28th Asian

SSON | SHARED SERVICES & OUTSOURCING WEEK

October 13 - 16, 2025 • One Farrer Hotel, Singapore

ASIA'S #1 STRATEGIC & HIGH-LEVEL COMMUNITY DISCUSSION

Reinventing GBS as a Business Enabler for an AI-Powered, Hyper-Digital Future

HEAR FROM LEADING INDUSTRY SPEAKERS INCLUDING:

DR. SANJEEV RASTOGI
Chief Executive Officer – GCC,
Adani Group

SANDEEP PODDAR
Chief Executive Officer – GCC,
Kimberly-Clark India

VIKTOR LEENDERTZ
Group Chief Financial Officer,
Jebsen & Jessen

CINDY SHI
Head of Global Business Services
Amway China

VANDANA SHARMA
Head of GBS AMEA,
Kellanova

WHY ATTEND SSOW ASIA 2025?

28th Asian

SSON | SHARED SERVICES & OUTSOURCING WEEK

28 years as Asia's longest-running and most influential event for the Shared Services community

70% of our attendees are Directors and above, driving innovation across Finance, Operations, HR, and Digital Transformation

8 years! Celebrate your wins at the 8th SSON Impact Awards Asia Night amongst 11 different award categories

50+ speakers, 70% of them Brand New! Bringing fresh perspectives and Direct Access to Decision Makers

20,000+ As part of the renowned SSON Network, SSOW Asia 2025 connects you to a powerful global community of Shared Services and GBS professionals

EXPLORE KEY THEMES AT THIS YEAR'S SSOW ASIA 2025:

DECODING THE FUTURE OF GBS: CAPTIVE, HYBRID, GCC, OR REGIONAL MODELS?
Asia is at the forefront of reshaping GBS delivery. Data indicates strong regional alignment with the GBS model, with **90% of respondents committed** to it as their primary service construct.

ENABLING GBS TRANSFORMATION: FINANCE, PROCESS EXCELLENCE, AND HR INTEGRATION
Across Asia, transformation is deeply embedded into GBS design.
Only **14% of respondents rate their current maturity as low**, while **31% place themselves at high or expert levels**, factoring in sourcing, scope, digital, and talent alignment.

ACCELERATING THE ADOPTION OF AI AND AUTOMATION
A quarter of respondents are at the planning or proof of concept state of IA;
30% have implemented IA for less than three years; and 42% are at advanced stages (scaled, digitizing data, and deploying advanced cognitive capabilities).

TRANSITIONING FROM COST-CENTRIC TO REVENUE-ENABLING SHARED SERVICES
89% of respondents continue to prioritize efficiency, but a rising number—over 50%—also cite business support and agility as strategic outcomes.

FUTURE-PROOFING TALENT AND WORKFORCE STRATEGIES
According to the SSON Research & Analytics' State of Industry Survey, **top skills in demand include digital literacy (55%), problem-solving (53%), and communication (50%).** Notably, **42% of leaders anticipate a need to build process automation skills** and are investing in partnerships and certifications to close the gap.

MAXIMISE YOUR EXPERIENCE

AT SSOW ASIA 2025: AGENDA AT-A-GLANCE

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PRE-CONFERENCE WORKSHOP Monday, 13 October 2025	MAIN CONFERENCE DAY 1 Tuesday, 14 October 2025		MAIN CONFERENCE DAY 2 Wednesday, 15 October 2025	POST CONFERENCE SITE VISITS Thursday, 16 October 2025
INNOVATE-A-THON Innovate, Co-Create, Impact	**BIG IDEA KEYNOTE:** From GCC to Game Changing Digital Catalyst		**CFO LEADERS PANEL**	**NTU Shared Services Site Visit**
	BIG IDEA PANEL: Decoding the Future of GBS: Captive, Hybrid, GCC, or Regional Models?		**THINKTANK SESSION:** The Future of Finance	
Speed Networking & Morning Networking Break				
INNOVATE-A-THON Innovate, Co-Create, Impact	**INTERACTIVE DISCUSSION GROUPS (IDGS)**			**NTU Shared Services Site Visit**
	a. Finance Transformation b. HR Transformation c. Process Excellence	a. Finance Transformation b. HR Transformation c. Innovation & Enterprise Transformation		
Networking Lunch				
Awards Presentation for Innovate-a-Thon	**Choose your own sessions from Stream A OR B**		The Generative AI Wave	Site Visit #2: To Be Announced
	Stream A: Shared Services Fundamentals	**Stream B:** Enabling GBS Transformation		
Afternoon Networking Break				
	Industry Benchmarking & Best Practices		Future Proofing Talent & Workforce Strategies	Site Visit #2: To Be Announced
SSON Asia Impact Awards & Networking Dinner Celebration 14 October 2025, 6.30pm – 10.00pm				

TOP 10
CASE STUDIES TO LOOK OUT FOR!

adani

Find out how **Adani Group India** has accelerated its transformation and foresees the impacts of AI and Gen AI on innovation – allowing a revolution in shared services.

Air Liquide HEALTHCARE

Learn how **Air Liquide Group** started its SSO journey, tying its mission with its company's strategic objectives.

PETRONAS

Gain practical tips from **PETRONAS'** journey to driving business growth with customer centricity at its core.

ntuc National Trades Union Congress

Hear how **NTUC Enterprise** laid out a robust foundation with process standardisation.

Amway

Understand how **Amway China** mastered end-to-end processes for GBS success.

IBM

Compare your change management strategy with **IBM** as they reimagined their Quote-to-Cash Shared Services through transformation and agile principles.

Allianz (Ⅲ)

Join **Allianz** in their journey to hear the different initiatives undertaken from them that led to their Gold Win at last year's SSON Impact Awards for Diversity & Inclusion.

Takeda

Explore with **Takeda Business Solutions** how to scale Generative AI across the different functions for enterprise-wide transformation.

SIEMENS

Develop a robust business case for Gen AI in your workplace with **Siemens GBS.**

WHO WILL YOU MEET?
AUDIENCE OVERVIEW

Vice President and Head of BusinessServies

CFO Executive Services

Chief Executive Officer

Head of Shared Services

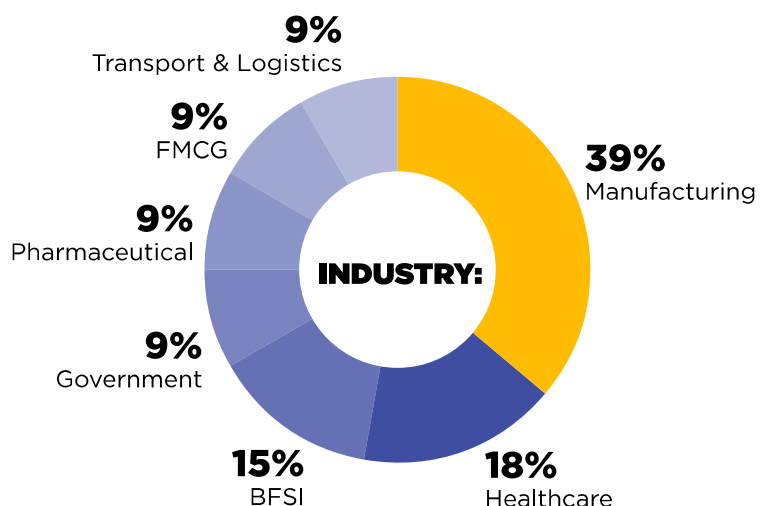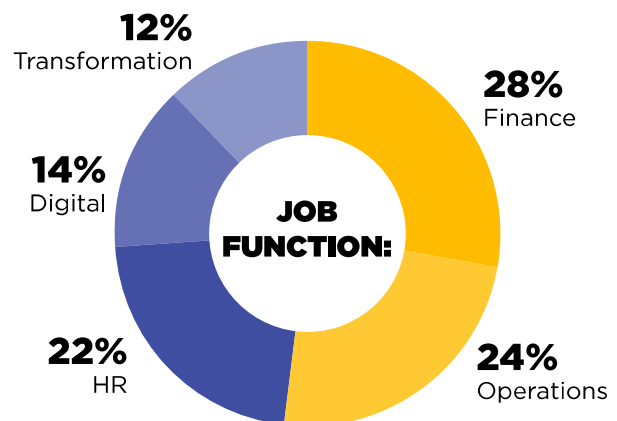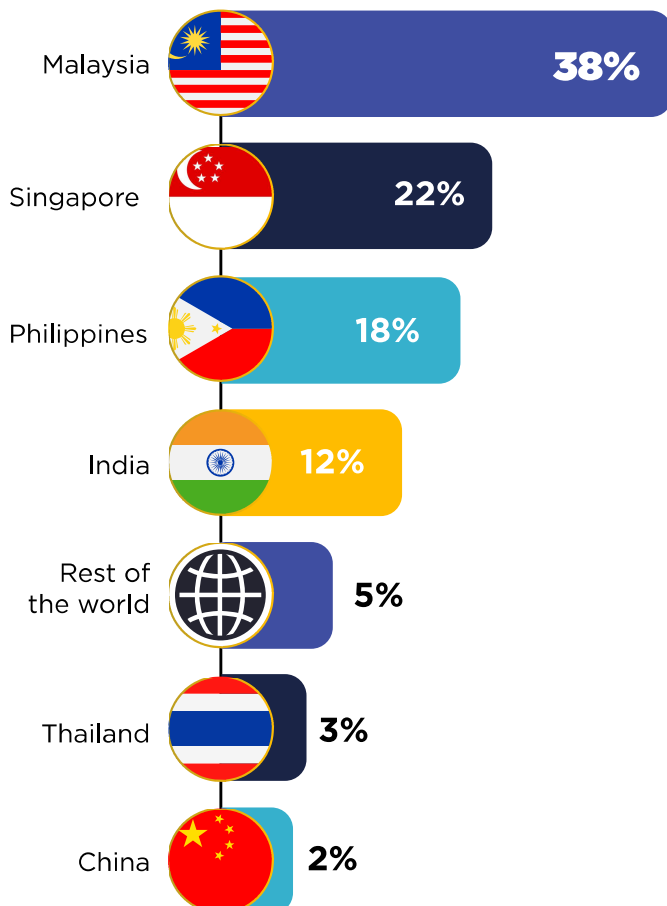Site Leads

WHO YOU WILL MEET AT SSOW ASIA:

- Chief Executive Officer
- Country Director
- Head of Accounting Information
- Manager
- Head of GBS
- Head of Business Transformation

- Chief Operation Officer
- CFO Shared Services
- Head, Planning & Business Solutions
- Site Leads
- Head/Chief Procurement Officer
- Managing Director

- Global IT Director
- General Manager
- Vice President and Head of Business Service

COUNTRY:

Country	Percentage
Malaysia	38%
Singapore	22%
Philippines	18%
India	12%
Rest of the world	5%
Thailand	3%
China	2%

JOB FUNCTION:

- 12% Transformation
- 14% Digital
- 22% HR
- 28% Finance
- 24% Operations

INDUSTRY:

- 9% Transport & Logistics
- 9% FMCG
- 9% Pharmaceutical
- 9% Government
- 15% BFSI
- 39% Manufacturing
- 18% Healthcare

PAST ATTENDEES COMPANIES

- ADM
- ADM Asia-Pacific Trading Pte Ltd
- Allianz Services
- Amway China Co. Ltd
- AstraZeneca
- BASF
- British American Tobacco
- Bayer
- Bayer Dalian
- Bosch China
- Bosch Global Software Technology
- BP
- Cardinal Health
- Chanel Limited
- Coca-Cola Beverages Philippines
- Coca-Cola Bottlers Business Shared Services
- Commerz Trade Services Sdn Bhd
- Danone Business Services Sdn Bhd
- Dell
- DSM
- Eaton
- Essilor Shared Services Philippines Inc.
- FedEx
- Fresenius Medical Care Solutions Services (Phils.) Inc.
- FUJIFILM Business Innovation Asia Pacific Pte. Ltd.
- Gilead Sciences Hong Kong Limited
- Gilead Sciences Ireland UC
- Global Partners LLC
- HELP University Sdn Bhd
- HSBC
- HSBC Electronic Data Processing (Malaysia) Sdn Bhd
- IBM
- IFFCO Group
- Infosys
- ING Hubs B.V. Philippine Branch
- Ingram Micro
- Jabil

- Jabil Sdn Bhd
- Jardines
- Jebsen & Jessen Group Services
- Johnson & Johnson Services Inc
- JTI (Japan Tobacco International)
- JTI GBS Philippines
- KCC GBS
- Kellanova
- Kerry Group Business Services (ASPCA) Sdn Bhd
- Kimberly-Clark
- Kone Elevator India Pvt. Ltd.
- Kuwait Gulf Oil Company (KGOC)
- KYP.ai
- LEPL Enterprise Georgia
- Lexmark R&D Corporation
- Lexmark Research and Development Corporation
- Logitech
- London Stock Exchange Group (LSEG)
- Majid Al Futtaim Global Solutions LLC
- Malaysia Airports
- MAS Legato (Pvt) Ltd
- MINDEF
- Mindsprint
- Ministry of Finance, Vitalorg
- MNRB Holdings BHD
- Mondelez International
- MUFG Investor Services Malaysia
- Nanyang Technological University Singapore
- NTT Data Inc
- NTUC Enterprise Nexus Corporation Ltd
- NTUC Fairprice Co-operative Limited
- Opella Healthcare Singapore Pte Ltd
- Oracle
- Pall Corporation
- Pepsico
- Petroliam Nasional Berhad
- Philip Morris International
- ProHance

- PT Pertamina (Persero)
- PT Philip Morris Sampoerna International Service Center
- QBE Insurance
- Riyadh Infrastructure Projects Center
- Sanofi Consumer Healthcare (Opella Healthcare Malaysia Sdn Bhd)
- Savvy Games Group
- Shell Business Service Centre Sdn Bhd
- Shell Global Solutions
- Siemens
- Siemens Limited China, Shanghai Branch
- Siemens Technology and Services Pvt. Ltd.
- Singapore Cruise Centre Pte Ltd
- Smith & Nephew
- SpendLab Recovery
- Standard Chartered
- Stripe Technology
- Sun Life Global Solutions Philippines
- T.EN GLOBAL BUSINESS SERVICES PRIVATE LIMITED
- Takeda Pharmaceutical Company Limited
- Tec D (Malaysia) Sdn Bhd
- Tenaga Nasional Berhad
- The Adecco Group
- The Estée Lauder Companies Inc
- The Hollard Life Assurance Company
- The Siam Cement Public Company Limited
- Thomson Reuters
- United Overseas Bank
- UOB Centre of Excellence and Innovation Hub
- V.Group
- VITAL (Ministry of Finance)

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THOUGHT LEADERSHIP SPONSORS

Prohance
Data is essential for effective workforce management in today's competitive global market. As workforces grow more diverse and distributed, organizations need tools for real-time insights into productivity and performance, as well as predictions for future workforce dynamics.

ProHance leads the field in enterprise workforce analytics and productivity intelligence, serving over 390,000 users in 25 countries. Designed for hybrid work environments, ProHance enhances productivity, particularly in Global Business Services organizations, thanks to collaboration with industry giants like Tesco and American Express. In a time when remote and hybrid work is the norm, ProHance empowers businesses to track productivity from the ground up, providing executives with real-time workforce intelligence and actionable insights crucial for informed decision-making.

Website: https://www.prohance.net

Hiranandani Group is a well established Real Estate organization with more than four decades of experience in developing and operating business across diversified sectors like Commercial Offices, Residential complexes, Retail, Data Centres, Warehousing, Energy, Hospitality, Education and Healthcare. **Regalia Business Parks** is the Commercial Office Development division of the Hiranandani Group. With its proven track record of developing large format commercial office campuses, Regalia Business Parks is focused towards development of premium commercial buildings across multiple cities in India through its core strengths of Experience, Engagement, Execution and Excellence.

Website: http://www.regaliabusinessparks.com

Smobler is a metaverse architecture and Web3 design agency headquartered in Singapore with representative offices in Canada, USA, Japan, Indonesia, Africa and Brazil. It is Singapore's first and official The Sandbox-endorsed metaverse agency and investee studio focused on integrating Web3, phygital application and co-creating a diverse ecosystem with a strong academy emphasis.

Website: https://www.smoblerstudios.com/

SSON IMPACT AWARDS

SSON IMPACT AWARDS ASIA CEREMONY

WHAT IS IT?
Join us for a night of fun, games and networking as we celebrate your achievements and success! We will be annoucing the winners of the 2025 awards at the **SSON Impact Awards Asia Dinner.**

WHEN WILL IT BE?
Our SSON Impact Awards Asia Dinner will be held on 14 October 2025, from 1900-hours SGT. This wil happen on the evening after Day 1 of the annual SSOW Asia conference.

DO I NEED TO DRESS UP?
The theme for this year's networking dinner is Arabian Nights! We believe YOU are the superheroes of your Shared Services Organisations and YOU make magic happen every single day. Come dressed in your best and stand a chance to walk away with magical prizes!

DOWNLOAD FULL SSON IMPACT AWARDS ASIA BROCHURE

WHY YOU SHOULD SPONSOR?
Sponsoring the awards will enable you to:

RAISE
your brand's awareness amongst Asia's elite SSON community

ENHANCE
your customer relationships with invites to the awards dinner

SHOWCASE
your support for organisations within the SSON community with expectional SSON strategies

MAXIMISE
your face time with SSON leaders

OPPORTUNITIES INCLUDE:

ALIGH YOUR BRAND with Shared Services Excellence

TABLE AT THE AWARDS DINNER Opportunity to invite key clients as guests

AWARDS PRESENTATION to winner and be present in photography

EXPOSURE THROUGHOUT THE AWARDS CAMPAIGN Nominations - Shortlisting - Judging - Presentation of Award - Post-Event Marketing & Coverage

MEET OUR ESTEEMED INDUSTRY SPEAKERS

DR. SANJEEV RASTOGI
Chief Executive
Officer – GCC,
Adani Group

SANDEEP PODDAR
Chief Executive
Officer – GCC,
Kimberly-Clark India

VIKTOR LEENDERTZ
Group Chief
Financial Officer,
Jebsen & Jessen

IZZAD SHAMSUDIN
Chief Financial Officer,
KPJ Healthcare Bhd

RAJEEV MALL
Vice President –
Mondelez Digital Services,
Mondelez International

NAVEEN MOHAN
GBS Head - Asia-Pacific,
**Siemens Technology and
Services Pvt. Ltd.**

MARK BUELTEL-HERZ
Managing Director,
**BASF Asia-Pacific Service
Centre Sdn. Bhd.**

STEPHAN BILY
Vice President,
Global Business Services
(GBS),
Lexmark

GAVIN LAM
Vice President, Global
Business Services
Operations,
NTT DATA Inc

SANKAR NARAYAN S
GBS APAC Head,
Smith and Nephew

VANDANA SHARMA
Head of GBS AMEA,
Kellanova

KENNETH LIM
Head of NTU
Shared Services,
**Nanyang Technological
University Singapore**

SANDRA TANG
Managing Director –
ASEAN,
Publicis Resources

PHILIP TAN
Head,
**UOB Innovation Hub 2 and
UOB Centre of Excellence**

TRUDY TAN
Sanofi Head of Global
Business Services - KL Hub,
Sanofi

YASUTAKA ZUSHI
Takeda Business Solutions,
Finance Solutions Japan/
China Head & Japan Site Lead,
**Takeda Pharmaceutical
Company Limited**

PUNEET GUPTA
Managing Director
Business Service Centre,
Air Liquide Group

CINDY SHI
Head of Global
Business Services,
Amway China

SHEE NA WEE
Head of Centre of
Finance Services,
Pall Corporation

FEBRI RUSNAL
Vice President Shared
Service Finance,
PERTAMINA

SHARMINI KRISHNAN
Head of PMI Business
Solutions (Philippines) Inc.,
Philip Morris International

DINESH MURUGESAN
Head – Global Enterprise
Services – HR (GES – HR),
dsm-firmenich

AMAR SHAH
Vice President –
Global Process,
Strategy and Digital,
Diageo

WOOI HONG TAN
O2C Global Process
Owner and Head of O2C
for Europe Region,
Kerry Global Business

MEET OUR ESTEEMED INDUSTRY SPEAKERS

HENRY CHUA
Head of Shared Services,
NTUC Enterprise

UTKALIKA MOHANTY
Director Digital Technology,
London Stock Exchange Group

VISHAL PATHAK
Director of People Ops VMO,
Google

YASMIN BT. MOHD RAMZI
Head of People Strategy,
TENAGA NASIONAL BERHAD

JAC KOH
Head of People Services & Solutions,
Moet Hennessy

AZLAN SANI MD MORSHID
Head (Business Strategy & Innovation Management) - TNB Global Business Solutions,
Tenaga Nasional Berhad

DR. PATRICIA FRANCIS
Head of Global Financial Markets Operations Strategy and Learning & Development,
Standard Chartered

NAINA M SHUKRI BIN OMAR
Senior General Manager, Global HR,
PETRONAS

HEMANT KULKARNI
Head of Change and Contract Management - Global Shared Services,
RHI Magnesita

S VENKAT KUMAR
Principal Consultant – Business Support (Asia Pacific and Middle East),
Kone Elevator India Pvt. Ltd.

ROBERT HABIB
Senior Director Finance Business Services,
Delivery Hero

REENA PHANICHKRIVALKOSIL
Engagement Manager,
Allianz

NAOMI SECOR
Global Managing Director,
SSON

SYAZANA LIM
Senior Analyst & Head of Product,
SSON Research & Analytics

RAJIB BASU
Global Head Record to Report and Bill to Cash Services, GBS,
Bosch

Senior Representative,
VITAL Shared Services

Senior Representative,
Johnson & Johnson

Industry Leader,
ProHance

EXCITING SPONSORSHIP OPPORTUNITING
RETURNING AT THE 28TH ANNUAL SSOW ASIA

Event sponsorship provides an unparalleled opportunity for companies to showcase their products and services to senior-level, targeted decision makers. Embracing the year of reconnecting, we are excited to announce a wealth of sponsorship opportunities at SSOW Asia, all of which are tailored to assist your specific requirements. Join us at SSOW Asia to help position companies like yours in front of the biggest GBS and shared services audience, and achieve your sales, marketing and branding objectives!

HOST A DEEP-DIVE WORKSHOP
Showcase your thought-leadership with a captivated group of selected attendees who are the best fit prospects for your services and expertise

DEMONSTRATE THOUGHT LEADERSHIP
Take centre stage in front of our audience of SSC/GBS decision makers and demonstrate your core competence through client-led case studies

HOST AN INTERACTIVE DISCUSSION GROUP
Draw key insights and pain points from a small selected group of like-minded attendees through in-depth discussions

SHOWCASING AND DEMONSTRATION
Position your brand, producy and services at the most dynamic expo floor to be at the prime spot for networking

FACILITATE OR JOIN PANEL DISCUSSION
Position your subject matter experts to be at the heart of trend-setting and thought-provoking discussions

BRANDING
A number of branding opportunities are available for you to keep your branding at the front and centre of attendees attention

NETWORKING
Hosting a drinks reception, luncheon or one of the mixer sessions to build long-lasting relationships

BOOK YOUR PASS TODAY!

★★★★★

SSON is a great conference to meet industry experts and understand the trends in the industry.

The SSON awards is a great forum to showcase the work and get the validation through the awards ceremony. Always looking forward to attend SSON Conference every year.

Raghuram S,
Transformation Lead,
UNILEVER

★★★★★

SSON is always a good venue to learn, share and network. The speakers and attendees came from different types of industries and businesses hence the good mix of information and knowledge shared.

Maribeth Villanueva,
Head, Service Delivery Excellence Team, Essilor Shared Services Phils. Inc

★★★★★

Invaluable GBS network where we can learn and inspire from each other.

Yasutaka Zushi,
TBS Finance Solutions Japan/ China Head & Japan Site Lead, Takeda Pharmaceutical Company Limited

BOOK YOUR TICKET

Expires on	30 May 2025	27 Jun 2025	25 Jul 2025	22 Aug 2025	19 Sep 2025	17 Oct 2025
SGD	ULTRA EARLY BIRD Payment before 20 Weeks	SUPER EARLY BIRD Payment before 16 Weeks	PRE EARLY BIRD Payment before 12 Weeks	EARLY BIRD Payment before 8 Weeks	SPECIAL Payment before 4 Weeks	STANDARD 4 Weeks to Finish
Conference Only (2 Day Conference)	3,699	3,999	4,299	4,499	4,699	4,899
Main Conference + Pre & Post Workshops (4 Days Only)	5,099	5,399	5,699	5,899	6,099	6,299

REGISTER ONLINE TODAY!
OR TAKE ADVANTAGE OF OUR ATTRACTIVE GROUP BOOKING RATES:

4 PAX	7 PAX	10 PAX
GET 20% OFF	GET 30% OFF	GET 40% OFF

	Conference Day One **Tuesday, 14 October 2025**
08:00	Registration Opens
08:50	Welcome Address by SSON Asia
08:50	Opening Remarks by Conference Chairperson
09:00	SSON Research & Analytics Presents the 2025 State of Shared Service Industry Market Data **Naomi Secor**, Global Managing Director, **SSON**
	WHERE ARE WE HEADED? The Future of Asia's Shared Services *51% of respondents from last year's SSOW Asia Benchmarking questionnaire shared that their vision for the GBS is to embrace advanced technology for enhanced efficiency and agility.*
09:10	**BIG IDEA! Opening Keynote** **From GCC to Game-Changing Digital Catalyst: Accelerating Transformation in the Digital Era** *Hear from Dr. Sanjeev Rastogi, who heads Adani Group's GCC with more 3000 people across 7+ functions on how he transitioned his centre to be a strategic asset to the business and get a seat on the table.* • Moving away from a delivery centre model to a strategic function • Leveraging cognitive and Gen AI to transition from a traditional GCC to a digital catalyst • Aligning with the business strategy to enable the business to achieve their targets and revenue **Dr. Sanjeev Rastogi**, Chief Executive Officer – GCC, **Adani Group**
09:40	**Industry Thought Leadership**
10:10	**THE QUESTION OF THE HOUR** **Decoding the Future of GBS: Captive, Hybrid, GCC, or Regional Models?** *As shared services are nearing their maturity stages, we are faced with a critical question: What's the optimal structure—captive, hybrid, GCC, or regional—for the next five years?* • Evaluating the pros and cons of captive, hybrid, GCC, and regional models in the face of rising costs and inflation, even in traditionally affordable hubs • Debating the necessity of regional centres in an era where technology reduces the need for language and time zone-specific hubs • Discussing how to align location strategy with business goals, leveraging the right model to drive efficiency, scalability, and value in the next five years Panellists: **Sandeep Poddar**, Chief Executive Officer – GCC, **Kimberly-Clark India** **Rajeev Mall**, Vice President – Mondelez Digital Services, **Mondelez International** **Mark Bueltel-Herz,** Managing Director, **BASF Asia-Pacific Service Centre Sdn. Bhd.** **Stephan Bily**, Vice President, GBS Operations & Governance, **Xerox/Lexmark**
10:50	**Speed Networking Session** Join us in this Speed Networking Session where you will be able to meet other participants at the Conference! During this session, you will have the opportunity to engage with several leaders in a short amount of time and exchange business cards to take the conversation beyond the Conference.
11:10	**Morning Break & Refreshments** Take a break and use this time to network with your fellow industry peers at our Exhibition Hall!

	Interactive Discussion Groups (9 Topics & 2 Rotations @ 50-minutes each)

Interactive Discussion Groups (9 Topics & 2 Rotations @ 50-minutes each)
Our IDGs allow you to zone-in and focus on the topics that matter most to you. Structured to maximise audience interaction and participation, you get a chance to not only learn from your peers first-hand but share your challenges actively as well. There will be 2 rotations at 50-minutes each.

11:40

FINANCE TRANSFORMATION

How Automating Accounts Payable Can Drive Growth & Efficiency **Gavin Lam,** Vice President, Global Business Services Operations, **NTT DATA Inc**	**Indirect Tax Compliance: Keeping Up with the Ever-Changing Regulations**	**Data-Driven Finance: Leveraging for Cash Flow Optimization and Beyond** **Piamporn Pongnoppa**, Head of Business Strategy, Corporate Accounting Office, **The Siam Cement Public Company Limited**

HR TRANSFORMATION

Hire-To-Retire Transformation **Bismarck Orbe,** Finance and Procurement Solutions and Services Director, **JG Summit** (Reserved)	**Revolutionise Recruitment with Generative AI** **Philip Tan**, Head, **UOB Innovation Hub 2 and UOB Centre of Excellence**	**Talent & Branding – How Do We Make GBS The "Coveted Place to Work"?** **Yasmin bt. Mohd Ramzi**, Head of People Strategy, **TENAGA NASIONAL BERHAD**

PROCESS EXCELLENCE

Embed Continuous Improvement Excellence in Shared Services **Dr. Patricia Francis,** Head - Business Operations EDPR APAC, **EDP Malaysia Business Services**	**The Evolving GPO Role** **Vandana Sharma**, Head of GBS AMEA, **Kellanova**	**The Power of Process Intelligence in GBS Transformation** **Utkalika Mohanty**, Director Digital Technology, **London Stock Exchange Group**

13:20 🍽 **Lunch & Networking Break**

14:20

STREAM A: SHARED SERVICES FUNDAMENTALS	STREAM B: ENABLING GBS TRANSFORMATION
Your First 100 Days: What are your KPIs for Building a Shared Services Organization? This session is tailored for shared services leaders eager to master the essential KPIs that will lay the groundwork for success that generates significant transformational change. We'll review three critical areas that are vital for initiating a high-performing SSO: - Align your SSO's mission seamlessly with your company's strategic objectives - Build a powerhouse team by identifying and developing key roles and responsibilities - Optimise your processes for peak efficiency and integrate the right technology to enhance your operations **Puneet Gupta**, Managing Director Business Service Centre, **Air Liquide Group**	**Customer at the Core: Driving Business Growth Through End-User Excellence** - Experience as a Growth Engine: How solving end-user pain points directly boosts revenue and operational efficiency - Tech-Enabled Personalization: Leveraging AI and analytics to create seamless, tailored user experiences - From Cost Centre to Value Driver: Aligning metrics with business outcomes to transform service into a competitive advantage **Naina M Shukri Bin Omar**, Senior General Manager, Global HR, **PETRONAS**

14:50	**Panel Discussion** **Decoding the Location Strategy Puzzle for Shared Services** • Debating the merits of global hubs versus regional centres • Balancing labour costs, inflation, and talent availability in high-growth markets • How technology and hybrid models are reshaping location decisions Panellists: **Dinesh Murugesan**, Vice President and Head GCC, **dsm-firmenich** **Dinesh Murugesan**, Vice President and Head GCC, **dsm-firmenich** **Hemant Kulkarni**, Head of Change and Contract Management - Global Shared Services, **RHI Magnesita** **S Venkat Kumar**, Principal Consultant – Business Support (Asia Pacific and Middle East), **Kone Elevator India Pvt. Ltd.** **Sankar Narayan S**, GBS APAC Head, **Smith and Nephew**	**Panel Discussion** **Beyond the Core: Expanding Horizons, Being Truly Multifunctional and Delivering Business Impact** • What is everyone bringing in or planning to bring into their GBS? • Assessing the capabilities and skill sets required for GBS success in new areas and expanding the location short-list to newer markets • Overcoming organisational resistance and building effective partnerships • Measuring and demonstrating the business impact of expanded GBS services Panellists: **Sharmini Krishnan,** Head of PMI Business Solutions (Philippines) Inc., **Philip Morris International** **Amar Shah**, Vice President – Global Process, Strategy and Digital, **Diageo** **Azlan Sani Md Morshid**, Head (Business Strategy & Innovation Management) - TNB Global Business Solutions, **Tenaga Nasional Berhad**
15:30	**Laying a Robust Foundation with Process Standardisation** • How to effectively untangle the complexities of business process and data with a simplified organisational architecture • Step-by-step guide to creating uniform processes across regions and functions • Leveraging RPA, AI, and ERP systems to drive standardization and reduce inefficiencies • Overcoming cultural and operational resistance to standardization **Henry Chua**, Head of Shared Services, **NTUC Enterprise**	**Mastering End-to-End Processes: The GPO Playbook for GBS Success** • From Strategy to Execution: Practical tools for aligning and integrating end-to-end processes across GBS • Breaking Barriers: Overcoming challenges in global process ownership and stakeholder alignment • Customer-Centric Innovation: Enhancing CX through shift-left thinking and 100-day impact plans **Cindy Shi,** Head of Global Business Services, **Amway China**
16:00	Afternoon Break & Refreshments	
	Industry Benchmarking & Best Practices	
16:30 🏆	**SSON Impact Awards Asia 2024 Gold Winner Spotlight – Diversity & Inclusion: Allianz Services** Research findings present overwhelming evidence that diverse teams outperform homogeneous groups on complex tasks, leading to improved problem solving and increase innovation. Hear from Reena Phanichkrivalkosil, Engagement Manager from Allianz on the different initiatives that led to their Gold Win at last year's SSON Imookpact Awards. • Working on our DE&I initiatives from a grassroots level, involving all business functions • Creating awareness to change instilled biases and social conditioning • Sharing of our innovative achievements in the space of DE&I including: AMAN, MUDRA, and more **Reena Phanichkrivalkosil**, Engagement Manager, **Allianz**	

17:00	*SSON Analytics Insights* **Understanding How the 2025 Most Admired SSCs Used Metrics & Benchmarking to Drive Growth** SSON Research & Analytics has just published its Top 20 Most Admired SSOs/GBS 2025 list. SSON will discuss key performance metrics from the "Top 20 Most Admired SSO/GBS Benchmarks" and share some of the strategies that are improving performance in key metrics. **Syazana Lim**, Senior Analyst & Head of Product, **SSON Research & Analytics**
17:30	**Chairperson's Closing Remarks and End of Conference Day 1**
18:30	**It's time for the SSON Impact Awards Night!** The SSON Impact Awards Night is the best way for you to unwind and celebrate the successes of your peers making headway in Asia's SSO market! Get more information here: **https://www.ssonetwork.com/events-ssowasia/impact-awards**

	Conference Day Two **Wednesday, 15 October 2025**
08:00	Registration Opens
08:50	Welcome Address by SSON
08:55	Opening Remarks by Conference Chairperson
	Transforming Finance through Shared Services
09:00	**The CFO's Playbook for 2025: Driving Value Through Digital Transformation, Talent, and Optimized Service Delivery** • Streamlining finance operations through automation, AI, and advanced analytics to free up resources for strategic initiatives • Strategies for upskilling talent, attracting digital natives, and fostering a culture of continuous learning and innovation • Modernising finance for scalability & agility Panellists: **Viktor Leendertz**, Group Chief Financial Officer, **Jebsen & Jessen** **Izzad Shamsudin**, Chief Financial Officer, **KPJ Healthcare Bhd**
09:40	**AI Adoption and Workforce Analytics in Shared Services** Senior Representative, **ProHance**
10:10	**A Glimpse into Pertamina's Hyper-automation Strategy to Drive Efficiencies within our Finance Tower** • How Can We Help you Complete your Work Faster and More Easily: The Foundation to Pertamina's hyper-automation strategy • Leveraging RPA, AI, ML, and data analytics to overcome challenges in invoice processing and adapt to evolving tax regulations • Scaling up our digitalisation efforts across 6 different towers **Febri Rusnal**, Vice President Shared Services Finance, **PT PERTAMINA (Persero)**
10:40	**Speed Networking Session** Join us in this Speed Networking Session where you will be able to meet other participants at the Conference! During this session, you will have the opportunity to engage with several leaders in a short amount of time and exchange business cards to take the conversation beyond the Conference.
11:00	**Morning Break & Refreshments** Take a break and use this time to network with your fellow industry peers at our Exhibition Hall!

	Interactive Discussion Groups (9 Topics & 2 Rotations @ 50-minutes each) Our IDGs allow you to zone-in and focus on the topics that matter most to you. Structured to maximise audience interaction and participation, you get a chance to not only learn from your peers first-hand but share your challenges actively as well. There will be 2 rotations at 50-minutes each.

FINANCE TRANSFORMATION

Leveraging Analytics & Automation to Drive Record to Report Innovation **Peng Hai Liang** Director, Centre of Excellence (HR & Payroll) and (Finance & Procurement), **VITAL (Ministry of Finance)**	**Effective and Practical Ways of Building Future Ready Finance Teams** **Sandra Tang,** Managing Director – ASEAN, **Publicis Resources**	**Developing End-to-End O2C Ownership and Efficiency** **Wooi Hong Tan**, O2C Global Process Owner and Head of O2C for Europe Region, **Kerry Global Business**

HR TRANSFORMATION

Modernising your Talent Management Strategies for Long-Term Success	**The Future State of Payroll Operations** **Jac Koh**, Head of People Services & Solutions, **Moet Hennessy**	**Building Synergies between Employee Experience and Customer Experience** **S Venkat Kumar**, Principal Consultant – Business Support (Asia Pacific and Middle East), **Kone Elevator India Pvt. Ltd.**

BUSINESS INNOVATION & ENTERPRISE TRANSFORMATION

Elevating the Value of your Shared Services Operations **Vishal Pathak**, Director of People Ops VMO, **Google**	**Agentic AI Is Revolutionising Business Operations...Are You Prepared?** **Kenneth Lim,** Head of NTU Shared Services, **Nanyang Technological University Singapore**	**Developing and Expanding the Service Scope and Catalogue for Maximum Business Alignment & Impact** **Robert Habib**, Senior Director Finance Business Services, **Delivery Hero**

The above blocks are labelled with time **11:30**.

13:10	**Lunch & Networking Break**

The Generative AI Wave
The 2024 SSOW Asia Benchmarking Report revealed that 41% of respondents leveraged GenAI for analytics and insights generation, 20% to improve customer experience, 6% on text summarisation, augmented knowledge management and on content creation. 16% of respondents revealed that they have not yet utilised GenAI.

14:10	**Deploying Gen AI Initiatives to Drive Customer Excellence** *Content to be confirmed* **Naveen Mohan**, GBS Head - Asia-Pacific, **Siemens Technology and Services Pvt. Ltd.**
14:40	**Scaling Generative AI Across Functions: Takeda's Journey towards Enterprise-Wide Transformation** *Discover how Takeda is leveraging AI and Gen AI across finance, procurement, and HR to create end-to-end processes.* • Looking at Generative AI for specific processes which require more advanced functionalities • Leveraging existing technologies with Generative AI to create an end-to-end automated process • Preparing for a future where digital capabilities drive agility and efficiency **Yasutaka Zushi,** Takeda Business Solutions, Finance Solutions Japan/ China Head & Japan Site Lead, **Takeda Pharmaceutical Company Limited**

15:10	**Panel Discussion** **Beyond Proof of Concepts: Integrating Gen AI into your Centre as an Accelerator of Transformation** *How does Generative AI integrate into the SSC and GBS? We gather technology leaders to discuss how to unlock the potential of Generative AI to drive strategic decision making and business insights.* • Establishing practical guidelines and governance to roll out Generative AI applications • Overcoming the system biases and learning how to scale • Sharing of use cases on actual Generative AI outputs and lessons learnt Panellists: **Gavin Lam,** Vice President, Global Business Services Operations, **NTT DATA Inc** **Utkalika Mohanty**, Director Digital Technology, **London Stock Exchange Group** **Kenneth Lim**, Head of NTU Shared Services, **Nanyang Technological University Singapore** **Terence Tan**, Director IT, Business Relationship Management - Global Tech Services, GBS Asia, **Herbalife Nutrition** (Reserved)
15:50	Afternoon Break and Refreshments
	Future-Proofing Talent and Workforce Strategies
16:20	**Reimagining Quote-to-Cash (Q2C) Shared Services through a Change Management Lens** • Q2C Shared Services: Our Transformation Story – How we went from siloed to unified and why you should begin at the end • Our Secret to Success – Amazing agile principles to accelerate transformation • All aboard! Let's get in sync – Effective change management entails removing roadblocks, clear communication and getting stakeholders on board **Susan Atmaja,** Director, Quote-to-Cash (Q2C) Operations Market Leader for ASEAN, ANZ and Korea Markets**, IBM**
16:50	**Panel Discussion** **Building an Inclusive Workforce Amongst Gen Z and Millennials to Drive Higher Engagement** • Addressing the challenges and opportunities of managing Gen Z workforce • Exploring strategies to create an inclusive environment that works seamlessly across Gen Z, Millennials, and other generations • Discuss innovative initiatives to bridge gender and generational gaps, fostering a more inclusive and engaged workforce Panellists: **Trudy Tan**, Head of Global Business Services - KL Hub, **Sanofi** **Piamporn Pongnoppa**, Head of Business Strategy, Corporate Accounting Office, **The Siam Cement Public Company Limited** **Evan Tan**, Senior Director, Global Solutions, Deployment and Integration (SDI) team, **J&J Global Services** **Bismarck Orbe,** Finance and Procurement Solutions and Services Director, **JG Summit** (Reserved)
17:30	**Chairperson's Closing Remarks and End of Conference Day 2**

SSOW INNOVATE-A-THON: INNOVATE, CO-CREATE, IMPACT Monday, 13 October 2025 | 10.00 – 15.00	
10:00	Registration Opens
10:30	Welcome Address by SSON

A hackathon-inspired event designed for GBS, Shared Services & transformation leaders to develop innovative solutions to real-world challenges.

WHY?
- Learn tools to think creatively and boost collaboration within your own organisation to solve complex business and customer challenges.
- The practice to pitch, create buy-in and secure sponsorship for new business cases.
- New, innovative ideas and solutions to shared challenges.
- Unique and unparalleled in-depth networking with your peers.

HOW?
- Attendees will be divided into groups of 6 as a team.
- Teams pick their group name, group ethos and solution for the challenge.
- A guided process for teams to work through a solution and a pitch based on the problem statement.
- Teams will have 5 mins to present their final strategy and pitch their solutions to the judging panel.
- Awards ceremony follow for the category winners and the deliverer of the best pitch.

10:40	**Challenge Statement #1: Creating Your Own Launching & Migration Play Guide** - Step one: Embarking on strategy - creating a business case to move into shared services. - Step two: Setting up a centre abroad - what are the key steps to consider when setting up a centre in a nearshore location? - Step three: Ensuring a successful transition. Which are the first processes to transition? Why and how? Curators: **Dr. Patricia Francis,** Head - Business Operations EDPR APAC, **EDP Malaysia Business Services** **Shee Na Wee**, Head of Centre of Finance Services, **Pall Corporation**
12:00	Networking Lunch
13:00	**Challenge Statement #2: Developing and Communicating the GBS Value System** - Step one: Answer the ultimate question - why should GBS exist? - Step two: Developing the most impactful value drivers and measurement metrics. - Step three: Winning internal love. Selling your GBS strategy effectively by converting the shared services language to business language Curators: **Sharmini Krishnan,** Head of PMI Business Solutions (Philippines) Inc., **Philip Morris International** **Vandana Sharma**, Head of GBS AMEA, **Kellanova**
14:30	**Challenge Statement #3: Creating Business Cases For Generative AI** - Step one: Identifying business areas where Generative AI can contribute maximum business value. - Step two: Developing a solution package to fully implement Generative AI in these business areas. - Step three: Creating a full business case plan to win the endorsement and investment from the C-suites. Curators: **Gavin Lam,** Vice President, Global Business Services Operations, **NTT DATA Inc**
16:00	**End of Pre-Conference Focus Day: Innovate-a-thon**

Post-Conference Day

Interactive Knowledge Site Visit Thursday, 16 October 2025	
08:00	Registration at Event Venue
08:15	Welcome Address by SSON
08:30	Drive to Site Visit Location: NTU Shared Services
09:00	Meet & Greet with Refreshments
09:30	**Understanding NTU's One-Stop Service for Students** We will be visiting **NTU Shared Services centre**, which integrates various functions like Procurement, HR, and Finance to offer a one-stop service. You'll see how technology streamlines operations and supports students. The SSC manages IT, ensuring a seamless experience from behind the scenes. Discover the analytics and automation that keep classrooms ready, and explore NTU's AI prototype for procurement, designed to address pain points and improve user experience, ultimately freeing up time for more valuable work. **This Interactive Knowledge Site Visit would include:** • Corporate Presentation **Kenneth Lim,** Head of NTU Shared Services, **Nanyang Technological University Singapore** • Interactive Q&A Session • Guided tour of the site's operating premises
12:00	**Networking Luncheon**
13:00	Presentation by **VITAL** **Sai Kuan Yuen**, Deputy Chief Executive, **VITAL Shared Services**
14:00	Interactive Q&A Session Hosted jointly by: **VITAL** and **NTU Shared Services**
14:30	Refreshments and End of Interactive Site Visit
15:00	**Drop off at Event Venue and End of SSOW Asia 2025**