b>, Finance Controller, <b>AstraZeneca</b>  <b>Tom Elkins</b>, Finance Strategy &amp; Transformation Lead, <b>Lion</b>  <b>Katie McBurney</b>, Group Financial Controller, <b>Universal Pictures</b></p>
15:40	<p><b>Afternoon Break</b></p> <p><i>Fuel up, connect, and explore — your chance to grab a coffee, meet solution partners, and spark new conversations across Australia’s customer SSO leadership community.</i></p>		
16:10	<p><b>PANEL DISCUSSION   The Speed vs. Control Paradox: Can Shared Services Innovate Without Breaking Standardisation?</b></p> <p><i>Shared services organisations are being pulled in opposite directions—business partners demand rapid customisation and experimentation while leadership expects cost efficiency through standardisation. This panel reveals how leading SSOs are creating dual-speed models that enable fast</i></p>	<p><b>LEADERSHIP PANEL   From Transactional to Digital: Solving the Capability Crisis in Shared Services Talent</b></p> <p><i>Shared services organisations face a widening talent crisis—existing teams lack digital skills for AI and automation-driven operations, while attracting digitally-fluent talent remains difficult. This session exposes the harsh reality of the capability gap and presents actionable reskilling strategies that</i></p>	<p><b>The ERP Trap: Why Legacy Finance Platforms Are Killing Agility (And How to Escape)</b></p> <p><i>This session reveals how Certis's Finance Transformation Lead tackled the modernisation challenge, exploring strategies to upgrade or augment existing ERP platforms, integrate modern finance technologies, and create agile system architectures that enable faster closes, real-time insights,</i></p>

	<p><i>innovation tracks for strategic initiatives while maintaining disciplined, scalable operations for core transactional work.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>How to segment your shared services portfolio into "fast lane" innovation and "steady lane" standardised operations</i></li> <li>• <i>Governance models that prevent multi-speed approaches from fragmenting your service delivery or creating silos</i></li> <li>• <i>Resource allocation strategies: staffing and funding innovation without compromising BAU efficiency</i></li> </ul> <p><i>Panelists:</i>  <b>Luke Short</b>, Senior Director, Strategy &amp; Transformation, <b>PepsiCo</b>  <b>Fran Olidar</b>, Head of Shared Services, <b>Virtus Health</b></p>	<p><i>successfully upskill legacy workforces, create compelling digital career paths, and build the future-ready talent foundation essential for shared services survival and success.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>Quantifying your capability gap: assessing current skills versus what digital-first shared services actually requires</i></li> <li>• <i>Proven reskilling frameworks and learning pathways that transform transactional workers into digital-capable professionals</i></li> <li>• <i>Talent attraction strategies: positioning shared services as a destination for tech-savvy professionals, not a career dead-end</i></li> </ul> <p><i>Panelists:</i>  <b>Jo Duncan</b>, Head of Shared Services, <b>Airservices Australia</b>  <b>Lisianne Hall</b>, Head of People Services, <b>Anglicare</b></p>	<p><i>and seamless data flow without ripping out core infrastructure.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>The agility crisis: how outdated ERP architectures create bottlenecks in reporting, planning, and cross-functional collaboration</i></li> <li>• <i>Certis's modernisation approach: practical strategies to enhance ERP capabilities through cloud solutions, API integration, and complementary platforms</i></li> <li>• <i>Balancing risk and speed: governance frameworks for platform changes that maintain data integrity and compliance while enabling innovation</i></li> <li>• <i>Presenter:</i>  <b>Shirley Hu</b>, Finance Transformation Lead (ERP), <b>Certis</b></li> </ul>
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		<b>Kane Paekau. General Manager Shared Services. Fulton Hogan</b>	
16:40	<p><b>PANEL DISCUSSION   From Transactional to Transformational: How SSO Leaders Rebuild Teams for an AI-Driven Future</b> Automation and AI are eliminating traditional shared services roles at an accelerating pace, yet most organisations lack coherent strategies for reskilling displaced workers or attracting future-ready talent. This panel confronts the workforce crisis head-on—exploring how C-level leaders are redesigning talent strategies, reimagining career paths, and fundamentally shifting culture to build high-performing teams capable of thriving in an AI-augmented environment.</p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• The skills gap reality: identifying which roles face obsolescence and what capabilities your future workforce actually needs</li> <li>• Proven reskilling frameworks that successfully transition transactional workers into analytical, strategic, and AI-collaboration roles</li> <li>• Talent acquisition strategies to attract digital-native professionals who view</li> </ul>	<p><b>The Human Side of AI: Transforming Mindset, Skills, and Execution in Shared Services</b> Most shared services AI initiatives fail not because of technology, but because organisations underestimate the cultural resistance, skills deficits, and execution gaps that sabotage adoption. This session cuts through the hype to reveal practical strategies for fundamentally resetting workforce mindset, building AI-ready capabilities, and redesigning processes to harness AI effectively—turning potential into measurable performance gains.</p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• Why AI projects stall: the culture and change management failures that kill transformation before technology does</li> <li>• Reskilling roadmaps that prepare shared services teams to work alongside AI, not fear replacement by it</li> </ul>	<p><b>PANEL DISCUSSION   The Fragmented Finance Tech Stack: Building a Digital Core That Actually Connects</b> This panel explores how leading finance organisations are building truly integrated digital cores—unified technology architectures that enable seamless data flow, real-time insights, and agile operations. Leaders will share their strategies for connecting fragmented systems and creating the connected, data-driven foundation essential for strategic finance.</p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• The integration crisis: how fragmented finance technology creates inefficiency, data inconsistency, and limits strategic capability</li> <li>• Architecture principles for building a cohesive digital core: platform selection, API</li> </ul>

	<p><i>shared services as a career destination, not a dead-end</i></p> <p><i>Panelists:</i>  <b>Cara Hemsley</b>, Director of Business &amp; Shared Services, <b>Studio Messa</b>  <b>Rachel Anderson</b>, Head of Shared Services, <b>Sydney Water</b>  <b>Lisa Seary</b>, Head of Shared Services, <b>Boral</b></p>	<ul style="list-style-type: none"> <li><i>Process redesign principles: re-engineering workflows to maximise AI impact rather than automating broken processes</i></li> </ul> <p><i>Presenter:</i>  <b>Daniel Klosa</b>, General Manager - People Shared Services. <b>Bank of Queensland</b></p>	<p><i>strategies, and data governance frameworks</i></p> <ul style="list-style-type: none"> <li><i>Overcoming common obstacles: legacy system constraints, vendor lock-in, budget limitations, and organisational resistance to integration.</i></li> </ul> <p><b>Tom Elkins</b>, Finance Strategy &amp; Transformation Lead, <b>Lion</b>  <b>Holly Jang</b>, Senior Finance Optimisation Lead, <b>Energy Bay</b></p>
17:10	<p align="center"><b>SSOW Impact Awards &amp; Drinks Reception</b></p> <p align="center"><i>Celebrate excellence, innovation, and impact at the SSOW Impact Awards. Join us as we recognise the leaders, teams, and initiatives redefining service delivery, enterprise value, and transformation across ANZ. From breakthrough automation projects to bold operating model reinventions, these awards spotlight the work that is truly moving the industry forward.</i></p>		

## Event Day Two – Wednesday, 13th May 2026



09:00	Chair's Opening Remarks	Chair's Opening Remarks
09:10	<p><b>Executive Keynote: 2030 Vision or Crisis? The Existential Choices Facing Shared Services Leaders Today</b></p> <p><i>Shared services stands at an inflection point—emerging technologies, changing workforce expectations, and evolving business demands are fundamentally reshaping what service delivery must become. This executive keynote debate brings together visionary senior leaders to challenge conventional thinking, explore radically different futures for shared services, and define the critical strategic choices and transformations required today to ensure relevance, impact, and leadership in the 2030 enterprise.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>Competing visions of shared services' future: from hyper-automated utility to strategic innovation hub—which path wins?</i></li> <li>• <i>The existential threats ignored by most SSO leaders: market disruption, talent exodus, and stakeholder disintermediation</i></li> </ul>	<p><b>Leadership Discussion   Leading from the Middle: How Finance Directors Are Shaping Transformation from Within</b></p> <p><i>This keynote addresses the real leadership tensions facing mid-to-senior finance leaders: securing executive buy-in for transformation investments, navigating competing stakeholder demands, managing constrained budgets, and building credibility as strategic advisors. A seasoned finance leader shares honest insights on wielding influence, making impact, and advancing your career while leading meaningful change.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>Influencing upward: proven strategies to secure CFO and executive sponsorship for finance transformation initiatives without formal authority</i></li> <li>• <i>The credibility equation: how finance leaders build trust and strategic positioning with business stakeholders and senior leadership</i></li> </ul>

	<ul style="list-style-type: none"> <li>• <i>Bold organisational, technological, and cultural pivots required now to position shared services for 2030 relevance</i></li> </ul> <p><i>Presenter:</i>  <b>Praveen Sasidharan</b>, Chief Insurance Services Officer, <b>Allianz</b></p>	<ul style="list-style-type: none"> <li>• <i>Navigating constraints: delivering transformation results despite limited budgets, resistance to change, and resource limitations</i></li> </ul> <p><b>Stirling M</b>, Finance Director, <b>Sky News Australia</b></p>
09:40	<p><b>PANEL DISCUSSION: Elevating the Role of Shared Services, Becoming a Trusted Advisor to the Business</b></p> <p><i>This executive panel explores how leading SSO executives are fundamentally repositioning their relationships with stakeholders through proactive value delivery, data-driven insights, sophisticated engagement models, and demonstrable business impact that commands respect and earns genuine partnership status.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>Root causes of the trust deficit: why business stakeholders remain skeptical of shared services strategic capabilities</i></li> </ul>	<p><b>Beyond Excel Maze: Modern Platforms Transforming Finance Reporting from Burden to Asset</b></p> <p><i>This tech talk showcases modern reporting platforms and tools that are fundamentally transforming how finance delivers insights—automating data consolidation, enabling real-time dashboards, reducing close cycles, and freeing finance professionals to focus on analysis and strategic decision support rather than report production.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>The reporting burden quantified: how manual processes drain finance productivity and delay critical business insights</i></li> </ul>

	<ul style="list-style-type: none"> <li>• <i>Stakeholder engagement strategies that shift relationships from vendor-client dynamics to true collaborative partnerships</i></li> <li>• <i>Leveraging data and analytics to provide business insights that position shared services as an indispensable advisor</i></li> </ul> <p><i>Panelists:</i>  <b>Frank Cselko</b>, Shared Services Transformation Director, <b>NSW Department of Communities and Justice</b>  <b>Shakira Snowdon</b>, Country Head of Philippines, <b>Pepper Group</b>  <b>Pablo Nico</b>, Finance Shared Services Director – ANZ, <b>Live Nation APAC</b></p>	<ul style="list-style-type: none"> <li>• Platform capabilities that matter: automated data integration, self-service analytics, real-time reporting, and intelligent variance analysis</li> <li>• Real implementation examples: organisations that reduced reporting time by 50%+ while improving accuracy and stakeholder satisfaction</li> </ul>
10:15	<p><b>Building Resilient GBS in Times of Disruption</b>  <i>Economic volatility, geopolitical instability, technology failures, and talent disruptions are hitting shared services with increasing frequency and severity—yet most organisations lack genuine resilience beyond basic continuity plans. This session explores how forward-thinking SSO and GBS leaders are building adaptive, anti-fragile operations capable of absorbing shocks, maintaining performance under pressure, and emerging stronger from inevitable disruptions.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>Why traditional business continuity planning fails in today's multi-threat environment and what true resilience requires</i></li> </ul>	<p><b>The Tech Panel   From AI Pilots to Production: Embedding Intelligence Across Finance Operations</b>  <i>This panel brings together finance leaders who've moved beyond experimentation to achieve enterprise-wide AI integration—revealing how they overcame organisational resistance, technical fragmentation, and capability gaps to weave advanced analytics and automation into the fabric of everyday finance operations, delivering faster insights and smarter decision-making at scale.</i></p> <p><b>Key Takeaways:</b></p>

	<ul style="list-style-type: none"> <li>• <i>Operating model design principles that build flexibility, redundancy, and rapid recovery capabilities without sacrificing efficiency</i></li> <li>• <i>Technology and workforce strategies that enable shared services to pivot quickly during economic, operational, or talent crises</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Why AI remains trapped in isolated pilots: the organisational, technical, and cultural barriers preventing enterprise-wide adoption in finance</i></li> <li>• <i>Integration strategies that embed AI across FP&amp;A, close processes, reporting, and business partnering without creating technical chaos</i></li> <li>• <i>Change management approaches that drive adoption when finance teams resist new intelligent tools and workflows</i></li> </ul> <p><i>Panelists:</i>  <b>Yenny Dewi</b>, Finance Transformation - Global Decision Support &amp; Analytics (DS&amp;A) Strategy Lead, <b>Sanofi</b></p>
10:45	<p align="center"><b>Morning Recharge in the EXPO Hall</b></p> <p align="center">Fuel up, connect, and explore - your chance to grab a coffee, meet solution partners, and spark new conversations across Australia's leadership community.</p>	
11:15	<p><b>Reframing Outsourcing: From Contract Policing to Value Co-Creation for Shared Business Outcomes</b></p> <p><i>Most outsourcing relationships remain trapped in transactional, adversarial dynamics—rigid contracts, vendor policing, and misaligned incentives that block innovation and value creation. This session reveals how leading shared services organisations are fundamentally reframing their outsourcing approaches, moving from command-and-control vendor management to genuine strategic partnerships that drive mutual investment, collaborative problem-solving, and shared business outcomes.</i></p>	<p><b>Panel Discussion   The Compliance Trap: How Finance Moves Beyond Risk Management to Growth Enabler</b></p> <p><i>This panel explores how forward-thinking finance leaders are fundamentally rebalancing their functions to maintain robust controls while simultaneously enabling business growth, supporting strategic initiatives, and building stakeholder confidence that finance protects the enterprise without blocking innovation or opportunity.</i></p> <p><b>Key Takeaways:</b></p>

	<p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>Why traditional vendor management models create adversarial relationships that limit value and stifle innovation</i></li> <li>• <i>Governance and contracting frameworks that align incentives, enable flexibility, and foster collaborative partnerships</i></li> <li>• <i>Relationship management strategies that build trust, transparency, and joint accountability with outsourcing partners</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>The compliance overload problem: why risk-averse finance cultures stifle business agility and damage stakeholder relationships</i></li> <li>• <i>Operating model strategies that separate "protect" activities from "enable" activities without compromising control effectiveness</i></li> <li>• <i>Building trust and partnership: communication approaches that position controls as business enablers, not bureaucratic obstacles</i></li> </ul> <p><b>Panelists:</b>  <b>Min Su</b>, Finance Director, <b>Ascom</b>  <b>Shervina Tjawir</b>, Finance Director - Medicine and Health, <b>University of Sydney</b></p>
11:45	<p><b>Balancing Global Delivery and Local Relevance in the New Era of Outsourcing</b></p> <p><i>Organisations face mounting pressure to deliver both economies of scale and localised agility—a tension that traditional centralised models cannot resolve. This session explores innovative approaches to balance global efficiency with local relevance without sacrificing either.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>Why rigid global standardisation is creating stakeholder friction and limiting business effectiveness in diverse markets</i></li> </ul>	<p><b>FP&amp;A Under Pressure: Accelerating Planning Cycles Without Sacrificing Accuracy</b></p> <p><i>This session tackles the planning bottleneck head-on, exploring how leading finance organisations are transforming FP&amp;A through rolling forecasts, driver-based models, scenario planning capabilities, and collaborative technologies that deliver speed and agility without compromising rigor or stakeholder confidence.</i></p> <p><b>Key Takeaways:</b></p>

	<ul style="list-style-type: none"> <li>• <i>Operating model designs that enable "glocalisation"—centralised efficiency with decentralised flexibility and local customisation</i></li> <li>• <i>Governance frameworks that empower local adaptation while maintaining global standards, compliance, and cost discipline</i></li> </ul>	<ul style="list-style-type: none"> <li>• <i>Root causes of planning paralysis: process complexity, data fragmentation, stakeholder misalignment, and outdated methodologies</i></li> <li>• <i>Modern planning approaches: rolling forecasts, driver-based modeling, and scenario planning that enable faster, more relevant insights</i></li> <li>• <i>Technology enablers: cloud planning platforms, AI-powered forecasting, and collaborative tools that reduce cycle times dramatically</i></li> </ul>
12:15	<p><b>The Insourcing Dilemma: When to Bring Work Back In-House in a Changing Market</b>  <i>This session examines the critical decision framework for determining what work should return in-house versus remain outsourced—exploring the financial, operational, and strategic implications of reshaping your sourcing strategy in an era where the traditional outsourcing value proposition no longer holds.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>Market shifts undermining traditional outsourcing models: automation, geopolitical instability, and changing economics</i></li> <li>• <i>Decision frameworks to evaluate insourcing vs. outsourcing: beyond labor cost to consider control, quality, speed, and risk</i></li> <li>• <i>Transition strategies for selectively bringing capabilities back in-house without disrupting operations or vendor relationships</i></li> </ul>	<p><b>PANEL DISCUSSION   Garbage In, Garbage Out: Solving Finance's Persistent Data Integrity Problem</b>  <i>This session confronts the data quality crisis plaguing finance organisations, exploring root causes of data inconsistency and revealing practical strategies to establish robust data governance, automate validation, create single sources of truth, and build stakeholder confidence in financial information.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>The hidden cost of poor data quality: quantifying time wasted, decisions delayed, and credibility lost due to data inconsistency</i></li> <li>• <i>Data governance frameworks that establish ownership, standards, and accountability across source systems and business units</i></li> </ul>

		<ul style="list-style-type: none"> <li>• <i>Technology solutions for automated validation, exception management, and continuous data quality monitoring in finance processes</i></li> </ul>
13:00	<p style="text-align: center;"><b>Networking Lunch &amp; VIP Hosted Lunches</b></p> <p style="text-align: center;"><i>Join us in the expo hall for a relaxed networking lunch with the full shared service community - connect with peers, explore the exhibition, and recharge for the afternoon ahead. For invited guests, exclusive VIP lunches will run concurrently - bringing senior leaders and select partners together for high-impact conversations in a more intimate setting</i></p>	
14:00	<p><b>HR LEADERSHIP PANEL   The Process Reality Check: What HRSS Leaders Actually Fixed (And How)</b></p> <p><i>HR shared services is drowning in "best practice" advice that rarely translates to real-world success. This panel cuts through the theory to showcase tangible process improvements that delivered measurable impact—featuring HRSS leaders sharing their most successful transformations, the messy challenges they overcame, the mistakes they made along the way, and the concrete results that proved the effort worthwhile. Attendees will leave with practical, battle-tested approaches they can actually implement.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>Real process redesign examples: specific workflows HRSS leaders transformed and the business problems they solved</i></li> </ul>	<p><b>Doing More With Less (Again): Managing Finance Transformation on Shrinking Budgets</b></p> <p><i>This session tackles the investment dilemma head-on, exploring how finance organisations secure funding for critical transformation initiatives, make smart trade-offs between competing priorities, demonstrate ROI that justifies investments, and achieve genuine efficiency that funds future capability building without perpetual budget cuts.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>Building compelling business cases: ROI frameworks and value narratives that secure transformation funding in cost-constrained environments</i></li> <li>• <i>Smart prioritisation: deciding which transformation investments deliver maximum impact versus which initiatives to delay or eliminate</i></li> </ul>

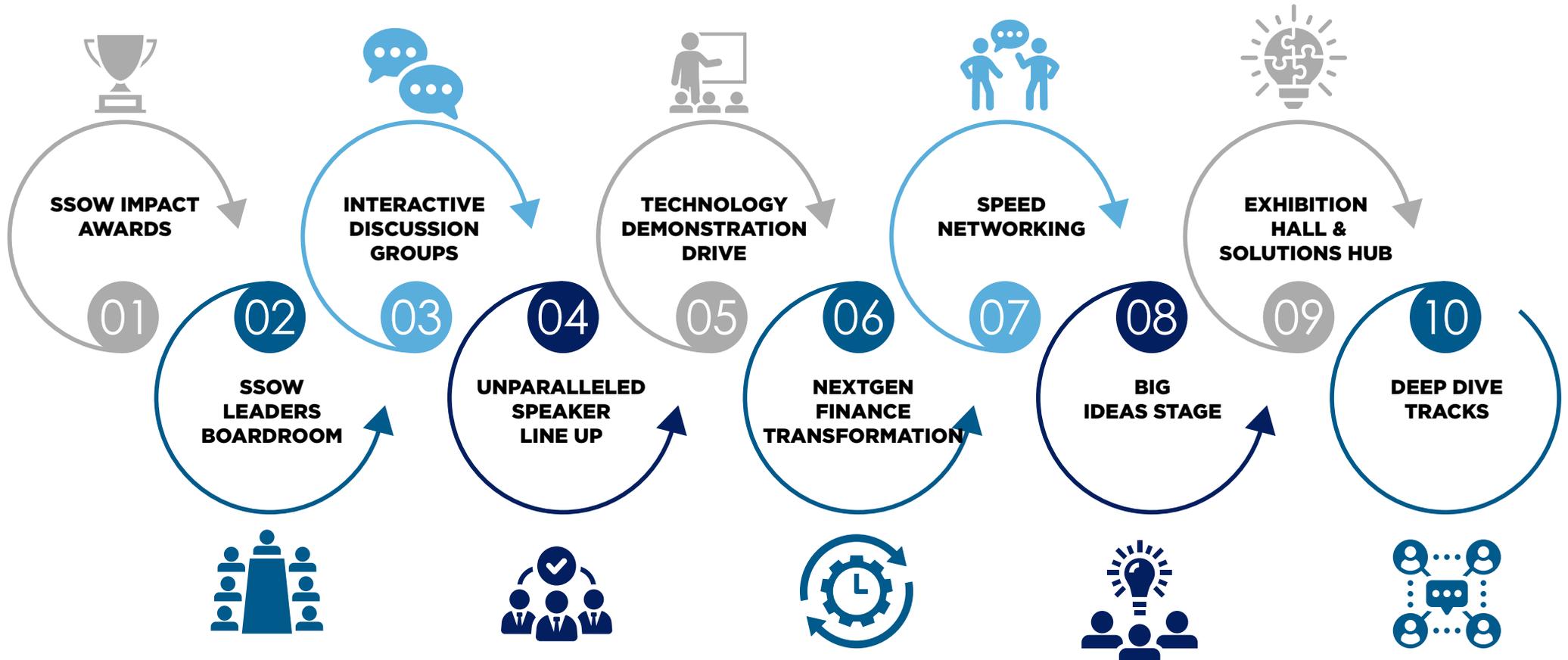
	<ul style="list-style-type: none"> <li>• <i>The implementation truth: obstacles faced, stakeholder resistance overcome, and trade-offs made to achieve success</i></li> <li>• <i>Quantifiable outcomes: efficiency gains, cost reductions, employee satisfaction improvements, and compliance enhancements delivered</i></li> </ul> <p><i>Panelists:</i>  <b>Daniel Klosa</b>, General Manager - People Shared Services. <b>Bank of Queensland</b></p>	<ul style="list-style-type: none"> <li>• <i>Self-funding strategies: using quick-win automation and efficiency gains to generate savings that finance future capability investments</i></li> </ul>
14:30	<p><b>NextGen Org Design: Streamlined Workflows and Teams Built for Change</b></p> <p><i>This session reveals how innovative HRSS organisations are building adaptive structures, modular workflows, and change-resilient cultures that thrive amid uncertainty rather than resist it.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>Organisational design principles that enable flexibility and rapid adaptation without sacrificing operational stability or efficiency</i></li> <li>• <i>Workflow architecture strategies: building modular, scalable processes that accommodate new technologies and changing requirements seamlessly</i></li> </ul>	<p><b>Breaking the Close Bottleneck: Strategies for Faster, Smarter Period-End Processes</b></p> <p><i>This session reveals how leading organisations have dramatically reduced close timelines through process redesign, continuous accounting practices, automation, and cultural shifts that maintain accuracy and control while delivering results in days, not weeks, freeing finance capacity for higher-value work.</i></p> <p><b>Key Takeaways:</b></p> <p><i>Close cycle diagnostics: identifying the specific bottlenecks, dependencies, and inefficiencies extending your period-end timeline</i></p>

	<ul style="list-style-type: none"> <li>• <i>Change readiness frameworks: cultivating teams and cultures that embrace transformation as continuous evolution, not disruptive events</i></li> </ul>	<p><i>Continuous accounting approaches that spread close activities throughout the month, eliminating period-end crunches</i></p> <p><i>Automation opportunities: technology solutions for reconciliations, journal entries, intercompany eliminations, and reporting that accelerate close</i></p>
15:00	<p><b>HR in the Age of AI: Redesigning Work and Workforce</b></p> <p><i>This session showcases how innovative organisations are achieving breakthrough optimisation that delivers measurable value across multiple dimensions—proving AI can elevate both operational excellence and human impact.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>The dual optimisation opportunity: using AI to drive efficiency gains while dramatically improving employee satisfaction and outcomes</i></li> <li>• <i>Success stories: HRSS organisations achieving faster resolution times, lower costs, and higher employee NPS simultaneously through intelligent automation</i></li> <li>• <i>Strategic value creation: how AI-powered HR services generate predictive workforce insights that inform business decisions and talent strategy</i></li> </ul>	<p><b>Global Finance Delivery at a Crossroads: When Automation Challenges the Offshore Business Case</b></p> <p><i>This session tackles the difficult decisions finance leaders face: continue investing in offshore centers, bring work back onshore with automation, or find hybrid models that balance technology and location arbitrage while managing workforce transitions and political sensitivities.</i></p> <p><b>Key Takeaways:</b></p> <ul style="list-style-type: none"> <li>• <i>The economics shift: how RPA, AI, and intelligent automation are changing the cost equation for offshore versus onshore finance operations</i></li> <li>• <i>Strategic decision frameworks: evaluating which finance activities stay offshore, which return onshore with automation, and which require hybrid approaches</i></li> <li>• <i>Workforce transition challenges: managing talent implications, morale, and retention when automation threatens offshore center viability</i></li> </ul>
15:30	<p><b>Chair’s Closing Remarks and Close of Conference</b></p>	

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## AWARD CATEGORIES THAT MATTER:

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## KEY DATES – MARK 'EM DOWN!

Applications close

● **FRIDAY, 13 MARCH 2026**

Finalists announced:

● **FRIDAY, 10 APRIL 2026**

Awards night extravaganza and winners announced on

● **TUESDAY, 12 MAY 2026**

# READY TO SHINE?

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LEADER OF THE  
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IMPROVEMENT  
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