

26th European  
**SSON**

**SHARED SERVICES &  
OUTSOURCING WEEK**

*"The industry-leading event for practitioners, leaders and visionaries."*  
VP Mars Global Services, Mars

18TH - 21ST MAY 2026 | ESTORIL CONGRESS CENTRE | LISBON, PORTUGAL



**NOT JUST A CONFERENCE. A COMMUNITY.**

Lead Partner



Platinum Partner



Diamond Partner



Lead R2R Partner



Gold Plus Partner



Gold Partners



# SSOW EUROPE 2026 *Agenda-At-A-Glance*

	AM		PM		EVENING	
MONDAY, 18TH MAY	SSOWOMEN LEADERSHIP DAY		EXCLUSIVE INVITATION ONLY R2R LEADERS EVENT (HOSTED BY REDWOOD)		INDUSTRY NETWORKING EVENTS	
	THE PARTNER FIRST DAY		GPO EXCELLENCE LAB: S2P & P2P GPO EXCELLENCE LAB: O2C SERVICE DESIGN & EXPERIENCE LAB AGENTIC AI SHOWCASE LAB HR & PEOPLE SERVICES LAB			
TUESDAY, 19TH MAY	WORKSHOPS A1-A8	WORKSHOPS B1-B8	THE BIG IDEAS STAGE THEME 1: VALUE	SPLIT PLENARY THEME 1: VALUE	WELCOME DRINKS RECEPTION	
				MATURITY STAGES		FOUNDATIONAL CAPABILITIES (LAUNCHING & TRANSITIONING) SERVICE & SCOPE EXPANSION GBS REINVENTION AI & DIGITAL TRANSFORMATION
PAVILION STAGE: THE INNOVATION STUDIO						
WEDNESDAY, 20TH MAY	THE BIG IDEAS STAGE THEME 2: SERVICES	FUNCTIONAL STAGES	THE BIG IDEAS STAGE THEME 3: CAPABILITIES	SPLIT PLENARY THEME 2: SERVICES	SPLIT PLENARY THEME 3: CAPABILITIES	
				FINANCE END-TO-END TRANSFORMATION		CHANGE AND STAKEHOLDER MANAGEMENT CLINICS
				HR & PEOPLE SERVICES		
				PROCUREMENT, CATEGORY MANAGEMENT & SUPPLY CHAIN		CHAMPAGNE ROUNDTABLES (LIMITED ATTENDEES)
		GBS LEADERS CLUB (INVITE-ONLY, HOSTED BY EY)			SSOW AWARDS GALA DINNER	
			GBS LEADERS CLUB (INVITE-ONLY, HOSTED BY EY)			
PAVILION STAGE: THE INNOVATION STUDIO						
THURSDAY, 21ST MAY	THE BIG IDEAS STAGE THEME 4: EXPERIENCE	SIZE-BASED STAGES		SPLIT PLENARY THEME 4: EXPERIENCE	SITE TOURS	
				SMALL & MID-SIZED SHARED SERVICES		
				TALENT, SKILLS & LOCATION STRATEGIES		
				NAVIGATE YOUR GBS CAREER		
PAVILION STAGE: THE INNOVATION STUDIO						

# THE FUTURE OF GBS IS ON THE LINE: CHALLENGING VALUE FROM THE OUTSIDE-IN

*Revolutionising The Big Ideas Stage for 2026*

SSOW Europe has long empowered GBS and shared services organisations to learn, benchmark and grow together. By 2026, though, the real value of our community must extend far beyond that. The rise of agentic AI poses an existential challenge to our model, one which demands far more than an adjusted approach to value creation. Several high-profile examples of GBS disbandment prove that even the most mature organisations are not immune to the pressure of the moment.

Given that context, the mandate for SSOW 2026 is bold: to **re-imagine the future of GBS and shared services by challenging its value from the outside-in**. That means seeing our purpose not through operational silos, but through the eyes of customers, internal and external alike. This year, we reject the echo chamber, inviting the ultimate owner of GBS to take to the Big Ideas Stage to tell our community what they need from the GBS organisations of tomorrow. The goal is to provide a platform for you to **build service models that are future-proof and aligned to a definition of enterprise value that can thrive in the agentic age**.

## Here are the questions that top our agenda:

- What does the customer of tomorrow look like for GBS? And what are the new expectations for GBS leaders?
- How will AI and shifting geopolitics redefine value creation over the next decade?
- Why should GBS own or at least influence large scale AI adoption?
- As GBS gains scale and influence, where is the tipping point – and when does “bigger” risk becoming too big?



**Cathy Gu**  
 Event Director  
 SSOW Europe



**Amy Garrod**  
 Senior Conference Producer  
 SSOW Europe

“In the realm of shared services and GBS, we are not just a community; SSON helps to ensure we are the pinnacle of innovation and collaboration. Your conference stands unrivalled, bringing together the brightest minds for thought-provoking discussions and groundbreaking ideas.”

Global Finance Operations,  
 Services Enablement Lead,  
 Nielsen IQ



# BUSINESS LEADERS JOINING **SSOW EUROPE TO CHALLENGE GBS VALUE**

Value is not defined by GBS, but by the business itself. For the first time, we will welcome business leaders to the SSOW stage to not only define value and share their expectations but also challenge what GBS is truly bringing to the business.

**Join these business leaders on The Big Ideas Stage:**



**Iwona Sikora,**  
 SVP & GM EMEA,  
**Iron Mountain**



**Gunter Van Craen,**  
 Chief Digital and  
 Information Officer,  
 Member of the ExCo,  
**Bekaert**



**Caroline Basyn,**  
 Chief Digital and  
 IT Officer,  
**The Adecco Group**



**Madeleine Roach,**  
 Executive Vice President,  
 Head of Business  
 Operations,  
**Sanofi**



**Reto Sahli,**  
 SVP and Chief  
 Information Officer,  
**HAVI**



# WHAT CAN YOU EXPECT AT SSOW EUROPE 2026?

**FOUR** critical themes will run across the Big Ideas and Split Plenary stages:  
**Value, Services, Capability, Experience**



## VALUE:

Moving beyond cost efficiency to unlock tangible business value in process excellence, insights, innovation and growth enablement.



## SERVICES:

Refining service categories, expanding scope and modernising service excellence as a cornerstone of GBS strategy.



## CAPABILITY:

Building competitive advantages in Continuous Improvement, Change & Project Management, Automation and Agentic AI.



## EXPERIENCE:

Reimagining customer, stakeholder and employee experience to elevate GBS to the next level.

# SSOWOMEN LEADERSHIP DAY

Monday 18th May | 8.00AM - 1.00PM, **SSOW Europe opens with a half-day programme dedicated to women in leadership.** This is more than a series of sessions. It is a powerful experience to break barriers, build confidence, elevate your career and amplify your influence in the industry.

*Here's what awaits you:*

- **The power of self-advocacy:** learn how to speak up, get noticed, and negotiate what you're worth with clarity and courage.
- **Quick-match mentorship:** connect with mentors and peers to accelerate your professional growth.
- Explore the evolving qualities of modern female leaders and how to **lead with authenticity** and impact.



**“I’d like to send a special thank you for including the dedicated Women’s Day and female-led sessions. I’ll be honest - I never imagined how powerful it could be to gather in a women-only space. It brought a genuine sense of sisterhood and mutual support that stayed with me long after the sessions ended.”**

Head of Business Performance Management, Boehringer Ingelheim

**Turn to pages 18 - 20 for the full SSOWomen Day agenda →**

**EY** Shape the future  
with confidence

# GBS LEADERS CLUB

Wednesday 20th May | 11.00AM - 5.30PM  
VIP Lunch 1.00PM - 2.00PM

On Wednesday, we invite you to the renowned EY GBS Leaders Club Executive Track, often considered one of the highlights of the conference. In a “GBS family style” atmosphere, a limited number of 50 selected GBS and Transformation leaders of renowned GBS organisations come together in an interactive format where leaders can express, discuss and debate their viewpoints and explore different approaches on the selected topics with their peers.



**Maria Saggese**  
GBS Solution Lead  
Partner Global & EMEA  
**EY**



**Niklas Oldiges**  
Finance & GBS Practice  
Lead Partner Europe West  
**EY**

# WHAT CAN YOU EXPECT AT SSOW EUROPE 2026?

We understand the importance of offering actionable insights you can immediately put into practice - and that's exactly what the tailored stages at SSOW Europe 2026 are designed to deliver.



The **Foundational Capability Stage** is here to stay, equipping you with the building blocks for shared services success..



A revamped **People & HR Services Stage** covering the most people-centric service and experience challenges.



Small, medium, or large - each shared services organisation faces unique challenges. Join the **size-based stages** to zoom into key challenges that matter to you the most!



Expanding our **functional focus** beyond finance and HR into **procurement & supply chain**, to cover the end-to-end enterprise operations spectrum.



A brand new **Agentic AI Showcase Lab** brings practical applications of AI to the forefront.



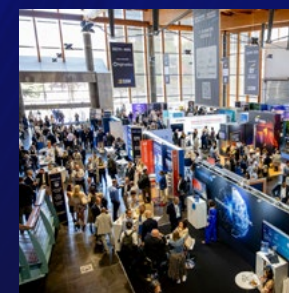
The **Pavilion Stage** is expanding! Learn from the most innovative GBS organisations and ecosystem partners as they share real and practical insights.



Expanded **GPO Excellence Labs**, providing best practices in achieving end-to-end excellence in P2P, O2C, R2R.



Join revamped **Champagne Roundtables** for tailored and high-impact interactive discussions.



Back for year two, our **Partner First Day** continues our commitment to connecting the entire ecosystem, supporting our supplier partners as they build holistic approaches to the operating model and AI enablement.

# SSOW 2026 WORLD CLASS SHARED SERVICES & GBS SPEAKERS

*Brand New Voices & Perspectives:*



**Alessandro De Luca,**  
 Group CIO and Head of  
 Digital Enterprise Solutions,  
**Merck Group**



**Annette Hamann, COO,**  
 Head of Global  
 Enterprise Solutions,  
**Merck Group**



**Joerg Mimmel,**  
 Executive Vice President of  
 Global Business Services,  
**Bosch**



**Priyaranjan Jha,**  
 SVP, Head of Global  
 Business Services,  
**Iron Mountain**



**Iwona Sikora,**  
 SVP & GM EMEA,  
**Iron Mountain**



**Madeleine Roach,**  
 Executive Vice President,  
 Head of Business Operations,  
**Sanofi**



**Edvinas Katilius,**  
 VP Global Business  
 Solutions (GBS),  
**Philip Morris International**



**Anjali Singh,**  
 Global Business  
 Services Head,  
**Ericsson**



**Gunter Van Craen,**  
 Chief Digital and Information  
 Officer, Global Shared  
 Services Leader and  
 Member of the ExCo,  
**Bekaert**



**Pascal Biderbost,**  
 Vice President of Global  
 Finance Services, & Poland  
 Centre Head,  
**Smith & Nephew**



**Varun Nagalia,**  
 Senior Vice President, Digital  
 Workplace, HR Tech &  
 Intelligent Automation, India  
 Digital Hub,  
**IKEA**



**Markus Martens,**  
 MD International Business  
 Services,  
**Fressnapf International  
 Business Services**



**Christian Rodriguez,**  
 Senior Director, GBS,  
**Duracell Global Business  
 Services**



**Jennifer Chard,**  
 CEO, Defence Business  
 Services & SRO for Corporate  
 Services Modernisation,  
**Ministry of Defence**



**Eduardo Serrano,**  
 Global Head of  
 Shared Services,  
**Sulzer**



**Laura Rejon Perez,**  
 SVP Global Business Services,  
**Repsol**



**Jan Derek Gill,**  
 Head of Change  
 Management &  
 Communication, Digital  
 Enterprise Solutions,  
**Merck Group**

**“The organisation was flawless, and the agenda was packed with insightful sessions led by industry experts. I particularly appreciated the opportunities for networking, which allowed me to connect with like-minded professionals and share best practices.”**

Director Strategy and Business Development GBS, Robert Bosch

# Brand New Voices & Perspectives:



**Marcel Mertens,**  
 Head Strategic Sourcing &  
 Partner Management,  
**ABN AMRO Bank N.V**



**Vanessa Rechter,**  
 Vice President, Global  
 Business Services,  
**Copeland**



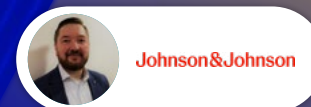
**Markus Rieder,**  
 SVP Finance Transformation  
 and Business Services,  
**Swissport**



**Alexandru Grigoreanu,**  
 Head of RBFS (Retail Banking  
 & Financial services),  
**Societe Generale Global  
 Solution Centre India &  
 Romania**



**Alexandre Pinheiro,**  
 Vice President WBS Global  
 Head,  
**Webasto Group**



**Bohumil Riha,**  
 EMEA Procurement Regional  
 Delivery Lead,  
**J&J Global Services**



**Marcel Bruognolo,**  
 Regional Vice President,  
 Global Shared Services Centre  
 EMEA and ASPAC,  
**Hyatt Hotels Corporation**



**Alexander Jochinger,**  
 CEO Engie GBS,  
**ENGIE**



**Jennifer Glenn Rondelo,**  
 GBS Capabilities Manager,  
**SLB**



**Justyna Kierska**  
 Vice President, Global GBS,  
**Barry Callebaut Group**



**Przemyslaw Blacha**  
 Head of Global Procurement  
 Delivery & Center of  
 Excellence,  
**Lufthansa Group Business  
 Services**



# Back By Popular Demand: SSON Community Trailblazers & Advisory Board Members:



**Caroline Basyn,**  
 Chief Digital and IT Officer,  
**The Adecco Group**



**Saskia Poelman,**  
 SVP GBS,  
**adidas**



**Jackie Crockford,**  
 VP, Global Business Services,  
**AstraZeneca**



**Sumit Mitra,**  
 CEO,  
**Tesco Business Solutions**



**Bill Jolly,**  
 SVP Global Business Services,  
**Bayer AG**



**Phil Priest,**  
 Head of GBS,  
**Rolls-Royce**



**Manoj Kalra,**  
 Global Head of Convatec  
 Business Services,  
**Convatec**



**Sarunas Suiptis,**  
 EVP,  
**Citco Fund Services**



**Cristina Nicoleta Apetrei,**  
 Chief of Staff of the CEO,  
**Societe Generale Global  
 Solution Centre**



**Rob Bullen,**  
 Group Head of Global  
 Business Services,  
**British American Tobacco**



**John O'Shea,**  
 Global Business Services (GBS)  
 General Manager,  
**Solvay**



**Pawel Kalinowski,**  
 Head of GBS Strategy and  
 Service Management,  
**Organon**



**Salvatore Russo,**  
 Head of Strategy,  
 Global Business Services,  
**AstraZeneca**



**James David,**  
 GBS Strategy Director,  
**AstraZeneca**



**Mohit Bhatia,**  
 Former SVP & Head of Maersk  
 Global Service Centers,  
 Senior Advisor,  
**CMA-CGM GBS**



**Vladimiro Ferreira,**  
 Head of Automation CoE,  
 and IT Services,  
**SEG Automotive**



**Fausto Grelli,**  
 Head of Enterprise Service  
 Management,  
**McDonald's**



**Rahul Malhotra,**  
 Global Shared Services  
 and Business  
 Transformation Leader,  
**EPTA Group**

**“A highly enjoyable event that was very well organised. From professional relevant speakers, networking opportunities, understanding best practices and more, it inspires us to keep innovating to ensure our GBS is impactful to our business success.”**

Head of Business Operations, Nokia

# Back By Popular Demand: SSON Community Trailblazers & Advisory Board Members:



**Nathaniel Eaton,**  
 Group SVP Global Business Services,  
**Adecco Group**



**Asko Vainio,**  
 Project Director, GBS implementation,  
**Fiskars Corporation**



**Richard de Moucheron,**  
 Global Business Services (GBS) Vice President,  
**SLB**



**Wojciech Tatys,**  
 GBS Transformation Lead,  
**Warner Bros. Discovery**



**Sandy Khanna,**  
 VP MGS Finance,  
**Mars Global Services**



**Steve Rudderham,**  
 Head of Global Business Services,  
**Carrier**



**Frank Schüller,**  
 Managing Director Global Service Center,  
**DHL Global Forwarding and Freight**



**Nikhil Gawde,**  
 Head of Strategy & Planning,  
**DHL Global Forwarding And Freight**



**Jakub Wojdat,**  
 Senior Director Finance / Global Head of Finance Shared Services,  
**TE Connectivity**



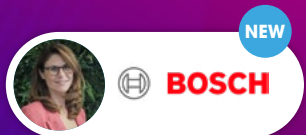
**Emma Beaumont,**  
 SVP GBS Change and Transformation,  
**Rolls-Royce**



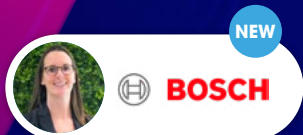
**Sebastian Schweitzer,**  
 VP - Head of Business Process Management, GBS Process Management,  
**Fresenius Kabi**



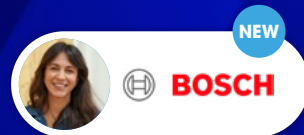
# Dedicated People & HR Solutions Leaders:



**Sabine Weihbrecht,**  
 Head of HRS-EU & Service  
 Center Manager,  
**Bosch**



**Aude Lirzin,**  
 HR Shared Services  
 Group Manager,  
**Bosch**



**Ana Luís Pereira,**  
 People Acquisition Campus  
 Group Leader,  
**Bosch**



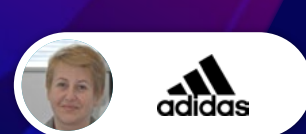
**Claudia Petrocchi,**  
 Vice President - Employee  
 Experience & Services,  
**CSL**



**Pete Saunders,**  
 Director of People Services,  
**Rolls Royce**



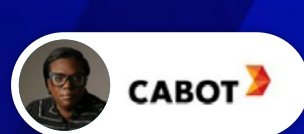
**Leonardo Marinelli,**  
 Global Head of HR  
 Services & Solutions / HR  
 Transformation Leader,  
**Clariant**



**Laura Pui Moldovan,**  
 Director HR Operations,  
**adidas**



**Andreas Mayer,**  
 Director Employee  
 Experience & Operational  
 Excellence,  
**ING**



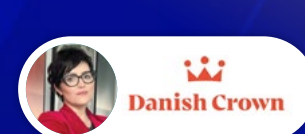
**Nadia Hutchinson,**  
 Senior Director, Global HR  
 Services and Operations,  
**Cabot Corporation**



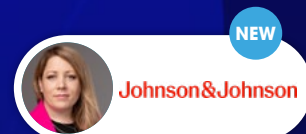
**Amith Kumar,**  
 Associate Director  
 - People Services,  
**Tesco Business Solutions**



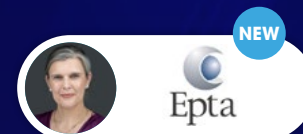
**Magdalena Warda,**  
 Executive Director, Global  
 People Services,  
**Carrier**



**Katarzyna Jarek-Utnicka,**  
 Head of People & Culture,  
 HR, People & Culture,  
**Danish Crown**



**Bea Hrinova,**  
 GS HR Business Solutions  
 Head of EMEA,  
**Johnson & Johnson**



**Éva Csatlós,**  
 Group HR BSC Director  
 & Country HRBP,  
**EPTA Group**



**Ioana Mihalache,**  
 Chief People Officer,  
**Efficacy**



**Anna Wijatkowska,**  
 EMEA HR Business  
 Services Director,  
**PPG**

**"It was great to connect with colleagues  
 from other companies and exchange;  
 networking was the biggest asset of the  
 event."**

VP HR People Services, Infineon



# Dedicated GPO & Process Leaders:



**Rafał Duda,**  
 Director, Global Process  
 Owner O2C,  
**Smith+Nephew**



**Andras Kohl,**  
 Head of Finance Business  
 Services - Central Europe,  
**Tesco Business Solutions**



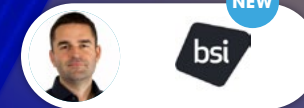
**Andreas Amrein,**  
 Global Process Owner and  
 Global Process Delivery  
 Lead P2P,  
**AkzoNobel**



**Tracey Bentley,**  
 O2C GPO,  
**Atkins**



**Natalia Miętek-Staszewska,**  
 IT&D Business Process  
 Owner - RTR,  
**Reckitt**



**Tomislav Todorović,**  
 R2R GPO,  
**BSI**



**Sara Cattaneo,**  
 Head of Procure to Pay  
 Process Excellence and  
 Digitalization,  
**ABB**



**Sibel Ibram,**  
 Value Realisation Office Lead  
 Record to Report,  
**BAT**



**Vasco Monteiro,**  
 P2P BPO Global Lead,  
**Sodexo**



**Samir Kazi,**  
 Head of Transformation &  
 Transitions | Global Process  
 Owner - Source to Pay,  
**Clariant**



**Mike Asberg,**  
 Global Process Owner,  
 Source to Pay,  
**The Kraft Heinz Company**



**Gabriela Stanakova,**  
 Sr Director, GBS Global  
 Source-To-Pay (STP) Global  
 Operations,  
**Kimberly-Clark**



**Aleksandra Brzeska,**  
 R2R Global Process Owner  
 at Global HQ,  
**ISS**



**Pieter de Bruijn,**  
 VP Accounting EMEA,  
**Digital Realty**



**Zoltán Nánási,**  
 R2R Global Process Owner,  
**Veolia Water Technologies  
 & Solutions**



**Monika Miksáková,**  
 Finance Director - GPO,  
**Adient**



**Radu Bailau,**  
 Head of Procurement  
 Governance and  
 Digitalization  
 | Global Process Owner,  
**AMMEGA**



**Damilola Atoyegbe,**  
 Finance Manager, EMEA  
 Regional Process Owner C2C,  
**Baxter International Inc**



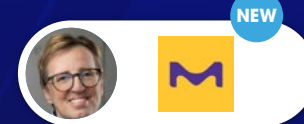
**Richard Varga,**  
 Global Lead to Cash  
 Transformation,  
**Mars**



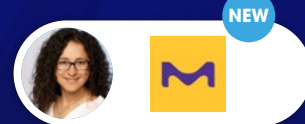
**Mauro Portela,**  
 Managing Director of Global  
 Master Data Stewardship and  
 Operations,  
**Danone**



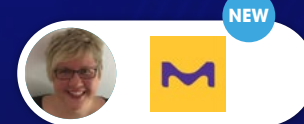
**Piotr Zych,**  
 S2P Global Transformation  
 Lead & EMEA FSC Site  
 Director,  
**TE Connectivity**



**Anke Steffen,**  
 Functional Solution Lead  
 Accounting and Finance,  
**Merck Group**



**Michaela Benner,**  
 Global Process Owner R2R  
 General Accounting,  
**Merck Group**



**Tanja Scheuermann,**  
 Transformation Lead Finance,  
**Merck Group**

# SSOWomen Leadership Day Speakers



**Natalie Goffin,**  
 Head of People Solutions,  
**Takeda**



**Carol Roncagliolo,**  
 Head of Global Shared  
 Services,  
**Barnes Group**



**Ana Martins,**  
 Head of GBS,  
**Syensqo**



**Katarzyna Zalewska,**  
 Bruker Business Support  
 Center Director,  
**Bruker**



**Ksenija Šetlere,**  
 Head of GBS Business  
 Performance,  
**Boehringer Ingelheim**



**Natalie Oetama,**  
 Head of Global  
 Business Services,  
**AkzoNobel**



**Malgorzata Figaszewska,**  
 Director Finance and  
 Transformation, Global SSC,  
**Franklin Templeton**



**Constanze Nuesperling,**  
 Snr VP GBS Transformation,  
**Friedhelm Loh Group**



**Dorit Shami Mendelovich,**  
 Head of GBS India & Finance  
 GBS (Sr. Director),  
**Teva Pharmaceuticals**



**Mira Viswanathan,**  
 Interim Programme Director -  
 Business Services,  
**PIB Group**



**Irina Ciucioi-Badea,**  
 Global Executive Leader



**Maria Luisa Manca,**  
 GBS Head of Product Supply  
 & GBS Advisory,  
**Bayer**



**Aneta van den Kieboom,**  
 Senior Vice President, Head  
 of Global Shared Services,  
**RHI Magnesita**



**Deborah Kops,**  
 Founder and Principal,  
**Sourcing Change**



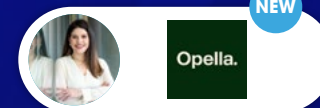
**Nadine Fischer,**  
 Global Director Strategy,  
 Governance and  
 Compliance GBS,  
**Adidas**



**Dorota Zablocka,**  
 Head of global business  
 services EMEA,  
**Randstad Enterprise**



**Caroline Basyn,**  
 Chief Digital and IT Officer,  
**The Adecco Group**



**Mariana Souza,**  
 Head of Budapest Hub,  
**Opella**



**Julie Ayres-Smith,**  
 Global Finance Lead GBS,  
**Copeland**



**Elisa Adriana Vintila,**  
 Global Head of  
 Transformation and Transitions  
 - Financial Business Services,  
**Allianz Services**

**“The conference was exceptionally well organised, with a thoughtfully curated agenda and a lineup of outstanding speakers. The presentations and discussions were not only highly relevant to current industry challenges but also genuinely inspiring.”**

Chief Operations Officer, Toluna

# World-Class GBS Solution Providers, Partners & Thought Leaders



**Maria Saggese,**  
 GBS Solution Lead  
 Partner Global & EMEA,  
**EY**



**Dominik Loerts,**  
 Partner, Technology  
 Consulting (Data &  
 Analytics),  
**EY**



**Christian Willenbruch,**  
 Director, Finance  
 Transformation Lead,  
**EY**



**Ankit Singla,**  
 Director, UK&I Consulting,  
**EY**



**Niklas Oldiges,**  
 Finance & GBS Practice  
 Lead Partner Europe West,  
**EY**



**Aaron Veach,**  
 Executive Director, EMEA  
 Finance Transformation,  
**Redwood**



**Dan French,**  
 CEO,  
**Consider Solutions**



**Steve Fox,**  
 Process Excellence  
 Leader,  
**Consider Solutions**



**Atul Vashistha,**  
 Chairman and CEO,  
**Aokah**



**Jean-Claude Charpenet,**  
 Associate Partner of Sales  
 Europe,  
**Sidetrade**



**Jeremy Leleu,**  
 Chief Revenue Officer  
 (CRO),  
**Trustpair**



**Chris Kier,**  
 Solutions Engineer,  
**Redwood Software**



“Innovation and real-life use cases that span the industry beyond the hype!”

Founder, GBX Consulting



# OLYMPIC CHAMPION LINFORD CHRISTIE TO INSPIRE SSOW EUROPE ATTENDEES WITH KEYNOTE ON SPEED, FOCUS AND EXCELLENCE

SSON is pleased to announce that Linford Christie, Europe's greatest ever 100-metre sprinter and Olympic gold medallist, will join SSOW Europe 2026 as the Big Ideas Keynote speaker, sharing powerful insights on speed, focus and excellence.

Renowned for his precision, discipline and ability to perform under pressure, Christie will draw clear parallels between elite sprinting and modern shared services organisations – where pace, agility and execution are critical to success. His keynote will explore how leaders and teams can build a winning mindset and sustain high performance in competitive environments.

Christie claimed Olympic gold in the 100 metres at the Barcelona 1992 Games and enjoyed an exceptional 17-year international career. His achievements include winning an astonishing six European Cup titles in 1994, and ultimately holding eleven European and World Cup titles across the 100m and 200m disciplines and setting the European record time of 9.87 seconds – making him the only European sprinter to break the ten-second barrier.

Beyond the track, Christie has played a significant role in developing the next generation of athletes through his coaching and youth engagement work. He has coached multiple Olympic medallists and historically co-founded Street Athletics, a long-running community programme designed to identify and nurture young sprinting talent.

At SSOW Europe 2026, Christie's keynote will inspire the GBS and shared services community to rethink performance, resilience and momentum, demonstrating how lessons from the world's fastest sport can translate into sharper decision-making, greater operational speed and more effective transformation delivery.




# WITH THANKS TO OUR SSOW 2026


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**KONE**



**I left energized by the bold vision and shared ambition of our global GBS community.**

Head of GBS VP, JT International SA

# MONDAY 18TH MAY

## SSOWomen Leadership Day

### 08:30 REGISTRATION & NETWORKING BREAKFAST FOR SSOWOMEN LEADERSHIP DAY

### 09:30 CHAIR'S WELCOME & SSOWOMEN LEADERSHIP DAY - THE POWER OF THREE

Come prepared to write down:

- One skill you aim to gain
- One connection you hope to make
- One learning you wish to share

**Deborah Kops**, Founder and Principal, **Sourcing Change**



### 09:45 EMPOWERING WOMEN IN GBS: THE POWER OF SELF-ADVOCACY

In the fast-evolving world of GBS, women often encounter gaps in promotion, visibility, power, networking, and influence. This panel discussion will address these challenges head-on and provide practical strategies to help you take control of your career trajectory.

Join us as we uncover the barriers that limit advancement and share actionable insights to raise your profile, expand your network, and communicate with authority.

**In this session, you will learn to:**

- Enhance Visibility: Showcase your achievements so your contributions are recognised and valued
- Build Powerful Networks: Create connections that open doors for collaboration and growth
- Influence with Confidence: Speak like a leader – communicating with clarity, authority, and impact
- Lead with Presence: Learn how to show up with confidence and authenticity, making your leadership presence natural and impactful

Leave inspired and ready to champion yourself – and give back to those who supported you, creating a cycle of empowerment and mutual growth.

**Carol Roncagliolo**, Head of Global Shared Services, **Barnes Group**

Moderator: **Maria Saggese**, GBS Solution Lead Partner Global & EMEA, **EY**



### 10:20 PANEL DISCUSSION: BUILDING A PIPELINE FOR GROWTH - DIVERSIFYING YOUR WORKFORCE

Finding people who bring fresh ideas, perspectives, and the right energy isn't always the hard part; creating places where they're seen, supported, and able to grow can be just as challenging. Too often, our legacy ways of working unintentionally keep doors closed to those who could make us stronger. This discussion is about how we can all do better. We'll talk honestly about what gets in the way, what's working, and how to build a culture where everyone belongs and can see a future for themselves.

- Recognise bias and where it hides, and change the way you hire
- Create spaces where mentorship and belonging come naturally
- Set goals that hold you accountable, and inspire others to do the same

At the end of the session, you will define three tangible first steps that you will take to better build a diverse workforce.

Panel members include:

**Natalie Goffin**, Head of People Solutions, **Takeda**

**Dorit Shami Mendelovich**, Head of GBS India & Finance GBS (Sr. Director), **Teva Pharmaceuticals**

**Mira Viswanathan**, Interim Programme Director - Business Services, **PIB Group**



# MONDAY 18TH MAY

## SSOWomen Leadership Day

### 10:55 HOW TO FIND & USE MENTORS: QUICK-MATCH LAB

In this interactive session, you will be split into mentors and mentees (you choose). This session begins with an overview of the role of a mentor and how you can make the most out of the right mentor. You will then have the opportunity to match with 3 potential mentors/mentees, to help you build trust-based relationships that drive long-term professional growth and visibility.

- Identify the right mentor by aligning career goals and expertise
- Accelerate development by setting clear, measurable mentoring objectives
- Strengthen relationships by building mutual trust and accountability
- Maximise results by transforming mentorship insights into tangible action

Ana Martins, Head of GBS, Syensqo



### 11:15 NETWORKING BREAK

### 11:45 PANEL DISCUSSION: THE EVOLVING QUALITIES OF MODERN & FUTURE FEMALE LEADERS

Leadership expectations are changing thanks to globalisation, hybrid work, and technological disruption, which demand adaptability and authenticity. Yet, women still face visibility and confidence barriers in senior roles. This panel explores how resilience, empathy, and purpose-led leadership empower women to drive transformation and inclusivity across shared services and GBS.

- Strengthen influence by leading with authenticity and vision
- Build trust by balancing empathy with accountability
- Enhance visibility by communicating impact confidently
- Inspire teams by modelling inclusive leadership behaviours
- Create your own personal brand and be recognised as a leader in the GBS space

Panel members include:

**Katarzyna Zalewska**, Bruker Business Support Center Director, **Bruker**  
**Ksenija Šetlere**, Head of GBS Business Performance, **Boehringer Ingelheim**  
**Natalie Oetama**, Head of Global Business Services, **Akzonobel**  
**Maria Luisa Manca**, GBS Head of Product Supply & GBS Advisory, **Bayer**



### ROUNDTABLE DISCUSSIONS: EXPAND YOUR NETWORK

These roundtable sessions are designed to foster stronger connections amongst the female leaders in the shared services and GBS industry, providing an environment to share, learn and inspire.

#### THEME ONE: BUILDING ALLIES

**Julie Ayres-Smith**, Global Finance Lead GBS, **Copeland**



#### THEME TWO: LEADING WITH AUTHENTICITY

**Dorota Zablocka**, Head of Global Business Services EMEA, **Randstad Enterprise**



# MONDAY 18TH MAY

## SSOWomen Leadership Day

### 12:20 PANEL DISCUSSION: ADVANCING WOMEN IN AI AND TECHNOLOGY

AI and technology face a global talent shortage, yet women remain underrepresented due to systemic barriers, confidence gaps, and myths about talent scarcity. With IT remaining an isolated function, it is more crucial than ever to hire leaders who can communicate cross-functionally and effectively implement AI globally. This panel discussion explores how to recognise women's strengths, break cultural and structural barriers, and design effective upskilling and retention strategies.

- Build stronger pipelines by challenging the "women are hard to find" myth with targeted outreach
- Increase representation by redesigning recruitment and promotion practices for inclusivity
- Boost innovation by leveraging women's multitasking, efficiency, and collaboration strengths
- Strengthen retention by creating tailored upskilling and mentorship pathways

Moderator: **Elisa Adriana Vintila**, Global Head of Transformation and Transitions - Financial Business Services, **Allianz Services**

Panel members include:

**Malgorzata Figaszewska**, Director Finance and Transformation, Global SSC, **Franklin Templeton**

**Constanze Nuesperling**, Snr VP GBS Transformation, **Friedhelm Loh Group**

**Ana Martins**, Head of GBS, **Syensqo**

**Dorota Zablocka**, Head of Global Business Services EMEA, **Randstad Enterprise**



### THEME THREE: CAREER PATH

**Mariana Souza**, Head of Budapest Hub, **Opella**



### THEME FOUR: SUPPORTING YOUR PHYSICAL & MENTAL WELLBEING

**Irina Ciucioi Badea**, Global Executive Leader



### 12:50 REVIEW OF SSOWOMEN'S LEADERSHIP DAY - THE POWER OF THREE

For the last 10 minutes of the day, we will be bringing back those initial Power of Three statements from the first session and reflecting on our goals for the day. Next to your original answers, you will be asked to write down one answer for each and share these with your table.

As a final task, you will have to commit to one action that you will implement after SSOW Europe. Make sure you write it down, you never know when we might check-in to see the progress you've made.

**Deborah Kops**, Founder and Principal, **Sourcing Change**



### 13:05 NETWORKING LUNCH

# MONDAY 18TH MAY

## Excellence Labs GPO, Service Design, Agentic & People Services

	<b>GPO EXCELLENCE LAB: S2P &amp; P2P</b> Chair: Dan French, CEO, Consider Solutions	<b>GPO EXCELLENCE LAB: O2C</b> Chair: Julie Ayres-Smith, Global Finance Lead GBS, Copeland	<b>SERVICE DESIGN &amp; EXPERIENCE LAB</b>	<b>AGENTIC AI SHOWCASE LAB</b> Chair: Jay Desai, Vice President, IT Infrastructure & Operations, JTI	<b>HR &amp; PEOPLE SERVICES LAB</b> Chair: Anna Wijatkowska, EMEA HR Business Services Director, PPG
<b>14:00</b>	<p><b>TRANSFORMING PROCURE-TO-PAY: AKZONOBEL'S DATA-DRIVEN JOURNEY TO GLOBAL PRODUCTIVITY AND VALUE</b></p> <p>This session shares the end-to-end transformation of AkzoNobel's Procure-to-Pay landscape: How a new finance automation software implementation supported the journey from fragmented SAP systems and invoice workflows, low on-time payment performance, and a BPO-driven setup to a single global I2P application with higher automation and productivity. It will highlight how standardized processes, integrated technology, and a data-driven operating model enabled continuous automation improvements, data-based value cases for the P2P organisation.</p> <p><b>Andreas Amrein</b>, Global Process Owner and Global Process Delivery Lead P2P, <b>AkzoNobel</b></p> 	<p><b>PANEL DISCUSSION: WHAT DOES END-TO-END REALLY LOOK LIKE FOR A GPO?</b></p> <p>As businesses push for seamless, end-to-end process ownership, the role of Global Process Owners (GPOs) remains under scrutiny. But what does end-to-end really look like from a strategic perspective? This Panel will discuss how to truly deliver an end-to-end strategy, aligning goals and KPIs that strive for real process efficiency and not functional success.</p> <ul style="list-style-type: none"> <li>• Drive true process ownership by aligning GPOs with enterprise-wide objectives, not just GBS KPIs</li> <li>• Break down silos by establishing models that connect GPOs with business stakeholders</li> <li>• Gain executive buy-in by demonstrating how end-to-end ownership improves efficiency and outcomes</li> </ul> <p>Moderator: <b>Ankit Singla</b>, Director, UK&amp;I Consulting, <b>EY</b>                      Panel members include:  <b>Rafat Duda</b>, Director, Global Process Owner O2C, <b>Smith+Nephew</b>  <b>Monika Miksáková</b>, Finance Director - GPO, <b>Adient</b>  <b>Andras Kohl</b>, Head of Finance Business Services - Central Europe, <b>Tesco Business Solutions</b>  <b>Mariana Souza</b>, Head of Budapest Hub, <b>Opella</b></p>     	<p><b>KEYNOTE PANEL: SERVICE MANAGEMENT AS THE NEXT FRONTIER OF SHARED SERVICES TRANSFORMATION</b></p> <p>As Shared Services and GBS organisations evolve from transactional service providers to strategic value enablers, their Service Management model must transform accordingly — and that brings a series of organisational, technological, and cultural challenges. Join this keynote panel to understand the why, the how and the path forward for service management.</p> <ul style="list-style-type: none"> <li>• Why does service management matter now?</li> <li>• Designing a standardised service management framework by striking a balance between global standards and local flexibility</li> <li>• Measure what matters: articulate and quantify the shift from efficiency metrics to business outcomes and customer experience</li> <li>• What will define service excellence in the next five years?</li> </ul> <p>Panel members include:  <b>Lizzy Bowling</b>, Executive Director, Head of Strategy and Service Management Global Business Services, <b>Astellas Pharma Europe</b>  <b>Sebastian Schweitzer</b>, VP - Head of Business Process Management, GBS Process Management, <b>Fresenius Kabi</b></p>  	<p><b>THE BUSINESS CASE FOR AGENTIC AI BEYOND COST EFFICIENCY: RISK, SPEED AND COMPETITIVENESS</b></p> <p>While cost efficiency has traditionally been the primary driver for adopting automation in shared services, these metrics are too narrow to capture the real value of Agentic AI. Join this session to hear how pioneering organisations are rethinking AI implementation through the lens of risk reduction, operational speed, and market competitiveness.</p> <ul style="list-style-type: none"> <li>• How can Agentic AI be leveraged to ensure compliance and minimise human error?</li> <li>• Speeding up decision-making through agentic automation</li> <li>• Building a comprehensive business case for Agentic AI focusing on broad business value beyond cost and efficiency</li> </ul> <p>Panel members include:  <b>Frank Schüller</b>, Managing Director Global Service Center, <b>DHL Global Forwarding and Freight</b></p> 	<p><b>CASE STUDY: BEYOND SERVICE DELIVERY - THE EXPANDING ROLE OF HR SHARED SERVICES IN ENTERPRISE TRANSFORMATION</b></p> <p>Enterprise-wide transformations have become the norm, demanding new levels of agility from HR. Leaders must balance efficiency with employee expectations and requirements through times of change. Traditional HR Shared Services models, centred on cost and process, are no longer sufficient. Explore CSL's ongoing journey to expand the HR function—building capabilities that fuel business transformation and workforce growth, while progressively moving beyond service delivery toward becoming a strategic partner.</p> <ul style="list-style-type: none"> <li>• Laying the groundwork for better employee experiences by increasingly putting people, not processes, first</li> <li>• Progressively elevating HR's role by positioning HRSS as a growing partner in enterprise change</li> <li>• Beginning to leverage synergies within the extended shared services environment to embed an operational excellence mindset and prepare for scalability</li> </ul> <p><b>Claudia Petrocchi</b>, Vice President - Employee Experience &amp; Services, <b>CSL</b></p> 

# MONDAY 18TH MAY

## Excellence Labs GPO, Service Design, Agentie & People Services

14:30

### PANEL DISCUSSION: EVOLVING THE GPO ROLE IN P2P AUTOMATION - DRIVING END-TO-END VALUE THROUGH STRATEGIC PROCESS OWNERSHIP

As digital transformation accelerates across finance and procurement, the role of GPOs is expanding from standard-setters to strategic enablers. In the context of P2P automation, GPOs face the challenge of unifying fragmented workflows, overcoming legacy system limitations, and fostering cross-functional collaboration. This session will explore how GPOs can harness automation and data-driven insights to lead true end-to-end process transformation, delivering not just efficiency, but measurable business value.

- Shifting from compliance enforcement to strategic ownership of the full P2P lifecycle
- Aligning automation initiatives with enterprise priorities to maximise value creation
- Embedding continuous improvement by leveraging real-time analytics and AI-driven workflows
- Building stakeholder trust through transparency, measurable KPIs, and outcomes that support business growth

Panel members include:

**Sara Cattaneo**, Head of Procure to Pay Process Excellence and Digitalization, **ABB**  
**Piotr Zych**, S2P Global Transformation Lead & EMEA FSC Site Director, **TE Connectivity**



### CASE STUDY: GLOBAL ERP MIGRATION - STRATEGIES FOR SUCCESSFUL IMPLEMENTATION

Implementing a new ERP system across a multinational organisation is one of the most complex transformation journeys a business can undertake. Standardising operations while driving adoption requires thoughtful rollout strategies, strong change management, and consistent executive support. In this session, discover the practical lessons learned from leading a multi-region Oracle ERP migration spanning the UK, Middle East, Canada, and Asia-Pacific.

- Achieve smoother rollouts by phasing deployments regionally
- Drive adoption by tailoring change management to cultural contexts
- Ensure standardisation by aligning global processes early
- Secure buy-in by engaging executives and local leaders

**Tracey Bentley**, O2C GPO, **Atkins**



### EVOLVING SERVICE DELIVERY MODELS TO ENHANCE

This discussion explores the shift toward modern operating models anchored on service management that blend centralisation, shared capabilities, and global frameworks to better support business growth and expectations.

- How can organisations balance centralisation with the need for local autonomy when designing modern service-delivery operating models?
- What shared capabilities create the most value in evolved service-management frameworks, and how should they be prioritised?
- In what ways can global service-management frameworks improve business agility and customer experience without increasing operational complexity?

### CASE STUDY: DRIVING 8X ROI WITH PROCESS INTELLIGENCE IN GBS

Over the past two years, Fresenius Kabi's GBS organisation has transformed its operations by embedding Process Intelligence at the core of its strategy, realizing an EBIT impact of roughly eight times the license cost. Join this session to hear the journey, lessons learned and key insights into how they set up for success.

- Sharing how Kabi GBS implemented Process Intelligence and scaled adoption across teams and processes
- Achieving ~8x ROI through EBIT impact - what drove this success
- Shift of focus and priorities from analysis to design and implementation
- Learnings from the Use Cases: AP (duplicate checker, OCR quality), AR (dispute aging), R2R (days to close, intercompany match rate), and more
- Future Outlook: Piloting GenAI for PO confirmations - where process intelligence meets AI

**Sebastian Schweitzer**, VP - Head of Business Process Management, GBS Process Management, **Fresenius Kabi**



### CASE STUDY: THE LIVING HR ECOSYSTEM - BUILDING SMART, SCALABLE, AND SELF-LEARNING HR IN A GLOBAL WORLD

Global HR is evolving. Efficiency has taken us far, but in a world of constant change, stability alone is no longer enough. The next frontier is adaptability: building HR systems that grow stronger through disruption, connect global consistency with local flexibility, and continuously learn from data and people. In this session, explore how to design a living HR ecosystem, one that combines strong process roots with flexible structures, intelligent automation, and a culture where growth and learning take root. Join us to discover how to move from efficient operations to truly adaptive, future-ready HR.

- Build scalability by creating a strong, standardised core of global backbone processes
- Enable agility through flexible structures that bend, not break, when priorities shift
- Empower people by using automation and AI as amplifiers of human capability
- Sustain growth by cultivating a culture that learns, connects, and evolves over time

**Sabine Weihbrecht**, Head of HRS-EU & Service Center Manager, **Bosch**  
**Aude Lirzin**, HR Shared Services Group Manager, **Bosch**  
**Ana Luís Pereira**, People Acquisition Campus Group Leader, **Bosch**



# MONDAY 18TH MAY

## Excellence Labs GPO, Service Design, Agentive & People Services

15:00

### CASE STUDY: STANDARDISING & SCALING INVOICE AUTOMATION & E-INVOICING UP TO 85%

Global P2P leaders face mounting complexity as governments mandate diverse e-invoicing models, each with unique technologies and unclear responsibilities between buyers and sellers. At the same time, GPOs must scale automation, onboard suppliers effectively, and balance global standards with local compliance. This session explores how shared services can navigate fragmented regulations, drive automation from 65% to 85%+, and build a sustainable framework for supplier collaboration and technology enablement.

- Improve compliance by creating a global governance framework while enabling local execution
- Boost automation rates by standardising processes and reducing exceptions
- Enhance supplier adoption by building dedicated onboarding and support teams for smoother e-invoicing transition
- Mitigate risks by clarifying buyer vs. seller responsibilities and ensuring audit readiness

**Vasco Monteiro**, P2P BPO Global Lead, Sodexo



### CASE STUDY: MAXIMISING THE GPO IMPACT TO STREAMLINE PROCESSES AND PREVENT CASH LEAKAGE

Achieving end-to-end process efficiency requires a deep understanding of the impact across the Order to Cash (O2C) cycle and identifying reasons for underperformance. This session will explore how Mars has transformed their GPO role from an operational focus to strategic leadership, aiming to identify and prevent revenue loss both internally and externally. Leverage insights from process mining tools to continuously integrate improvements into the organisations GPO framework. Discover the importance of a holistic view of your organisations processes in identifying areas of lost revenue. Uncover best practices for developing policy and process frameworks that ensure sustained cash flow improvements.

**Richard Varga**, Global Lead to Cash Transformation, Mars



### PANEL DISCUSSION: USING TECHNOLOGY TO REINVENT SERVICE EXPERIENCE

GBS organisations are transforming rapidly as digital platforms and automation reshape expectations. This panel explores how integrated technologies, intelligent workflows, and data-driven operations are redefining service delivery and generating measurable value across the enterprise.

- How organisations are connecting core platforms to streamline workflows and create unified service experiences
- Sharing examples of AI-driven automation delivering faster resolutions, predictive support, and insights on what worked and what to avoid
- How to measure value from digital service investments through productivity gains, reduced ticket volumes, cost savings, and improved satisfaction

### PANEL DISCUSSION: BUILDING AI-NATIVE OPERATIONS

The development of agentive AI provides opportunities for organisations to completely rethink their operations, from enterprise tech stack to develop agent-driven experience layers that enable intelligence and agility across the organisation. Join this pioneering session to explore how industry leaders are moving towards this bold future:

- Building administrative agents for tasks such as payroll calculations, incentive accruals, and approval process whilst keeping human in the loop
- Evolving agents from task executors to orchestrators to develop end-to-end workflows
- Shifting the experience and productivity layer toward AI marketplaces instead of traditional tech stacks
- What does the future of AI-native operating model look in reality?

Panel members include:  
**Jonny Pellegrino**, Vice President, Head of Shared Business Services, HUMAIN



### INTERACTIVE DISCUSSION GROUP: ENHANCING THE EMPLOYEE EXPERIENCE THROUGH AI-DRIVEN TALENT MANAGEMENT

The world of work is changing fast. Employees are struggling to stay ahead, career paths are uncertain, and engagement drops when development is unclear. In this discussion group, you'll explore how to enhance the employee experience through smart, AI-powered solutions that personalise learning, spot skill gaps, and guide people into roles where they can shine.

- Work together to identify skill gaps by leveraging AI-driven analytics
- Personalise learning paths by deploying adaptive AI learning platforms
- Enhance internal planning/forecasting by matching employees to roles with AI recommendations
- Improve engagement and retention by using AI for real-time insights and recognition
- Forecast future skill needs by analysing trends with predictive AI models

15:30 AFTERNOON BREAK

# MONDAY 18TH MAY

## Excellence Labs GPO, Service Design, Agentie & People Services

16:00

### PANEL DISCUSSION: THE GPO DILEMMA - OWNING THE PROCESS: STRATEGY, DELIVERY, OR BOTH

The Global Process Owner role often straddles two worlds: shaping the future of Procure-to-Pay or ensuring flawless day-to-day execution. This panel examines the tension between strategy and delivery, highlighting the risks of leaning too far in one direction. Gain insights from diverse perspectives on where GPOs create the most value, and how to shape the role to fuel transformation, build operational trust, and deliver lasting business impact.

- Define the mandate: Distinguish between strategic leadership and delivery ownership
- Drive design excellence: Know when to step back from operations to elevate process design
- Secure operational trust: Decide where accountability should sit to strengthen outcomes

Panel members include:  
**Samir Kazi**, Head of Transformation & Transitions | Global Process Owner - Source to Pay, **Clariant**  
**Mike Asberg**, Global Process Owner, Source to Pay, **The Kraft Heinz Company**  
**Radu Bailau**, Head of Procurement Governance and Digitalization | Global Process Owner, **AMMEGA**  
 Moderator: **Gabriela Stanakova**, Sr Director, GBS Global Source-To-Pay (STP) Global Operations, **Kimberly-Clark**



### CASE STUDY: EXTENDING YOUR PROCESS OWNERSHIP TO THE REST OF THE ORGANISATION

The GPO role doesn't just look at process improvement; a crucial skill is the ability to manage these changes from end-to-end. If you can't get your teams onside to want to change, then you'll be facing an uphill battle from the start. Baxter International, recently transitioned from a shared services to a GBS model, with a focus on standardising data for improved financial visibility, enhancing agility, and aligning the global business with organisational goals. A key enabler of this transformation were the GPOs, who provided oversight, managed change effectively, and defended critical decisions. Though transformation is never easy, Baxter's dynamic and knowledgeable approach has ensured a smooth transition to GBS. This session explores how to effectively manage change globally and ensure that your key stakeholders are bought into these decisions, for a smooth and successful transformation.

- Enhance financial visibility by standardising data and eliminating inconsistencies across global operations
- Ensure a smooth transformation by leveraging GPOs for oversight and decision-making
- Minimise disruption by implementing structured change management strategies and clear communication
- Strengthen credibility in decision-making by equipping leaders with the knowledge and tools to drive transformation effectively

**Damilola Atoyegbe**, Finance Manager, EMEA Regional Process Owner C2C, **Baxter International Inc.**



### A MINI WORKSHOP TO DEMYSTIFY SERVICE MANAGEMENT: FRAMEWORKS, PRINCIPLES AND BEST PRACTICES

This workshop offers a comprehensive framework for designing, implementing and optimising service delivery leveraging strategic service management principles. Join the session to gain insights into the four critical stages of service management: Strategy Definition, Operating Model Design, Service Transition, and Operational Execution. Join Salvo and James to hear practical approaches for creating standardised service catalogues, implementing effective pricing models and establishing robust service level agreements, highlighting the below key steps:

- Taxonomy and service design strategies
- Knowledge capture and process documentation
- Continuous improvement methodologies
- Leveraging technology for service optimisation
- Workforce augmentation and upskilling

**Salvatore Russo**, Head of Strategy, Global Business Services, **AstraZeneca**  
**James David**, GBS Strategy Director, **AstraZeneca**



### EMBEDDING AI READINESS: BUILDING DATA LITERACY, FUTURE-READY SKILLS AND A TRANSFORMATION MINDSET

Embedding AI readiness across the organisation means cultivating data literacy, upskilling the workforce and fostering a transformation mindset at every level. Easier said than done, join this session to hear how you can accelerate in these key areas, highlighting some of the success stories where 80% of workforce are trained on AI literacy.

- Identifying new roles and skills as legacy tasks are automated
- Develop technical and soft skills needed to work effectively alongside AI tools and system
- Developing a culture that embraces experimentation, continuous learning, and change resilience
- Align workforce development, change management and AI strategy into a unified roadmap
- Lessons learned: what we got right, what we'd do differently

**Alexandru Grigoreanu**, Head of RBFS (Retail Banking & Financial services), **Societe Generale Global Solution Centre India & Romania**  
**Frank Schuler**, Managing Director Global Service Centre (GSC), **DHL Global Forwarding And Freight**



### FIRESIDE CHAT: DRIVING TOWARDS A SKILLS-BASED ORGANISATION

With the pace of change accelerating, the traditional experience-based talent model is no longer sufficient. Future-ready organisations need to base people decisions on skills more than jobs, and having a scalable, manageable, and more equitable way of operating. A skills-based organisation turns talent management on its head, redefining and reimagining every talent practice to be based more on skills than on jobs and setting a new direction for the future of work: agile, tech-enabled and democratised. This is no longer a vision, but a mission and reality set in motion within pioneering GBS organisations.

- Building a skills-based organisation to be able to anticipate and effectively respond to new capability building initiatives
- Shift the focus from jobs to skills – what are the key steps?
- Redeploying resources impacted by the automation of transactional activities and processes

Moderator: **Anna Wijatkowska**, EMEA HR Business Services Director, **PPG**

**Ioana Mihalache**, Chief People Officer, **Ephicacy**



# MONDAY 18TH MAY

## Excellence Labs GPO, Service Design, Agentic & People Services

16:30

### BREAKING THE BOTTLENECK: HOW SAMUEL, SON & CO TRANSFORMED SUPPLIER EXPERIENCES WITH AI

Strong growth and a 170-year legacy left the AP team at Samuel, Son & Co. overwhelmed and frustrated. With 100+ supplier emails per day and a team stretched thin, supplier responses were often rushed, and inquiries frequently escalated to management. The breakthrough came when they implemented AI, specifically AI-powered supplier responses. In this session, project lead and Manager of Financial Shared Services, Dana Frape, shares their story, delving into:

- Responding to vendors in real-time utilizing AI
- Test-smart, go-live carefully: How to overcome internal resistance
- The impact and results of the project
- AP as a testbed for broader AI implementations

**Dana Frape**, Shared Services Manager, **Samuel, Son & Co**



### CASE STUDY: BUILDING AND IMPLEMENTING AND O2C GPO ROLE: A PRACTICAL JOURNEY

Creating a GPO role from scratch can feel like stepping into the unknown. In this case study session, hear the practical journey of setting up an efficient and effective GPO function. Learn how to define the role, prioritise early wins, build governance, and embed standards that stick, turning a blank slate into a function that drives clarity, efficiency, and measurable results across your global O2C operations.

- Define the GPO role clearly to set expectations from day one
- Identify and deliver high-impact first-year priorities
- Build governance that supports consistent O2C processes
- Standardise and streamline operations for efficiency

### PANEL DISCUSSION: SCALING AGENTIC AI: ROADMAP, GOVERNANCE AND ECOSYSTEM INTEGRATION

Most GBS organisations remain in pilot stage, with only a small fraction scaling Agentic AI in production. Moving to scale requires more than technology - it demands governance, skills and change leadership. This session provides a roadmap for shifting from experiments to enterprise adoption, supported by benchmarks.

- How can Agentic AI help extend the value of existing RPA investments?
- What are the biggest blockers to scaling Agentic AI beyond pilot projects?
- How are organisations overcoming the limitations of RPA with unstructured data?
- What does a successful roadmap to enterprise-scale Agentic AI adoption look like?

**Vladimiro Ferreira**, Head of Automation CoE, and IT Services, **SEG Automotive**



### PANEL DISCUSSION - RESKILLING & UPSKILLING GBS TO KEEP PACE WITH THE SPEED OF AI

By 2030, it's expected that half of today's entry-level corporate roles could disappear as Agentic AI reshapes the workforce. For shared services and GBS organisations, it's not just about keeping pace with fast-moving technology; it's about enabling employees to be agile, adaptive, and ready for the future. Success will depend on embedding continuous learning and reskilling strategies that enable teams to adapt, evolve, and deliver higher-value services in an AI-driven world.

- Design continuous learning pathways that prepare teams to shift into higher-value roles as automation scales
- Harness AI-enabled learning platforms to deliver personalised, fast, and scalable training across global operations
- Engage employees early in the transformation journey to drive adoption, reduce resistance, and build confidence
- Use workforce skills data to guide redeployment, hiring, and career development decisions across shared service

Panel members include:

**Pete Saunders**, Director of People Services, **Rolls Royce**

**Leonardo Marinelli**, Global Head of HR Services & Solutions / HR Transformation Leader, **Clariant**

**Laura Pui Moldovan**, Director HR Operations, **adidas**



17:00

### DAY 1 DRINKS RECEPTION



# MONDAY 18TH MAY

## *R2R Leaders Event (Invite Only)*



### Who should attend?

If your organisation relies on SAP, you know the challenges of slow closes, fragmented data, and outdated tools. This workshop will show how Redwood automates reconciliations, journal entries, and intercompany across SAP systems — helping you achieve faster, more accurate closes. Redwood also connects to non-SAP where needed, but the spotlight is on transforming SAP Finance.

#### 14:00 R2R EFFICIENCY MIRAGE RESEARCH FINDINGS

##### Why finance believes it has automated — and why the close tells a different story

This opening session presents new global research examining the gap between perceived and actual Record-to-Report automation. It reveals where organisations believe automation is embedded, yet still rely on manual intervention, spreadsheets and late adjustments to complete the close. The session surfaces where R2R programmes stall, why fragmentation persists and what this means for leaders responsible for reliability, control and scale.

Presented by: **SSON Research & Analytics**

In collaboration with: **Redwood Software**

#### 14:30 JOURNALS ARE NOT THE WORK

##### What accruals, provisions and reclassifications really reveal about R2R health

This session reframes journals as signals of upstream breakdown, not finance activity to be optimised. It explores why high journal volumes persist even in “automated” environments and how accruals, provisions and reclassifications point to failures in timing, data and control design. The session shows how orchestration and preventative controls inside SAP reduce journals to true exceptions — improving close predictability, audit confidence and finance capacity.

Presented by: **Redwood Software**

**Aaron Veach**, Executive Director, Finance Automation, **Redwood Software**

**Chris Kier**, Solutions Engineer, **Redwood Software**



#### 15:00 CASE STUDY: FROM FRAGMENTED SAP TO SINGLE-PANE R2R

How to operationalise orchestration at global scale

This case study shows how one organisation moved from a spreadsheet-driven, fragmented SAP landscape to an SAP-native R2R platform that runs journals, reconciliations, intercompany and close tasks automatically and in sequence. This session demonstrates how execution was moved into SAP and surfaced through a single pane of glass across hybrid systems — replacing disconnected handoffs with a connected, auditable R2R flow.

The case focuses on the practical mechanics: how to standardise execution using global templates, embedded control gates, orchestrated journals and BSAR end-to-end, and preserved local ownership while enforcing consistent execution across regions.

Presented by: To Be Announced

# MONDAY 18TH MAY

## R2R Leaders Event (Invite Only)



### 15:30 AFTERNOON BREAK

#### 16:00 CASE STUDY: HOW MERCK IS TACKLING RECORD-TO-REPORT COMPLEXITY BY FIXING ACCRUALS AT THE SOURCE

As part of its Record-to-Report transformation, Merck Group confronted a hard truth: accruals had become one of the most manual, fragmented and effort-intensive parts of the close, driving complexity, rework and operational risk at global scale.

In this session, Merck shares how it assessed its R2R landscape alongside Redwood Finance Automation and implementation partner, and why accrual-related journal entries emerged as the primary source of close inefficiency. They explain where traditional automation approaches fell short, how balance sheet reconciliation made the true cost of manual accruals visible, and why simplifying accrual execution became the logical starting point for broader R2R transformation. This is a candid view of real decision-making, sequencing and in-flight progress.

##### Why attend

- Hear how Merck evaluated its Record-to-Report challenges and set priorities
- Understand why accrual journals drove disproportionate manual effort and complexity
- Learn how balance sheet reconciliation surfaced structural issues such as fragmented ownership and late adjustments
- See why fixing accrual execution came before scaling automation across the close
- Take away practical insight into reducing R2R complexity without over-promising outcomes

**Anke Steffen**, Functional Solution Lead Accounting and Finance, **Merck Group**  
**Michaela Benner**, Global Process Owner R2R General Accounting, **Merck Group**  
**Tanja Scheuermann**, Transformation Lead Finance, **Merck Group**

#### 16:30 PANEL DISCUSSION: ENABLING AI-READY R2R Preparing the close for what comes next

The closing panel explores how AI and advanced automation can be successfully introduced into Record-to-Report — and why their impact depends on strong foundations across process, control and data. Rather than debating AI's role, the discussion focuses on how organisations can prepare their R2R environments to benefit from it safely and at scale, without destabilising the close.

Panelists will discuss how journal discipline, BSAR integrity, orchestration and standardisation create the conditions for AI to add real value in finance operations.

Panel Members to Be Announced

#### 17:15 END OF R2R LEADERS EVENT

Thank you for joining Redwood's R2R Leaders Event at SSOW Europe!

#### 17:30 PRIVATE DINNER FOR R2R LEADERS EVENT

# TUESDAY 19TH MAY

## Hands-On Workshops

**08:00** | **SSOW EUROPE 2026 REGISTRATION OPENS!**

**09:00** | **HANDS-ON WORKSHOPS A1 - A8 RUNNING CONCURRENTLY, PICK ONE TO ATTEND. (WORKSHOP A5-A8 DETAILS CAN BE FOUND ON THE NEXT PAGE)**

### WORKSHOP A1

#### DEVELOPING THE NEXT GENERATION OF GBS LEADERS: A MASTERCLASS

GBS organisations need a new breed of leaders, individuals who can move beyond operational excellence to drive enterprise-wide value creation and continuous transformation. This session explores the mindsets, capabilities, and leadership models required to future-proof GBS in an increasingly AI-disrupted environment.

- Defining the critical skills today's C-suites and boards expect from next-generation GBS leaders
- Identifying the capabilities required for GBS leaders to guide digital, data-driven, and AI-enabled organisations
- Building high-performance, future-ready teams through skills mapping, succession planning, and career pathways that attract and retain next-gen talent
- Embedding customer-centric leadership and enterprise-level influence
- Designing a leadership development roadmap and framework for GBS

**Sumit Mitra, CEO, Tesco Global Business Solutions**



### WORKSHOP A2

#### PRACTICAL WAYS TO ADOPT AGENTIC AI IN ORDER-TO-CASH AND ACCOUNTS RECEIVABLE TO DRIVE REAL BUSINESS IMPACT

Shared services O2C and AR teams face constant pressure to collect cash faster, reduce Days Sales Outstanding (DSO), and manage increasing invoice volumes without adding headcount. While most teams already rely heavily on automation, they still spend time manually managing exceptions and chasing follow-ups because most automation tools are rule-based and rigid, leading to incremental automation without real business value.

This workshop explores how Shared Services O2C and AR teams can adopt agentic AI to drive real business impact. It will cover where AI agents deliver the most value, how they integrate with existing systems, and how to maintain control and compliance. Attendees will leave with a clear understanding of how AI agents can reduce DSO and save time.

#### What You Will Learn

- Where agentic AI delivers the fastest impact across the O2C and AR lifecycle
- How AI agents work with your ERP, billing tools, and inbox workflows
- How to set up AI safely, with proper approvals, human-in-the-loop, audit trails, and rules for exceptions
- Real examples showing faster collections, lower DSO, and time saved for your team

**Rasmus Areskoug, CEO & co-founder, Paraglide**



### WORKSHOP A3

#### THE FUTURE OF FINANCE: FROM CUSTOMER TO CLOSE WITH AGENTIC AI

The next paradigm shift for the Office of the CFO is here: Agentic Financial Operations. This new operating model transforms static, periodic processes into a continuous, intelligent, and auditable system of orchestration.

This interactive workshop explores how to make Agentic Financial Operations a reality. We will introduce BlackLine Verity™, a comprehensive suite of trusted AI capabilities that delivers a new digital workforce organizations can use every day. We will demonstrate how to reframe your transformation strategy from the "outside-in," starting with the most critical and customer-facing processes to build momentum and drive immediate value.

- Starting from the Outside-In with Invoice-to-Cash (I2C): Deep-dive into how an AI-augmented workforce can transform the complex buyer-supplier relationship
- From Invoice-to-Cash Wins to Record-to-Report Impact: This is more than just simplifying reconciliations. We'll show how the intelligence and efficiency gained in Invoice-to-Cash, flow directly into the Record-to-Report cycle.
- Unifying Your Workforce with the "Automate, Assist, Human" Framework: See how a digital workforce of AI agents, directed by an AI team lead, can be applied in a practical framework

**Brian Morgan, Senior Director, Strategy and Go To Market - Invoice to Cash, Blackline**



### WORKSHOP A4

#### AGENTIC AI-EMPOWERED SERVICE MANAGEMENT: UNLOCKING THE NEXT LEVEL OF GBS MATURITY

As Global Business Services (GBS) organisations expand into broader functional scopes and deliver increasingly complex services, operating models and service management frameworks must evolve. Traditional workflows designed around ticket routing and reactive support are no longer sufficient. The rise of Agentic AI - AI that can act autonomously, make decisions, and execute work on behalf of users - is redefining how services are designed, orchestrated, and continuously improved.

This session explores how leading GBS organisations are harnessing Agentic AI capabilities to elevate service performance, reduce manual workload, and transform the employee experience.

- Redesign the Service Management Framework to connect processes, data, and journeys across a matrixed global organisation
- Establish business partnering roles and a unified "front door" experience enhanced by AI-driven guidance
- Deploy Agentic AI to transition from case handling to case prevention — resolving issues without tickets, anticipating client's service requests, orchestrating workflows end-to-end, and enforcing policy automatically
- Use predictive insights and autonomous performance steering to optimize SLAs, drive continuous improvement, and measure value creation in real time

**Fausto Grelli, Head of Enterprise Service Management, McDonald's**  
**Dominik Loerts, Partner, Technology Consulting (Data & Analytics), EY**  
**Maria Saggese, GBS Solution Lead Partner Global & EMEA, EY**



# TUESDAY 19TH MAY

## Hands-On Workshops

**09:00** | HANDS-ON WORKSHOPS A1 - A8 RUNNING CONCURRENTLY, PICK ONE TO ATTEND. WORKSHOP A1-A4 DETAILS CAN BE FOUND ON THE PREVIOUS PAGE

### WORKSHOP A5

#### DELIVERING TANGIBLE BUSINESS ADVANTAGE WITH AGENTIC AI

As the boundaries between human and machine intelligence overlap, the potential of Agentic AI to revolutionise Business Operations is becoming increasingly evident. This workshop will explore practical applications of Agentic AI within targeted functions, providing attendees with insights and strategies to harness its power to effect impactful transformation.

- Identify Agentic AI Use Cases: discover specific applications that can deliver tangible benefits within Shared Services organisations, such as automating document generation, improving customer service and optimising processes
- Promote security awareness: review privacy pitfalls to avoid with respect to purpose limitations and incorporate robust data governance with systematic reviews
- Overcome challenges: learn to address common challenges associated with Agentic AI implementation, including data quality, ethical considerations and workforce integration



### WORKSHOP A6

#### MASTERING E-INVOICING IMPLEMENTATION: LESSONS LEARNED AND BEST PRACTICES

This workshop will share key challenges and pitfalls encountered during e-invoicing projects. Join the session to hear practical insights on how to overcome key challenges from implementation hurdles to integration complexities.

- Typical challenges of e-invoicing implementation projects
- The obvious and not-so-obvious mistakes in early stages of implementation
- The reasons e-invoicing programmes are often more time-consuming than expected
- To what extent companies are employing additional resources (e.g. external advisors, extra staff) to complete implementations
- What to know about integrating with other systems to avoid common pitfalls

### WORKSHOP A7

#### GLOBAL PROCESS OWNERSHIP IN PRACTICE: TURNING END-TO-END AMBITION INTO MEASURABLE VALUE

End-to-End processes and Global Process Ownership (GPO) sit at the heart of most GBS and enterprise transformation strategies - yet many organisations struggle to move from aspiration to execution. This interactive workshop focuses on how to break through common structural, behavioural, and stakeholder barriers to deliver real end-to-end value.

- Understanding true end-to-end process context and the difference between process ownership and process orchestration
- Linking End-to-End processes to customer experience and measurable business outcomes
- Developing stakeholder segmentation, engagement models, communication cadence, and governance framework to make GPOs successful.
- Overcoming execution barriers with practical tools and effective strategy to execution plans

### WORKSHOP A8

#### A GAMECHANGER ON MINDSET ALIGNMENT TO DELIVER TRANSFORMATION IMPACT

Mindset change and alignment have been among the biggest challenges in any transformation journey. They are powerful forces that reshape how individuals and teams perceive challenges, opportunities and collaboration. This workshop will explore not only why mindset alignment matters, but also how to align thoughts, values and intentions to drive meaningful change and transformation.

- How to assess and evaluate the organisational mindset alignment in practice
- Are your leaders and employees sharing the same mindset when it comes to vision and progress?
- Leveraging mindset alignment to creates common language, expectations and mental models across the organisation

**Phil Priest**, Head of GBS, **Rolls-Royce**



**10:20** | NETWORKING BREAK/WORKSHOP SWITCH OVER



# TUESDAY 19TH MAY

## Hands-On Workshops

**11:00** | HANDS-ON WORKSHOPS B1 - B8 RUNNING CONCURRENTLY, PICK ONE TO ATTEND. (WORKSHOP B5-B8 DETAILS CAN BE FOUND ON THE NEXT PAGE)

### WORKSHOP B1

#### ACCELERATING FINANCE OUTCOMES BY REDUCING OPERATIONAL COMPLEXITY IN SSCs & GBS

SSCs and GBS organisations are at the center of growing transaction volumes, tighter timelines, and increasingly complex finance processes. While they may not always own the close, their role in enabling efficient, accurate, and scalable finance operations is critical. This interactive workshop explores how SSC and GBS leaders are reducing operational complexity across high-volume finance processes. Through real transformation experiences and peer discussion, participants will share practical lessons and ideas that can be applied across different service models and levels of maturity.

- How operational complexity shows up in SSC and GBS environments—and why it keeps growing
- Practical lessons from transformation journeys within high-volume finance operations
- The role SSCs and GBS teams play in enabling faster, smoother finance outcomes (even without owning the close)
- Peer discussion on simplification strategies that improve efficiency, control, and stakeholder confidence

**Jolente Habils**, Senior Solutions Consultant, **Trintech**

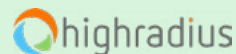


### WORKSHOP B2

#### LEVERAGING AUTOMATED & ASSISTED AI DRIVING VALUE IN THE OFFICE OF THE CFO

This workshop showcases how Autonomous Finance capabilities reduce manual effort, increase accuracy and free teams to focus on strategic initiatives. Attendees will see how automation and AI-guided insights work together to drive measurable business value.

- Understand where Automated vs. Assisted AI create the highest value in finance workflows
- Learn practical use cases across order-to-cash, credit, collections and forecasting
- Identify criteria for prioritizing AI opportunities and measuring ROI
- Develop a realistic roadmap for adoption, change management and scaling AI initiatives



### WORKSHOP B3

#### ORCHESTRATING YOUR FIRST OR NEXT CENTER WITH AI + HUMAN

Despite access to global talent, advisors, platforms, and proven models, many GBS and GCC initiatives underperform or stall. The root cause is rarely intent or intelligence; it is execution friction across strategy, location, talent, vendors, governance, and risk. This highly interactive session moves beyond slides and theory. Executives will work through real decisions, trade-offs, and failure points using Aokah's AI-powered execution model combined with human orchestration.

- Identify why most GCC/GBS setups fail within the first 24 months
- Leverage the five Aokah Wisdom Foundations to build resilient models: Program Wisdom, Geo Wisdom, Talent Wisdom, Ecosystem Wisdom, and Delivery Wisdom
- Reframe setup from a one-time project into a continuously governed capability by experiencing Service-as-Software in action
- Participate in small-group executive simulations to build a blueprint and see how different decisions compound risk or create optionality

**Atul Vashistha**, Chairman and CEO, **Aokah**  
**Hemant Puthli**, Chief Evangelist and Head of Product, **Aokah**



### WORKSHOP B4

#### DESIGNING FP&A CAPABILITIES IN GBS TO CREATE SCALE, IMPACT AND VALUE

As automation at scale is transforming finance processes and operating models, GBS should play an even more pivotal role to increase service scope and impact in non-transactional disciplines like FP&A.

Let's turn challenges into opportunities and share insights and opinions on how to develop FP&A capabilities in GBS, enable integration and standardisation of services and impress business stakeholder with value-adding services. We will focus our interactive exchange on key elements to increase functional efficiency and impact, including operating model elements and best practices for implementation:

- Understanding key opportunities and challenges when moving FP&A into a GBS environment
- Sharing extensive results from recent studies on service penetration, target operating models and best practices in implementation
- Discussing how GBS can enable maximum standardisation in FP&A while business stakeholders expect customisation

**Christian Willenbruch**, Director, Finance Transformation Lead, **EY**



# TUESDAY 19TH MAY

## Hands-On Workshops

**11:00 HANDS-ON WORKSHOPS B1 - B8 RUNNING CONCURRENTLY, PICK ONE TO ATTEND. (WORKSHOP B1-B4 DETAILS CAN BE FOUND ON THE PREVIOUS PAGE)**

### WORKSHOP B5

#### CONVICTIONS, PROVOCATIONS AND FRAMEWORKS FOR REINVENTING GBS IN 2026

Building on Everest Group's latest research, this workshop explores the evolving paradigm of the GBS sourcing models. Through a blend of forward-looking provocations and a practical sourcing-portfolio framework, delegates will uncover emerging trends, challenge traditional assumptions, and identify strategic opportunities to reinvent their GBS operating models.

- Learn how to build a balanced sourcing portfolio that integrates location strategy, vendor optimisation, and future-ready talent planning
- Challenge traditional GBS models and examine how shifting market forces are reshaping the value proposition
- Understand the strategic implications of AI, automation, and workforce transformation on sourcing, service delivery, and operating model design

**Shivi Pandey**, Practice Director, **Everest Group**  
**Rohitashwa Aggarwal**, Partner, **Everest Group**



### WORKSHOP B6

#### DEVELOPING EFFECTIVE PERFORMANCE MANAGEMENT METRICS

This workshop is designed to provide tangible insights on achieving service and operational excellence for finance shared services through effective performance management metrics

- Understand how KPIs can be used to monitor the efficiency of shared services functions like billing, payroll and accounts payable/receivable
- Developing and defining the most impactful GBS Process KPIs
- How to leverage the metrics to drive positive impact on automation and business outcome?
- How are we leveraging these metrics for strategy and digital transformation?

### WORKSHOP B7

#### DRIVING AP EXCELLENCE THROUGH TECHNOLOGY AND TRANSFORMATION IN SHARED SERVICE CENTRES

This workshop explores the best practices in AP automation and transformation. We will share real-life case studies and best practices to uncover the winning strategies for practical AP transformation.

- Understanding how shared services are developing internal tech competencies to improve processes, tech being used to expand the scope of existing processes (AP, compliance, payroll, purchasing, IT, etc.), and bringing tech and process as close as possible to ensure long-term improvements
- How SSCs can take a risk-averse and calculated approach towards embracing tech that drives innovation, unlocks opportunities (AML, KYC, Fraud, etc.), and maximises efficiency
- How accurate and powerful AI can act as a springboard to accelerate the evolution of SSCs
- What will SSCs of the future look like, and what role will they play?



### WORKSHOP B8

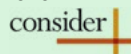
#### ACCELERATING DIGITAL & AI ENABLED TRANSFORMATION

The demand for speed, agility and demonstrable enterprise P&L impact of GBS and Shared Services has never been higher. We have delivered GBS cost savings through locations and wage arbitrage, but leadership regard these as "one and done". Enterprise-wide productivity remains a challenge. Expectations on AI and Agentic as "enterprise value-creators" are sky-high, and we need strategies and plans that will deliver genuine business impact at speed. Sharing experiences, tactics and tools with interactive discussions and exercises, this session will explore some of the opportunities and challenges in accelerating digital & AI-enabled transformation for the business at large. We will explore a practical approach to driving successful P&L and Working Capital impact for your stakeholders and an enhanced reputation for GBS itself.

#### The workshop will cover;

- Business Demands, Expectations and Barriers to Success
- Business Value & "What Does GOOD Look Like"
- Stakeholders and the "Coalition"
- Technologies and the Essence of Digital and AI Success
- The Data Foundations
- Human Factors and the Customer, Colleague Experience (CX)
- The Art of Execution
- 7 Habits of Highly Effective Digital Transformation

**Dan French**, CEO; Steve Fox, Process Excellence Leader, **Consider Solutions**



**12:20 LUNCH IN THE EXPO HALL: BUILDING YOUR SHARED SERVICES AND GBS NETWORK**

# TUESDAY 19TH MAY

## *The Big Ideas Stage, Split Plenary & Themed Stages*

**13:30** | **SSOW EUROPE 2026 GRAND OPENING: OPENING VIDEO & WELCOME FROM SSON!**

**13:40** | **CHAIR'S OPENING REMARKS**

**13:50** | **THE BIG IDEAS STAGE:**  
**KEYNOTE CASE STUDY: HARDWIRING GBS WITH TECH AND AI AT MERCK DIGITAL ENTERPRISE SOLUTIONS**

This keynote explores Merck Group's bold transformation journey, merging Global Business Services (GBS), Data & Digital, and IT organisations into a unified function: Digital Enterprise Solutions (DES). Join Alessandro and Annette to learn how this strategic integration is redefining expectations for Merck's 4,000 strong GBS workforce through technology, data, automation and process excellence.

- Breaking down organisational silos: what does it look like when you integrate corporate processes, clean data, AI and innovative technologies under one structure?
- How is Merck DES shifting the GBS focus on customer experience?
- Realigning global process excellence and automation initiatives to deliver the next level efficiency
- A holistic approach to drive change and ensure cross-learning and cultural alignment throughout the merge
- Looking ahead: what's next for Merck DES and the future of digital enablement

**Annette Hamann**, COO, Head of Global Enterprise Solutions, **Merck Group**



**14:15** | **THE BIG IDEAS STAGE:**  
**CIO PANEL: THE NEXT FRONTIER OF GBS LEADERSHIP - WHY CIOs ARE BECOMING THE NEW STEWARDS OF GLOBAL BUSINESS SERVICES**

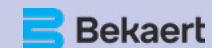
As technology takes centre stage in driving GBS maturity and evolution, CIOs are stepping into a strategic ownership role - architecting connected platforms, integrating AI and automation and unlocking the power of enterprise data to deliver new sources of value. This forward-looking CIO keynote panel will explore:

- How the GBS ownership model is evolving from finance-led to technology-enabled transformation
- The CIO's perspective on reimagining GBS as a digital, intelligent enterprise backbone
- Evolving the GBS delivery model and scaling AI adoption by reinforcing a critical partnership between CIOs, CFOs and CHROs in
- Building the future-ready operating model to deliver continuous innovation and new sources of enterprise value
- What potential challenges do CIOs face when leading next-generation GBS transformations?

**Caroline Basyn**, Chief Digital and Information Officer, **The Adecco Group**

**Gunter Van Craen**, Chief Digital and Information Officer, Global Shared Services Leader and Member of the ExCo, **Bekaert**

**Reto Sahli**, SVP and Chief Information Officer, **HAVI**



# TUESDAY 19TH MAY

## The Big Ideas Stage, Split Plenary & Themed Stages

14:45

### THE BIG IDEAS STAGE:

#### KEYNOTE PANEL: GBS 2036 - HOW AI AND GEOPOLITICS WILL RESHAPE THE NEXT DECADE OF VALUE CREATION

Over the next decade, AI and geopolitics will fundamentally redefine what value creation means for GBS organisations. The greatest advantage may no longer lie in being the fastest or the cheapest - but in being the smartest. At the same time, the global delivery network of GBS organisations is set to change rapidly from today's landscape. Join this forward-looking session to explore what the future might hold:

- Will the predicted 40% job displacement by AI become reality by 2036?
- How will the human-machine collaboration model evolve within the GBS structure?
- How will the global GBS footprint shift in the next decade? Where will the new delivery hotspots emerge?
- What is the optimal organisational design for the delivery model, including reporting lines and decisions around insourcing versus outsourcing?
- Sharing perspectives from the business on what value really means

**Edvinas Katilius**, VP Global Business Solutions (GBS), **Philip Morris International**  
**Nick Prangnell**, SVP, Global Business Services, **Smith + Nephew**  
**Alexander Jochinger**, CEO Engie GBS, **ENGIE**



Smith+Nephew



15:15

### THE BIG IDEAS STAGE:

#### WHY ARE CUSTOMER-CENTRIC SERVICE PORTFOLIO AND CATALOGUE ARE GBS'S GATEWAY TO THE FUTURE?

Service catalogue and portfolios are vital for GBS organisations, enabling them to communicate effectively with customers using a consistent taxonomy and language. This customer-centric approach enhances the perceived value of GBS offerings and improves customer experience. However, many GBS organisations face challenges due to poorly defined and inconsistently structured service catalogues that prioritise internal terminology over customer understanding. Whilst some GBS invest in creating these resources, they often neglect ongoing maintenance.

- The necessity of a well-defined service catalogue - serving as GBS's customer-facing "menu" - and a strategic service portfolio for effective service management
- Explore strategies for developing these resources and transitioning from reactive to proactive service delivery.
- By leveraging AI, GBS can better anticipate business needs, drive innovation and facilitate growth. Join us to discover how to create a more dynamic and responsive GBS

**Maria Saggese**, GBS Solution Lead Partner Global & EMEA, **EY**  
**Fausto Grelli**, Head of Enterprise Service Management, **McDonald's**



15:45

### NETWORKING BREAK

**“Sign up now. It’s one of the best investments you will make for the future.”**

VP & COO Global Finance Services, AstraZeneca

# TUESDAY 19TH MAY

## The Big Ideas Stage, Split Plenary & Themed Stages

### SPLIT PLENARY & MATURITY-THEMED STAGES BEGIN

#### 16:15 SPLIT PLENARY STAGE WITH THE RISE OF AUTOMATION - HOW CAN EUROPE REMAIN COMPETITIVE AS A LOCATION CHOICE?

With automation and AI upending global value chains at unprecedented speed, Europe must act now or fall behind mature GCC hubs such as India, where faster technology uptake, deeper talent pools, and stronger cost advantages are shifting the global balance.

- How automation is reshaping traditional cost and productivity advantages—and how the industry must reinvent itself to stay ahead
- Europe’s potential to compete through high-value innovation, sustainability and skilled labour
- The role of policy, infrastructure and education in creating a resilient industrial ecosystem
- Comparative perspectives on how India and Europe are adapting to the automation revolution

**Mohit Bhatia**, Former SVP & Head of Maersk Global Service Centers, Senior Advisor, **CMA-CGM GBS**  
**Cristina Nicoleta Apetrei**, Chief of Staff of the CEO, **Societe Generale Global Solution Centre**  
**Justyna Kierska**, Vice President, Global GBS, **Barry Callebaut Group**



#### 16:45 SPLIT PLENARY STAGE BREAKTHROUGH O2C WITH AGENTIC AI TO REDEFINE RISK, COLLECTIONS, DISPUTE & CASH APP

- Turning legacy O2C challenges into modernisation wins with Agentic AI
- Frictionless migration: reducing disruption with AI-driven onboarding & Agent’s guidance
- Continuous optimisation through intelligent diagnostics & predictive insights
- Boosting cash flow using autonomous collection strategies & data intelligence
- Scaling efficiently: AI-powered operations that grow without added headcount

**Jean-Claude Charpenet**, Associate Partner, **Sidetrade**



# TUESDAY 19TH MAY

## The Big Ideas Stage, Split Plenary & Themed Stages

16:15 MATURITY STAGES

### FOUNDATIONAL CAPABILITIES (LAUNCHING & TRANSITIONING)

#### REDEFINING CHANGE MANAGEMENT FOR THE DIGITAL AGE

The AI revolution reshapes the art and science of planning and delivering change. Embrace the future of change management by exploring how AI can streamline the execution of initiatives and empower your GBS teams to navigate change with confidence and clarity. This session aims to inspire you to apply the latest technological solutions to the most impactful use cases in the OCM field. Join us and learn practical strategies to accelerate change adoption while maintaining strong employee engagement:

- Leverage historical and real-time data to forecast change impacts and identify potential risks
- Use Natural Language Processing tools to analyse sentiment from surveys and communications, pinpointing areas of resistance and opportunities for more targeted messaging
- Enhance stakeholder engagement by automating routine queries and providing real-time support during transitions
- Using AI-driven insights, develop tailored strategies for different employee groups, ensuring that communications and training align with individual needs
- Streamline routine processes so that change managers can focus on strategic decision-making
- Build a Human-AI Partnership by learning best practices for integrating AI without losing sight of personal interactions

### SERVICE & SCOPE EXPANSION

#### CASE STUDY: DURACELL'S GEOGRAPHIC, FUNCTIONAL AND CAPABILITY EXPANSION - KEY LEARNINGS ON KNOWLEDGE TRANSFER, TALENT DEVELOPMENT AND STAKEHOLDER MANAGEMENT

From its established centre in Barcelona, Duracell is embarking on a strategic expansion with the launch of a new centre in Costa Rica, integrating additional functions and moving towards an end-to-end service delivery model. Join Christian as he shares the key learnings from this journey, including:

- Overcoming a culture of "abundance" to create a true transformation platform
- How not to lose focus when expanding geographically and functionally, and while maturing the delivery model
- Ensuring transformation success by focusing on knowledge transfer and talent development
- Building a flexible and scalable global service delivery model

### GBS REINVENTION

#### S4HANA AS THE CONERSTONE FOR GBS REINVENTION: DESIGNING THE ROADMAP TO SUCCESS

With the deadline for S4HANA transformation growing ever closer, organisations are evaluating their transformation strategies and how they can get the most out of this investment. This case study will explore how Syensqo are using this as an opportunity to redesign global processes and reach a new level of standardisation. This session will uncover how their S4HANA journey is tied to the goal of GBS taking on 50% of the organisations business services, ensuring that the whole business is bought into the roadmap.

- Leapfrogging with S4HANA: the journey towards globally standard processes and data - what are the key challenges and best practices?
- Aligning the operating model with standard global processes and enabling standard service management
- Focusing on customer experience and business engagement for a better outcome
- Driving effective change agenda to make go-live easy and frictionless
- Paving the road to digital GBS

Ana Martins, Head of GBS, Syensqo



### AI & DIGITAL TRANSFORMATION

#### HOLISTIC WORKFORCE MANAGEMENT WITH AI: RETHINKING LEADERSHIP, PROCESSES, AND SERVICE OUTCOMES

As organisations increasingly deploy AI and automation at scale, success depends less on technology and more on how these capabilities are managed as part of a holistic workforce. Sharing examples from finance shared services and customer operations, we examine where AI should sit between Business Unit IT (BUI) and shared services, and how best-of-breed versus best-of-suite strategies can unlock true end-to-end service outcomes.

- Managing AI like a workforce: training, learning loops, and accountability - shifting leadership focus from tools to service outcomes
- Why AI is fundamentally process-driven rather than IT-driven, and how effective collaboration between BUI and shared services is critical for success
- Best-of-Breed vs. Best-of-Suite Automation: Combining multiple automation and AI tools (e.g., agentic AI, intelligent document processing), with practical lessons from finance shared services use cases

Frank Schüller, Managing Director Global Service Centre (GSC), DHL Global Forwarding And Freight  
 Nikhil Gawde, Head of Strategy & Planning, DHL Global Forwarding And Freight



# TUESDAY 19TH MAY

## The Big Ideas Stage, Split Plenary & Themed Stages

16:45 MATURITY STAGES

### FOUNDATIONAL CAPABILITIES (LAUNCHING & TRANSITIONING)

#### DEVELOPING GBS OPERATING MODELS AND CAPABILITIES FROM THE GROUND UP TO ENABLE BUSINESS FLEXIBILITY AND SCALABILITY

- Key insights on the journey of launching GBS: which factors and elements are crucial for success?
- Developing a true multi-functional solution hub - all from scratch
- Creating value from day one: building service management, project management, operational excellence and other key capabilities
- Getting the culture right from the get-go

Panel Members Include:

**Vanessa Rechter**, Vice President, Global Business Services, **Copeland**  
**Pawel Kalinowski**, Head of GBS Strategy and Service Management, **Organon**



### SERVICE & SCOPE EXPANSION

#### EXPANDING SERVICE HORIZONS: EVOLVING FROM A TRADITIONAL BACK-OFFICE ROLE TO A VALUE ENABLING PARTNER

Evolving from a traditional back-office function to a value-enabling partner requires redefining service scope, leveraging technology, and aligning closely with business goals to drive measurable impact and strategic growth.

- Explore strategies to transition back-office operations into proactive, value-generating partners supporting core business objectives
- Leverage digital tools and analytics to provide actionable insights and enhance decision-making across the organisation
- Align services with business priorities to move beyond transactional support toward strategic influence and measurable outcomes
- Foster cross-functional collaboration and a culture of innovation to expand the service scope and demonstrate value
- Actively engaging with business units to identify their need

**Michael van der Steen**, Vice President  
 Cencora Business Services, **Cencora**



### GBS REINVENTION

#### EMBRACE YOUR JOURNEY TOWARDS AI EMPOWERED ORGANISATION

- Address the adoption barriers in GBS: trust in AI and operating model change
- Reinventing GBS capabilities that make AI "business-as-usual"
- Proof points of reinvention with "show-me" examples

**Paweł Płocki**, Managing Director, **Trumpf GBS**

**Robert Godziszewski**, Executive Business Director, **Adaptive Solutions Advisory Group**



### AI & DIGITAL TRANSFORMATION

#### PANEL DISCUSSION: FROM DATA CHAOS TO CLARITY - REAL-TIME INSIGHTS FOR AI FOUNDATION

Finance teams are under increasing pressure to manage ever-expanding data volumes while still delivering accurate, real-time insights. Clean, centralised, and intelligently structured data has become the backbone of modern finance transformation, fuelling automation, accelerating reporting cycles, and enabling more agile, data-driven decision-making. In this panel discussion, discover how live reporting and AI-enabled processes help organisations harness large, complex data sets, scale efficiently, and stay competitive in a rapidly changing environment.

- Unlock faster insights by storing, processing, and instantly accessing massive data sets
- Anticipate business needs by mining historical data to uncover patterns, trends, and predictive signals
- Optimise resources through dynamic, real-time reporting that allows teams to reallocate effort where it's needed most
- Ensure consistency and control by standardising data practices across systems, regions, and business units

Panel members include:

**Natalia Miętek-Staszewska**, IT&D Business Process Owner - RTR, **Reckitt**  
**Sibel Ibram**, Value Realisation Office Lead Record to Report, **BAT**  
 Moderator: **Pieter de Bruijn**, VP Accounting EMEA, **Digital Realty**



# TUESDAY 19TH MAY

## The Big Ideas Stage, Split Plenary & Themed Stages

**17:15** MOVING BACK TO THE PLENARY ROOM

**17:20** **THE BIG IDEAS STAGE:**  
**GBS IN DEMISE? IS THIS THE END OF GBS - OR ITS DEFINING MOMENT?**

In an anonymous interview, a former GBS leader issues a stark warning: "Global Business Services, as we know it, will cease to exist." We've heard such predictions before - but this time, the threat feels real. The rapid rise of AI, the collapse of labour arbitrage and the shift toward distributed, digital operating models are rewriting the rules of enterprise services. In this provocative session, we'll put GBS leaders under the spotlight — and under scrutiny. Senior business executives will challenge them with the hard questions they're already asking in boardrooms:

- As AI matures, do we still need GBS? Can automation, GenAI and self-service models deliver what shared services once promised?
- If labour arbitrage is gone, what's left? When talent can work from anywhere, does the delivery centre model still make sense?
- Has GBS delivered transformation (as they have been promising for years) - or just efficiency?

This is not a session for the faint-hearted. Expect uncomfortable truths, challenging dialogue and a forward-looking debate on whether GBS is in demise - or on the verge of its most important transformation yet.

**Rob Bullen**, Group Head of Global Business Services, **British American Tobacco**  
**Sumit Mitra**, CEO, **Tesco Global Business Solutions**  
 Moderator: **Jay Desai**, Vice President, IT Infrastructure & Operations, **JTI**



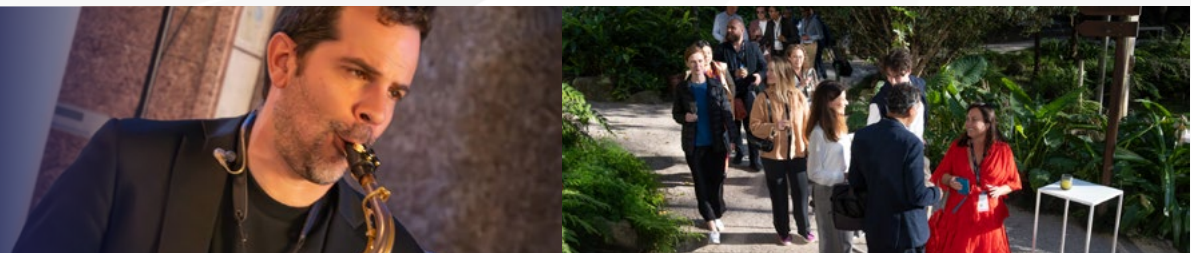
**17:50** **THE BIG IDEAS STAGE:**  
**SHARED SERVICES & GBS STATE OF THE INDUSTRY PRESENTED BY SSON RESEARCH & ANALYTICS**

In this session, SSON Research & Analytics will present the key trends from our 2026 Global State of the Industry report. We'll delve into critical topics such as the role of Global Business Services (GBS) as a talent hub, balancing the cost-value equation and the impact of automation and analytics. Additionally, we'll explore strategic location choices and the overall state of business services. Join us as we provide insights into these pivotal areas and discuss how we can elevate the industry to the next level.

**Tom Bangemann**, Head of Data, Development & Research, **SSON Research & Analytics**



**18:15** **SSOW 2026 WELCOME DRINKS RECEPTION & PARTY**



# WEDNESDAY 20TH MAY

*The Big Ideas Stage, Split Plenary, Themed Stages & GBS Leaders Club*

**07:30** BREAKFAST AND REGISTRATION

**08:45** TUESDAY HIGHLIGHTS FROM THE CHAIRS

**08:55** **THE BIG IDEAS STAGE:**  
**SHIFTING THE CONVERSATION FROM “WHAT WE DO” TO “WHY WE EXIST”: A BUSINESS LEADER’S PERSPECTIVE ON GBS EXPECTATIONS**

In GBS, the conversations are often about what we do and who we are. But the business leaders are asking different questions: why does GBS exist, and how is it delivering outcomes that truly matter to the enterprise? In this session, Iwona and Ranjan will bring together the voices of business and GBS leaders on stage. Rather than focusing on process for process’ sake, “end-to-end” or AI as an objective, this conversation will challenge how GBS can continuously raise the bar by delivering on margin expansion, innovation and revenue growth. All that while navigating the unique complexities of Europe’s fragmented regulatory and digital environment.

- Through the eyes of the business leaders: how evolving business challenges are continually redefining GBS requirements
- What does it mean for GBS to be accountable not only for efficiency, but also for innovation and revenue impact?
- How can AI and digital be positioned as means to an end rather than ends in themselves?

**Priyaranjan Jha**, SVP, Head of Global Business Services, **Iron Mountain**  
**Iwona Sikora**, SVP & GM EMEA, **Iron Mountain**

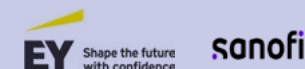


**09:20** **THE BIG IDEAS STAGE:**  
**A C-SUITE PANEL: CHALLENGING GBS VALUE FROM THE CUSTOMER AND BUSINESS PERSPECTIVE: HOW ARE WE DELIVERING ON THE VALUE CREATION PROMISE?**

Traditional service delivery models - with their clearly defined SLAs and KPIs - often create an “us versus them” divide. But here’s the hard truth: customers don’t care whether we sit in the front office or the back office. What they do care about, though, is value. That reality demands a radical shift - designing service models from the outside-in, led by customer value and enabled by end-to-end processes. Easier said than done, especially given the complexity of matrix organisations. This session offers a reality check, drawing on insights from the most experienced industry leaders, who are laser-focused on customer value as they reshape the future of service delivery.

- What are the organisational barriers holding back agility and simplicity?
- How does outside-in design power more effective end-to-end global models?
- What a truly next-generation architecture for global services could look like – encompassing technologies, capabilities, and operating principles needed for future-ready delivery?

**Madeleine Roach**, Executive Vice President, Business Operations, **Sanofi**



# WEDNESDAY 20TH MAY

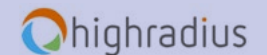
## *The Big Ideas Stage, Split Plenary, Themed Stages & GBS Leaders Club*

09:45

### THE BIG IDEAS STAGE: WHICH COMES FIRST: "LIFT AND SHIFT" OR "TRANSFORM"?

As organisations evolve toward a GBS model, leaders often face a strategic choice. Should they move process 'as-is' to a centralised hub first and transform later, or transform processes within the business before centralising them? Is there a right or wrong answer? What is the best approach for you? Join this leaders debate to hear merits and challenges to help you find the optimal path forward:

- What are the unique benefits and challenges for the "Life and Shift" vs "Transform First" approach?
- What organisational or cultural factors would influence your approach?
- How might technology readiness impact the choice?
- Could a hybrid model (transform some, centralise others) offer a balanced path?
- What metrics or outcomes would define success for each strategy?



10:15

### THE BIG IDEAS STAGE: OPERATIONALISING AI IN GBS TO ACCELERATE VALUE AND CAPACITY: ERICSSON'S PRACTICAL ROADMAP

Over the past three years, Ericsson GBS has gone through a profound global transformation, with deep AI seamlessly integrated with the technology stack and ecosystem. The journey began with building an integrated help desk, which went on to achieve 55% self-service adoption. A broader GenAI platform strategy has now been implemented to deliver agentic automation and decision intelligence across all functions and processes.

- A practical approach to build an AI-enabled GBS ecosystem - with measurable outcomes
- Achieving 60% automation rates and a 20-30% cost-out trajectory through initiatives like the end-to-end O2C transformation, agentic workflows for accounts payable auto-posting and data standardisation
- Operationalising AI through COEs, DevOps models and agentic support frameworks that create new roles and skill pathways
- Proving value and expanding capacity by incorporating the marketing hub under GBS

**Anjali Singh**, Global Business Services Head, **Ericsson**



10:45

### MORNING NETWORKING BREAK



# WEDNESDAY 20TH MAY

## The Big Ideas Stage, Split Plenary, Themed Stages & GBS Leaders Club

### SPLIT PLENARY, IDGS, MASTERCLASSES & PAVILION SESSIONS BEGIN

11:45

#### SPLIT PLENARY:

##### PANEL DISCUSSION: GBS LEADERSHIP IN AN AI-FIRST ERA: SHAPING DECISIONS FOR DISRUPTION

This panel will explore the pivotal role of GBS in navigating and shaping decision-making within an era of digital and AI disruption. Delve into strategies for harnessing the power of GBS to drive organisational success, amidst transformative technological advancements, and learn how GBS leaders are redefining their approaches to enable agile and informed choices.

- Embracing disruption: spearheading transformative initiatives to align decision-making processes with the digital-first landscape
- Agile strategies: uncovering innovative approaches to enable rapid and well-informed decisions in an ever-changing business environment
- Redefining GBS: reimagining roles, leveraging data-driven insights, and fostering collaboration to drive strategic outcomes

Panel members include:

**John O'Shea**, Global Business Services (GBS) General Manager, **Solvay**

Moderator: **Rifesh Gandhi**, SVP- Head of Client Services, **Infosys BPM**

SOLVAY

Infosys<sup>®</sup>  
BPM

12:10

#### SPLIT PLENARY:

##### BEYOND TECHNOLOGY: HOW SERVICE MANAGEMENT IS ENABLING GBS STRATEGY - A SMITH & NEPHEW CASE STUDY

Is service management still just a ticketing system for your organisation? Smith & Nephew's Global Business Services leadership is challenging this limiting view, positioning service management as a strategic core of their operating model. By expanding their team's skillsets beyond technical expertise, they are reimagining how service management can become a powerful strategic capability. Join Pascal to hear how they are embedding service management as a central GBS management system:

- Understand how to transition service management from a transactional model to a strategic management system
- Map out the full services scope to ensure that they are aligned with business objectives
- Learn strategies for building a service management team that goes beyond technical skills
- Discover how to use service management to redefine KPIs and therefore drive organisational transparency and customer experience

**Pascal Biderbost**, Vice President of Global Finance Services, & Poland Centre Head, **Smith & Nephew**

smith&nephew

12:35

#### SPLIT PLENARY:

##### BEYOND THE TOUCHLESS PLATEAU: HOW AGENTIC AI AUTOMATES THE TOUGHEST, MOST TIME-CONSUMING AP TASKS

Discover how this advanced technology goes beyond traditional touchless automation to deliver unprecedented efficiency, accuracy, and cost savings. Learn how Agentic AI plans and takes action autonomously, reduces errors, ensures compliance and provides valuable insights, all while scaling effortlessly with your business needs and growth. Join us to explore the next frontier of AP automation and to transform your financial operations.

**Markus Hübl**, CEO, **Springtime**

springtime  
TECHNOLOGIES

# WEDNESDAY 20TH MAY

*The Big Ideas Stage, Split Plenary, Themed Stages & GBS Leaders Club*

## FUNCTIONAL STAGES BEGIN

### 11:45 END-TO-END FINANCE TRANSFORMATION

#### DESIGNING THE NEXT-GEN FINANCE OPERATING MODEL: AGILITY, TALENT AND SERVICE EXPERIENCE

The finance GBS model is evolving to balance global standardisation with flexibility and responsiveness to business needs. This session explores how to design a future-ready finance organisation that combines process excellence, digital capability and enhanced user experience.

- Emerging trends in GBS operating models: hybrid, federated and lead-process designs
- How to balance global standardisation with agility for local market responsiveness
- Strategies for attracting and developing digital finance talent in a competitive market
- Designing service experience and performance models that elevate business satisfaction

Panel members include:

**Markus Rieder**, SVP Finance Transformation and Business Services, **Swissport**

**Nathaniel Eaton**, Group SVP Global Business Services, **Adecco Group**

**Jakub Wojdat**, Senior Director Finance / Global Head of Finance Shared Services, **TE Connectivity**

**Marcel Bruognolo**, Regional Vice President, Global Shared Services Centre EMEA and ASPAC, **Hyatt Hotels Corporation**



### HR & PEOPLE SERVICES

#### CASE STUDY: BUILDING A PEOPLE-FIRST CULTURE OF AGILITY IN SHARED SERVICES

Lasting change doesn't start with a new operating model or strategy; it begins with the people and culture that enable agility to flourish. For HR and People leaders in GBS, the challenge is to build environments where colleagues feel equipped and empowered to adapt, learn and contribute to ongoing transformation. This means embedding agility and resilience into the everyday employee experience, not just during moments of change. Outdated structures, legacy ways of working and resistance to change can slow progress and disengage talent. Explore how to cultivate a culture driven to unlock agility across shared services, enabling teams to thrive.

- Create the cultural foundations for agility by embedding continuous learning, experimentation and resilience throughout the workforce
- Break through resistance by aligning leaders, communicating openly and helping colleagues understand the purpose behind change
- Empower people at every level by encouraging ownership, enabling collaboration across teams and investing in skills for the future

**Natalie Goffin**, Head of People Solutions, **Takeda**



### PROCUREMENT, CATEGORY MANAGEMENT & SUPPLY CHAIN

#### BEYOND COST CONTROL: ROLES, BOUNDARIES, AND MODERN OPERATING MODEL FOR PROCUREMENT GBS

Procurement in GBS is evolving from a back-office cost centre to a strategic partner driving enterprise value. This evolution introduces new complexities in role definition, boundary management, and operating model design between Procurement, Finance, and GBS. Join this session to hear how we can untangle this complexity and delivery value with a centralised modern procurement model:

- Providing clarity of roles and responsibilities with the blurred ownership of end-to-end Source-to-Pay (S2P)
- Identifying approaches to aligning procurement objectives with enterprise strategy and growth
- Metrics that move beyond savings to demonstrate business enablement and impact
- Governance and engagement models that enhance collaboration with business units

Panel members include:

**John O'Shea**, Global Business Services (GBS) General Manager, **Solvay**

**Radu Bailau**, Head of Procurement Governance and Digitalization, Global Process Owner, **AMMEGA**

**Alexandre Pinheiro**, Vice President WBS Global Head, **Webasto Group**

**Carlos Valeur**, Head of S2P M&A and Integrations, GBS S2P CoE, **BAYER**

**Przemyslaw Blacha**, Head of Global Procurement Delivery & GBS Development, **Lufthansa Group Business Services**



# WEDNESDAY 20TH MAY

## The Big Ideas Stage, Split Plenary, Themed Stages & GBS Leaders Club

### 12:10 END-TO-END FINANCE TRANSFORMATION

#### PANEL DISCUSSION: TURNING DATA INTO CASH - VALUE CREATION IN WORKING CAPITAL MANAGEMENT THROUGH ANALYTICS

Effective working capital management is evolving; from a traditional function to a powerful source of value creation through data-driven insights and predictive and proactive analytics. Join the session to hear industry leaders explain how they are successfully piloting and scaling these advanced tools to drive value in their shared services and GBS organisations:

- How analytics can drive measurable improvements in working capital management
- Lessons learned from in-house development and cross industry collaboration
- Practical steps for scaling from pilot to enterprise-wide implementation
- Building a proactive, data-driven culture around liquidity and value creation

Panel members include:  
**Laura Rejon Perez**, SVP Global Business Services, **Repsol**



### HR & PEOPLE SERVICES

#### PANEL DISCUSSION: STANDARDISATION VS. LOCALISATION - SHARED SERVICES IN A GEOPOLITICAL WORLD

Shared services are built on efficiency, consistency, and scale. Yet geopolitical and regulatory shifts are forcing HR operations to rethink how to standardise processes in a world where "one size fits all" no longer works. From diverging pay transparency laws across Europe, to shifting DE&I expectations in the US, to sensitive ethical cases and local cultural nuances, HR shared services are increasingly required to operate in the unknown.

- How to balance the drive for global standardisation with the need to adapt to country-specific legislation, cultural expectations and business risks
- Preparing for EU pay transparency rules (and subsequent pay equity directives) that vary by country, while still maintaining efficiency and compliance across borders
- Deciding where to localise investment (e.g., graduate recruitment, DE&I, leadership development) and how shared services can provide the insight and infrastructure to support these choices

Panel members include:  
**Andreas Mayer**, Director Employee Experience & Operational Excellence, **ING**  
**Nadia Hutchinson**, Senior Director, Global HR Services and Operations, **Cabot Corporation**  
**Éva Csatlós**, Group HR BSC Director & Country HRBP, **EPTA Group**



### PROCUREMENT, CATEGORY MANAGEMENT & SUPPLY CHAIN

#### A JOHNSON & JOHNSON CASE STUDY: DESIGNING AN END-TO-END PROCUREMENT OPERATING MODEL FOR ENTERPRISE AGILITY

Join Bohumil as he shares the comprehensive end-to-end procurement transformation journey from J&J, integrating operational tasks such as PO lifecycle management with strategic activities including category management, sourcing, and contracting.

- The J&J Journey: building an end-to-end procurement model that spans operational and strategic functions
- Examining the advantages, opportunities, and challenges encountered throughout the transformation
- Sharing practical experiences in driving effective business engagement to enable organisational agility

**Bohumil Riha**, EMEA Procurement Regional Delivery Lead, **Johnson & Johnson**



# WEDNESDAY 20TH MAY

*The Big Ideas Stage, Split Plenary, Themed Stages & GBS Leaders Club*

## 12:35 END-TO-END FINANCE TRANSFORMATION

### SSC EVOLUTION: UNLOCKING STRATEGIC GROWTH WITH AI

This session delves into how to leverage AI capabilities to unlock new levels of strategic growth and operational excellence in Shared Service Centers.

- Explore practical applications of AI that are enabling the SSC to move beyond efficiency and towards true innovation
- Examine how intelligent automation is being deployed to handle complex workflows
- Learn how these technological advancements are reshaping the role of the SSC, positioning it as a critical partner in the company's broader strategic vision

**Hugh O'Neill**, Manager, Solutions Consulting, **FloQast**



## HR & PEOPLE SERVICES

### CASE STUDY: THE JOURNEY TO BUILDING A SCALABLE, HIRE-TO-RETIRE PEOPLE SERVICES AT TESCO

The service offerings from People Services function are expanding, with a vision of "Right work at the right place" and a corresponding intention to cover the entire hire-to-retain lifecycle. But what does that truly mean and how can it be achieved? This session explores the evolution of Tesco's People Services through an integrated, end-to-end model, covering every aspect of HR / People and continuously expanding its offerings to add value, enhance efficiency, and improve colleague experience across the board.

- Achieve operational efficiency by standardising, simplifying and automating end-to-end HR / People processes
- Enhance colleague experience by designing people-centric service journeys
- Improve scalability by aligning shared services with business growth / goals
- Strengthen strategic impact by integrating HR services across the full hire-to-retain lifecycle

**Amith Kumar**, Associate Director – People Services, **Tesco**



## PROCUREMENT, CATEGORY MANAGEMENT & SUPPLY CHAIN

### STRATEGIC WORKFORCE PLANNING AND SOURCING IN A DYNAMIC WORLD: A HOLISTIC APPROACH TO NAVIGATE UNCERTAINTY AND ACHIEVE ADAPTABILITY AND SOURCING COMPETITIVENESS

- A holistic approach to strategic workforce planning that integrates business strategy, technology, and talent
- Designing adaptable GBS models that can pivot to changes, such as location shifts
- How agentic AI technologies are redesigning work packages, skill requirements, and organisational structures, and should be integral to SWP
- Sustainable sourcing strategies: Balancing operational efficiency with social responsibility, including considerations of employability and global talent ecosystems

**Marcel Mertens**, Head Strategic Sourcing & Partner Management, **ABN AMRO Bank N.V**



13:05

## LUNCH IN THE EXPO HALL: BUILDING YOUR SHARED SERVICES AND GBS NETWORK

### INVITATION ONLY MASTERCLASS: SOLVING THE CENTRALISED STATUTORY REPORTING CHALLENGE

Many businesses are looking to drive efficiency, reduce cost and improve quality in their statutory reporting process through centralisation and standardisation. However, there are major challenges to overcome including a lack of country specific knowledge and local language requirements. Join us to hear first-hand how these challenges were managed successfully by a large MNC in their global business. In this session, we will also discuss the latest information we are hearing from the market about the drivers for transformation



# WEDNESDAY 20TH MAY

## *The Big Ideas Stage, Split Plenary, Themed Stages & GBS Leaders Club*

### 14:00 **EVOLVING THE SERVICE DELIVERY MODEL THROUGH AGENTIC GBS TO DELIVER ULTIMATE CUSTOMER CENTRICITY**

Agentic AI is reshaping GBS service delivery model by taking on more complex tasks and providing more personalised experiences. This session will share how industry leaders are evolving their GBS delivery model and service management through a human-centric design and AI innovation, driving significant improvements in employee engagement and operational efficiency.

- What does the future of Agentic GBS look like with AI innovation?
- A new service delivery model focusing on enhancing user-centric experiences
- New ways of augmenting your service management in the age of Agentic AI



### 14:30 **THE BIG IDEAS STAGE: G6 DIGITAL DEBATE: GBS DRAGON'S DEN**

Moderator:  
**Deborah Kops**, Founder and Principal, **Sourcing Change**



### 15:20 **LIVE BENCHMARKING MASTERCLASS WITH SSON RESEARCH & ANALYTICS**

Ever wondered how your SSO/GBS performance stacks up against the best? In this interactive session, you'll select the metrics that matter most to you, and we'll reveal live benchmarking results from three powerful datasets: Your peers, the Top 20 Most Admired SSOs, and the World's Best GBS finalists.

Hear from award-winning leaders who will unpack the results, share their own performance metrics, and reveal the tactics that propelled them to the top. This isn't just a data dive - it's a behind-the-scenes look at what it takes to be the best and a sneak peek into the insights you can unlock with SSON R&A. Walk away with fresh data, winning strategies, and an edge in your SSO/GBS journey. Don't miss this!

**Barbara Hodge**, Global Editor, **SSON Research & Analytics**



### 15:45 **AFTERNOON NETWORKING BREAK**

### **SPLIT PLENARY AND INTERACTIVE STAGES BEGIN**

### 16:30 **SPLIT PLENARY: DIGITAL WORKFORCE TRANSFORMATION AS THE FOUNDATION FOR GBS EVOLUTION AND SCALE**

With more than 175,000 co-workers across 34 markets, digitally transforming the workforce management has been a strategic imperative for IKEA - laying the groundwork for the evolution and scaling of its Global Business Services (GBS). In this session, discover how IKEA is driving enterprise-wide transformation across support functions and building an integrated GBS model that is agile and people-centric.

- The future of work: sharing how digital tools and automation are leveraged for enhancing human potential and redefining roles
- Insights into how IKEA's workforce transformation enabled the integration of diverse support functions
- A comprehensive approach to digital partnerships and organisational transformation to evolve towards GBS holistically

**Varun Nagalia**, Senior Vice President, Digital Workplace, HR Tech & Intelligent Automation, India Digital Hub, **IKEA**



# WEDNESDAY 20TH MAY

## *The Big Ideas Stage, Split Plenary, Themed Stages & GBS Leaders Club*

### 16:30 CHANGE AND STAKEHOLDER MANAGEMENT CLINICS

#### HOW TO BUILD A CHANGE ENGINE BEYOND COMMUNICATIONS

Change adoption and acceleration go far beyond communications. This clinic will focus on the core levers that drive real behaviour change and uncover the key resistance forces that slow Shared Services and GBS transformations.

- Building a structured change communications and adoption engine, starting with readiness assessments
- Building change pathways and change agent networks
- Role-based activation that ensure stakeholders don't just hear the change - but are part of it
- Identifying and mapping resistance forces and identifying how to diagnose and manage them throughout the process

**Jan Derek Gill**, Head of Change Management & Communication, Digital Enterprise Solutions, **Merck Group**  
**Emma Beaumont**, SVP GBS Change and Transformation, **Rolls-Royce**



### 17:00 WHY TRANSFORMATIONS FALL APART?

We hear a lot of successful transformation stories at conferences. The reality, though, is that the majority of transformation programmes fail and those are the moments where we learn the biggest lessons. This session is designed for leaders to challenge and interrogate the true reasons behind their failed transformation efforts, providing a rare and unique opportunity to draw the most valuable lessons from an honest, raw and peer-led dialogue format.

- Sharing examples of where transformation efforts fall apart
- Digging deep into the reasons behind these failed efforts
- What could have been done differently?

**Asko Vainio**, Project Director, GBS implementation, **Fiskars Corporation**  
**Wojciech Tatys**, GBS Transformation Lead, **Warner Bros. Discovery**



### CHAMPAGNE ROUNDTABLES (LIMITED ATTENDEES)

#### CHAMPAGNE ROUNDTABLE 1:

**FROM COMPLIANCE TO TRANSFORMATION: HOW E-INVOICING UNLOCKS DATA QUALITY, AUTOMATION & FINANCE EFFICIENCY**

#### CHAMPAGNE ROUNDTABLE 2:

**ENABLING END-TO-END TRANSFORMATION WITH AGENTIC AI**

#### CHAMPAGNE ROUNDTABLE 3:

**FROM AUTOMATION TO AUTONOMOUS OPERATIONS: THE ROADMAP FOR SHARED SERVICES 2026-2028**

#### CHAMPAGNE ROUNDTABLE 4:

**THE INTELLIGENT AP FUNCTION: USING AI & PREDICTIVE INSIGHTS TO TRANSFORM RISK, ACCURACY & SUPPLIER CONFIDENCE**

#### CHAMPAGNE ROUNDTABLE 5:

**MASTER DATA TRANSFORMATION: A CRITICAL STEP TOWARDS AGENTIC GBS**



### 5 MIN CHANGE OVER (ALL HEADING BACK TO PLENARY ROOM)

# WEDNESDAY 20TH MAY

*The Big Ideas Stage, Split Plenary, Themed Stages & GBS Leaders Club*

**18:05** | END OF DAY TWO CONFERENCE

**19:00** | **SSOW EUROPE 2026 IMPACT AWARDS GALA DINNER**

Recognising excellence is a mainstay of this flagship conference. SSON's Shared Services & Outsourcing Impact Awards is a globally recognised annual industry awards ceremony, which honours and celebrates SSC and service delivery teams who have exceeded industry standards in their SSO initiatives. Tonight is the night for nominees and winners to take to the stage and celebrate – a rare moment of reflection for a community who seldom get that chance.

**SSON**  
IMPACT AWARDS



# THURSDAY 21ST MAY

**07:30** | REGISTRATION & MORNING COFFEE

**08:25** | CHAIR'S WELCOME

**08:30** | **THE BIG IDEAS STAGE:**  
**KEYNOTE GENAI CASE STUDY: DRIVING EFFICIENCY, SCALE, AND TRANSFORMATION IN GBS**

Bosch Global Business Services (GBS) is setting AI implementation as a top priority across its seven end-to-end service areas. This keynote will explore how a complex, global organisation is scaling artificial intelligence to drive productivity and increase its competitiveness.

- Understanding Bosch's GBS structure and how technological innovation is driven across seven end-to-end service areas
- Practical AI implementation strategies in procurement, logistics, HR and other core business processes
- The evolution of AI technologies: from incremental improvements to Agentic AI use cases
- How GBS can transition from a transactional model to a value-driven service provider
- Overcoming challenges of implementing AI across heterogeneous business environments

**Joerg Mimmel**, Executive Vice President of Global Business Services, **Bosch**



**09:30** | **THE BIG IDEAS STAGE:**  
**HOW GBS CAN REALISE THE AI MULTIPLIER MAGIC BY FIXING BROKEN PROCESSES**

Many GBS organisations are rushing to deploy AI but too often, they're layering advanced technology on top of fragmented, inconsistent and manual processes. The result? The promise of exponential productivity and efficiency gains never truly materialises. This session explores how to fix the foundational processes that underpin shared services and GBS to ensure AI delivers real, measurable impact.

- Why AI fails on broken processes: how poor master data, lack of standardisation, and weak governance sabotage automation and insights
- The process-first roadmap: practical steps to clean, simplify, and standardise before you automate
- Quantifying the opportunity: capturing the 18-20% productivity gain through AI-ready processes

**10:00** | **THE BIG IDEAS STAGE**  
**CELEBRITY BIG IDEAS SPEAKER: LINFORD CHRISTIE**  
**AN EXCLUSIVE CONVERSATION WITH LINFORD CHRISTIE**

Linford's keynote will explore the parallels between elite sprinting and high-performing shared services organisations, focusing on speed, focus and execution under pressure. Drawing on his Olympic career and coaching experience, he will share insights on building a winning mindset, sustaining momentum and delivering performance at pace.

**Linford Christie**, Olympic Champion and European 100m Record Holder



**10:50** | MORNING BREAK

# THURSDAY 21ST MAY

11:30

## SPLIT PLENARY:

### PANEL DISCUSSION: FROM EFFICIENCY TO EXPERIENCE - REINVENTING CUSTOMER EXPERIENCE THROUGH METRICS AND CULTURAL SHIFT

With efficiency now table stakes, GBS and shared services leaders are redefining value through the lens of customer experience. This session explores key steps and challenges involved in reinventing customer experience from both operational and cultural perspectives:

- Why is SLA the wrong focal point when building a customer-centric culture?
- Shifting from perception to data: implementing NPS methodologies to drive experience
- Industrialising customer feedback - from execution to enterprise-wide expansion
- Building a network of customer centricity champions to drive culture change
- Establishing accountability towards the customers by sharing progress and results

**Jennifer Glenn Rondelo**, GBS Capabilities Manager, **SLB**



12:00

## SPLIT PLENARY:

### CASE STUDY: INTENTIONAL LANDLORDING - THE SULZER BUSINESS SERVICES APPROACH

GBS organisations often use surplus space as a shared roof, inviting the business to co-locate. Sulzer Business Services (SBS) took a different approach. Instead of simply providing excess infrastructure, SBS focused on building a true partnership with the business and functions. This allowed them to maintain delivery control while deploying critical SBS enablers and capabilities such as transition management, continuous improvement and transformation in addition to a thoughtful approach to people management. Explore the SBS approach with Eduardo Serrano, SBS Head, as he walks participants through the key success factors:

- Getting a mandate for a landlord or hosted model
- Designing a strategy that optimises both SBS scale and business benefit
- Implementing the right team structure
- Measuring success

**Edoardo Serrano**, Global Head of Shared Services, **Sulzer**



# THURSDAY 21ST MAY

## 11:30 SMALL & MID-SIZED SHARED SERVICES

### CASE STUDY: DO MORE WITH LESS - LAUNCHING AND EXPANDING SHARED SERVICES WITHIN A MID-CAP ENTERPRISE

Across the European Union, there are around 15,000 mid-cap organisations with annual revenues between \$1 billion and \$2 billion. With very different budgetary and CAPEX realities, these companies require a distinct approach to shared services compared to large enterprises. Join this session to hear how EPTA, a mid-cap manufacturing group, has successfully launched and scaled its shared services journey to drive efficiency, integration and synergy within a uniquely complex business environment:

- How to build and sell the shared services narrative internally
- Identifying and pacing shared services development
- Developing metrics that matter
- Driving integration and synergy across a complex, M&A-accumulated group

**Rahul Malhotra**, Global Shared Services and Business Transformation Leader, **EPTA Group**



## TALENT, SKILLS & LOCATION STRATEGIES

### PANEL DISCUSSION: WINNING THE TALENT BATTLE - TACKLING ATTRITION AND IMPROVING RETENTION

Workforce dynamics are shifting faster than ever, with talent shortages, rising turnover and evolving skill requirements putting pressure on GBS organisations. Companies are challenged to meet employee expectations, adapt to hybrid and remote work models and accelerate digital capabilities. This panel discussion brings together experts to share practical strategies for addressing these issues, focusing on building resilient talent pipelines, driving career growth and creating compelling employee experiences that improve retention and future readiness.

- Minimise attrition by fostering career growth opportunities and deeper employee engagement
- Build tomorrow's workforce by aligning upskilling with evolving business priorities
- Improve retention through stronger leadership development and mentorship programmes
- Attract high-performing talent with a sharper employer brand and differentiated value proposition

Panel members include:

- Magdalena Warda**, Executive Director, Global People Services, **Carrier**
- Katarzyna Jarek-Utnicka**, Head of People & Culture, HR, People & Culture, **Danish Crown**
- Bea Hrinova**, GS HR Business Solutions Head of EMEA, **Johnson & Johnson**



## GBS CAREER CLINIC

### NAVIGATE YOUR GBS CAREER THROUGH THE ENTERPRISE TIDES

Mergers, acquisitions, divestitures – the enterprise world never stands still, and neither does the GBS career which is deeply tied to these events. How do you steer your career when the enterprise landscape changes beneath you? This session explores strategies for thriving through transformation:

- How are enterprise changes affect the GBS career?
- What to do when your GBS is acquired, when your business splits, or when your mandate evolves overnight?
- Leave with a playbook for resilience, adaptability, and influence no matter which way the enterprise tide flows

**Saskia Poelman**, SVP GBS, **adidas**



**“Great event that everyone in GBS does or should attend.”**

Site Leader, Boston Scientific



# THURSDAY 21ST MAY

## 12:00 SMALL & MID-SIZED SHARED SERVICES

### BUILDING A SCALABLE SHARED SERVICES MODEL ON A SMALL BUDGET: THE CHALLENGES AND SCENARIO PLAY

Small and mid-sized shared services organisations (SSOs) face very different challenges from large, mature ones. This session is developed to address those challenges specifically. In this session, we will discuss three scenarios with specific challenges facing small SSOs and look to provide practical approaches to address them:

**Challenge 1:** How to take on extra processes without adding headcount

**Challenge 2:** What are the metrics that matter most for the small and mid-sized shared services centres?

**Challenge 3:** How not to let the size become the barrier for building a progressive career pathway?

**Alexandre Pinheiro**, Vice President WBS Global Head, **Webasto Group**



## TALENT, SKILLS & LOCATION STRATEGIES

### INTERACTIVE DISCUSSION: GBS LOCATION STRATEGIES REIMAGINED

The playbook for GBS delivery locations is being rewritten. Rising costs, shrinking talent pools and geopolitical volatility are pushing leaders to question long-held assumptions about where services should sit. Offshoring may still deliver savings, but for how much longer with the emergence of Agentic AI? Nearshore hubs, hybrid networks, and managed service partnerships are emerging as powerful alternatives for organisations seeking agility and resilience. Join this interactive discussion to share the latest thinking on location strategies to stay competitive in a turbulent global environment.

- Optimise costs by evaluating the real trade-offs between offshore, nearshore and hybrid approaches
- Strengthen resilience through distributed delivery models that mitigate regional and geopolitical risks
- Unlock high-value talent pools by leveraging nearshore hubs with strong digital and innovation capabilities

Moderator: **Mira Viswanathan**, Interim Programme Director - Business Services, **PIB Group**



## GBS CAREER CLINIC

### WHAT HAPPENS WHEN YOUR REPORTING LINE CHANGES?

It is inevitable: GBS organisations face frequent shifts in reporting lines driven by evolving corporate strategies, leadership changes and transformation agendas. These changes are happening more often today than ever before. How can GBS leaders maintain stability, alignment and influence through these transitions? In this session, we invite leaders to share first-hand experiences navigating reporting line changes across different organisational models.

- Why reporting lines change for GBS organisations?
- What are your options when they do?
- Hear first-hands experiences from leaders that have experienced this throughout their career

**Jay Desai**, Vice President, IT Infrastructure & Operations, **JTI**



# THURSDAY 21ST MAY

**12:30** MOVE BACK TO THE PLENARY ROOM

**12:35** **THE BIG IDEAS STAGE:**  
**PANEL SHOWCASE: SSON EUROPE IMPACT AWARD WINNERS**

The 2026 award winners will take the stage to share their journey which has led them to succeed in their categories. This is a unique opportunity to ask them what they have done differently and really gain crucial insights into what it takes for successful business transformation.

**CHAIR'S CLOSING REMARKS AND END OF SSOW 2026**

**13:00**

What a week! As we wave goodbye with new ideas, insights and relationships we have built throughout the week, we look forward to hearing great stories on how you've carried out these strategies for the rest of the year. See you again next year!



# TUESDAY 19TH MAY

## *Pavilion Stage: Applied Innovation Showcase*

**15:30 PAVILION STAGE:**  
**Emagia**



**15:50 PAVILION STAGE:**  
**HUMAN-IN-THE-LOOP: AI FOR CONNECTED RECORD-TO-REPORT**

AI has the potential to transform Record-to-Report, but only when it is applied to real finance problems and designed to work alongside people. In this session, explore practical AI use cases already being applied across R2R, from intelligent journal recommendations to automated validations and exception handling. Learn how human-in-the-loop AI connects fragmented processes, strengthens control and helps finance teams move faster without compromising compliance.

This session will show how AI can be used in practice to:

- Recommend and validate journal entries based on patterns, rules and historical data
- Detect anomalies, exceptions and risks across journals, intercompany and close activities
- Enforce standardisation and policy compliance through AI-driven validation and controls

**AICO**



**16:15 PAVILION STAGE:**  
**FROM AI AMBITION TO VALUE: SCALING FINANCE AUTOMATION WITH AI-POWERED PLATFORMS**

Shared Services centers face a new challenge in the face of accelerating AI adoption: how to leverage this technological leap for scalable, operational value. This session explores how AI-enabled finance automation platforms help GBS teams optimize processes, connect data, and improve visibility across AP, AR, and Payments. Join us to discover how embedded AI supports faster execution, stronger controls, and real-time working capital intelligence.

**Serrala**



# WEDNESDAY 20TH MAY

## *Pavilion Stage: Digital Transformation & AI*

**10:55 PAVILION STAGE:**  
**FORTIFY REVENUE IN TRANSFORMATION: ELIMINATING O2C LEAKAGE & RISK WITH AGENTIC AI**







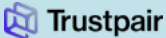
During Finance Transformation, O2C becomes increasingly vulnerable to revenue leakage, dispute spikes, and missed early-warning signals. In this session, we'll reveal why ERPs and controls often fail to catch emerging O2C risks — and how transformation amplifies them. Discover how Agentic AI provides real-time detection, prediction, and prevention of leakage across credit, billing, collections, and dispute cycles. Learn how autonomous AI agents protect cash flow and strengthen resilience precisely when your organisation is most exposed.

**Jean-Claude Charpenet**, Associate Partner of Sales Europe, **Sidetrade**



# WEDNESDAY 20TH MAY

## *Pavilion Stage: Digital Transformation & AI*

11:20	<b>PAVILION STAGE:</b> <b>Emagia</b>	
11:45	<b>PAVILION STAGE:</b> <b>SoftCo</b>	
15:25	<b>PAVILION STAGE:</b> <b>CASE STUDY: SMART JOURNALS AND FASTER CLOSE</b>  <p>Month-end chaos and endless journal entries don't have to be the norm. In this session, discover how standardising and automating journal entries turns chaos into clarity. Learn practical strategies that speed up closes, strengthen controls, and reduce the risk of error. This real-world example will prove that automation isn't just a buzzword, it's a game-changer for your R2R process.</p> <ul style="list-style-type: none"> <li>• Reduce errors by implementing standardised journal templates</li> <li>• Accelerate month-end close by automating routine entries</li> <li>• Ensure compliance by building in validation rules</li> </ul> <p><b>Aleksandra Brzeska</b>, R2R Global Process Owner at Global HQ, <b>ISS</b>  <b>AICO</b></p>	 
15:45	<b>PAVILION STAGE:</b> <b>Serrala</b>	
16:10	<b>PAVILION STAGE:</b> <b>ACHIEVING ZERO FRAUD AT SCALE: HOW DANONE SECURES 100% PAYMENT EFFICIENCY THROUGH GLOBAL AUTOMATED ACCOUNT VALIDATION</b>  <p>Facing growing payment fraud risks across a global ecosystem of 75,000 suppliers, Danone launched the Vault Project to secure and standardise vendor bank data at scale. In this session, Danone shares how it replaced manual, time-consuming controls with global automated account validation in partnership with Trustpair. Most importantly, Danone achieved its objective of zero successful fraud incidents while reaching 100% payment efficiency. This session offers concrete lessons for GBS leaders looking to secure payments without slowing operations.</p> <p><b>Mauro Portela</b>, Managing Director of Global Master Data Stewardship and Operations, <b>Danone</b>  <b>Jeremy Leleu</b>, Chief Revenue Officer (CRO), <b>Trustpair</b></p>	 

# THURSDAY 21ST MAY

## *Pavilion Stage: Futuristic Challenges*

11:00

### PAVILION STAGE:

#### E-INVOICING MANDATES: WHAT AP & AR LEADERS NEED TO KNOW FOR FUTURE-PROOF AUTOMATION

Global e-invoicing mandates are transforming AP and AR. This session explains how new regulations impact data, technology, and workflows—why legacy systems may fall short, the risks of data loss and blind approvals, and why compliance now requires business-wide collaboration. Get practical strategies to future-proof your processes, protect VAT reclaim, and choose adaptable technology partners. Turn compliance into a competitive advantage.

Thomson Reuters



# SSON IMPACT AWARDS

## Important Dates

Applications Open: 5th December, 2025  
 Applications Due: 20th February 2026  
 Finalist Announcement: 27th March 2026  
 Winners Announcement: 20th May 2026 at SSOW Europe

The **26th Shared Services & Outsourcing Week Europe** is delighted to announce the return of our annual **Shared Services & Outsourcing Impact Awards!**

The SSON Impact Awards is a globally recognised, annual industry awards ceremony, which honours and celebrates SSC and service delivery teams who have exceeded industry standards in their SS&O initiatives. We are delighted to open the nominations for 2026 for Europe!

As part of Europe's leading GBS and shared services event, your participation not only rewards your teams' efforts, it also positions you and your organisation as thought leaders in the region.

If your team has gone above and beyond in the pursuit of GBS Excellence, apply for the following awards to reward your colleagues.

The following award categories will be judged by expert advisory panel members and the results will be revealed during a lavish Awards Ceremony on day 2 of Shared Services & Outsourcing Week Europe 2026.

### Awards Categories for Leading SSO & GBS Practitioners

- 🏆 Automation Impact Award
- 🏆 HR Transformation Impact Award
- 🏆 Finance Transformation Impact Award
- 🏆 Change and Business Transformation Impact Award
- 🏆 Creative Talent Management Impact Award
- 🏆 Customer Centricity Impact Award
- 🏆 Process Improvement & Value Creation Impact Award


### Awards Categories for Leading Solution Providers & GBS Partners


- 🏆 Service Provider of the Year Impact Award
- 🏆 Technology of the Year Impact Award





# WITH THANKS TO OUR SSOW 2026 *Impact Awards Judges*





 **Chris Gunning**,  
 Global Finance Operations,  
 Enablement Leader,  
**Nielsen IQ**





 **Sameer Jalundhwala**,  
 SVP, GBS Operations  
 & Outsourcing,  
**NTT**





 **Phil Priest**,  
 Head of GBS,  
**Rolls-Royce**





 **Tony Saldanha**,  
 Co-Founder,  
**Inixia**




 **Lafra Moolman**,  
 Director Finance  
 Transformation,  
**Tarmac**





 **Fraser Kirk**,  
 Vice President HR  
 Transformation and Systems,  
**GKN Automotive**




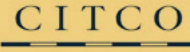
 **Kamila Grembowicz**,  
 Head of Global  
 Business Solutions,  
**Astellas Pharma**



 **Leigh Nicholson**,  
 Strategy, Strategy, Business  
 Partnering & Capabilities Lead,  
**Takeda Pharmaceuticals**



 **Sarunas Suipis**,  
 EVP & GM,  
**The Citco Group**




 **Joanne Griffin**,  
 Founder & CEO  
**AdaptIQ**



 **Frank Schüler**,  
 Managing Director Global  
 Service Centre (GSC),  
**DHL Global Forwarding And Freight**





 **Vanessa Rechter**,  
 Vice President, Global  
 Business Services,  
**Copeland**





 **Andras Kohl**  
 Head of Finance  
 Business Services - CE  
**Tesco Business Solutions**





 **Jay Desai**  
 Vice President, IT  
 Infrastructure & Operations  
**JTI**



 **Salvatore Russo**  
 Head of Strategy, Global  
 Business Services  
**AstraZeneca**



 **Maria Salvatore**  
 SVP Finance Operations  
**Rolls-Royce**



 **Tim Palmer**  
 Head Business Transformation  
 and Customer Experience  
**Insulet**



 **Gillian Barton**  
 Vice President, Global  
 Delivery Operations  
**Otis Elevator**



# Exciting Sponsorship Opportunities at the 26TH SSOW EUROPE



As Europe's no.1 SSC & GBS event, Shared Services & Outsourcing Week Europe attracts over 850 influential leaders for a week of strategic discussions, showcases, and networking.

We are excited to announce a wealth of sponsorship opportunities that allow you to connect directly with senior decision-makers with specific challenges and projects, looking to explore innovative technologies, ideas, and platforms to drive transformation and sustainable growth. Join us at SSOW Europe to help position your company 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 A CHAMPAGNE FOCUS 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, product and services at the most dynamic expo floor to be at the prime spot for networking



## LEAD THE PAVILION

Lead one of the slots in these quickfire Ted Talk-style pitches to showcase your solutions, services and capabilities



## 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



## CONTACT US

For more information on our thought-leadership, networking and exhibition opportunities, contact us at [partner@iqpc.co.uk](mailto:partner@iqpc.co.uk).

# PARTNER FIRST DAY

*Be the catalyst for transformation:  
join Partner First Collaboration Day*

**Monday 18th May | 8.00AM - 1.00PM, SSOW Europe  
kicks off with Partner First Collaboration Day, a unique  
opportunity to bring the GBS industry ecosystem under  
one roof.**

Advancement in GBS doesn't happen in isolation. It thrives through collaboration across leaders, partners, and innovators. This day is designed to accelerate that progress by bringing together senior leaders from:

- GBS and Shared Services
- BPO and Consulting
- Technology, Automation & AI Providers
- Platform and Solution Partners

## Why attend:

- Hear critical insights on shaping agentic AI-enabled delivery models and understand the pivotal roles of GBS, BPO and technology partners
- Discover strategic collaboration opportunities across finance, HR, procurement and supply chain functions to drive innovation
- Stay ahead by anticipating market shifts and pinpointing growth opportunities

**This is your chance to build critical relationships that matter across the entire GBS ecosystem. Join us and be part of the conversation!**



# SSOW EUROPE 2026 VENUE

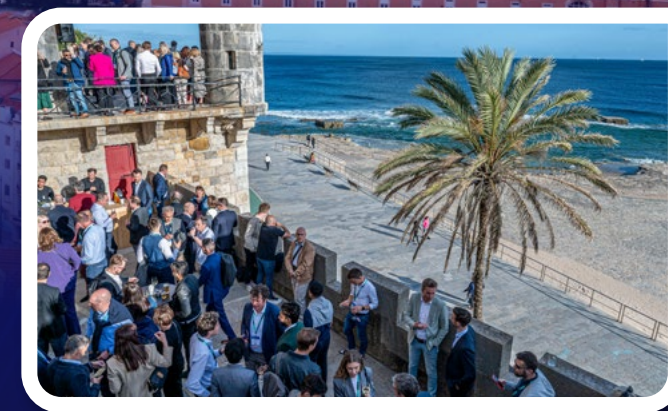
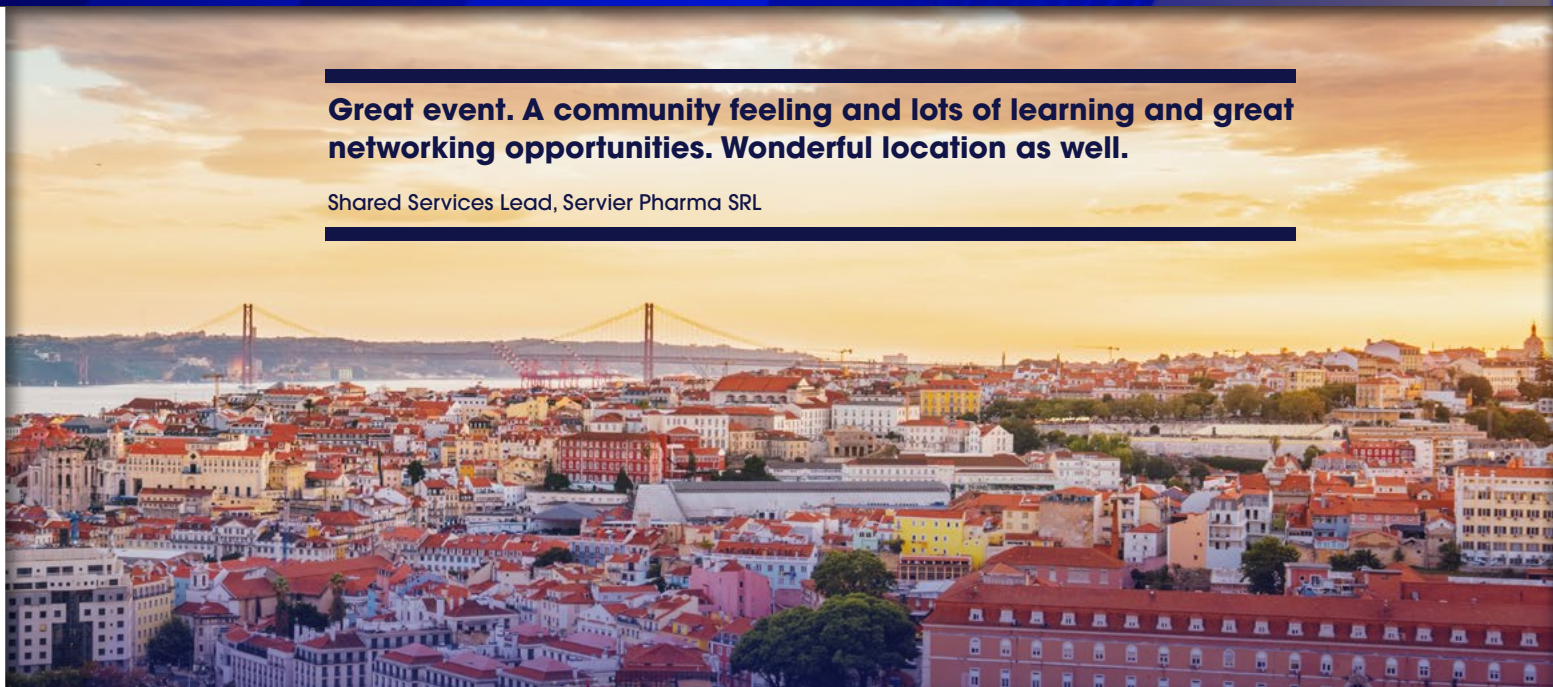
*Estoril Congress Centre / Lisbon, Portugal*

Nestled amidst the breathtaking ambiance of Estoril, attendees at SSOW Europe 2026 can amplify their experience by staying at nearby hotels. With a seamless blend of world-class accommodations and the enchanting coastal charm, these hotels offer the perfect retreat after a day of learning and networking at the Estoril Congress Centre. Immerse yourself in the event's dynamic atmosphere, and then unwind in the comfort of carefully selected accommodations, ensuring a holistic and unforgettable experience at SSOW Europe 2026.

IQPC has discounted bedroom blocks for its attendees. There are a limited number of bedrooms at the discounted rate so we encourage you to book at your earliest convenience. Please use the link below to choose your hotel and make your booking

**Great event. A community feeling and lots of learning and great networking opportunities. Wonderful location as well.**

Shared Services Lead, Servier Pharma SRL



# 2026 PARTNERS & SPONSORS

SSOW EUROPE - NOT JUST A CONFERENCE. A COMMUNITY.

## Lead Partner



## Platinum Partner



## Diamond Partner



## Lead R2R Partner



## Gold Plus Partner



## Gold Partners



## Silver Partners



## Pavilion Stage Partners



## Lanyard Partner



## Bronze Partners



## SSOW Research Arm



# WHAT IS SSON RESEARCH & ANALYTICS?

SSON R&A is SSON's global data center, now in its 7th year of operation. Thousands of practitioners and consultants recognise SSON R&A as their premier resource for shared services related metrics, benchmarks, trends, market analytics and advisory services. With a user-friendly interface, easily downloadable benchmarks and topicbased charts, SSON R&A adds valuable ammunition to your inhouse or client presentations, strengthening your business case and your credibility. SSON regularly canvases its membership for updated metrics and analytics, allowing us to highlight even minor shifts. SSON R&A distinguishes itself from other associations by offering subscribers direct access to relevant metric data at a highly competitive cost.

**"The C-suite expects to see market metrics to evaluate shared services' performance. I have explored various opportunities available in the market. SSON Research & Analytics offers reliable benchmark data, at a highly competitive cost. Given access to this data, by region or industry, I can draw my own conclusions. I don't need to source expensive third-party analysts, as we can interpret the data ourselves."**

Edoardo Peniche, Vice President, Global Business Services, Aptiv

## What Tools & Services Are On Offer?



### City Cube

Compare 3000+ shared services locations around the world, across 20+ variables such as: cost of labor, talent availability, number of shared services centers, average salaries, and much more.



### Intelligent Automation Universe

A one-stop platform for all things RPA, cognitive and AI related that allows users to learn about dozens of IA software vendors, compare their product capabilities, understand the differentiators, and see their customer footprint.



### Shared Services Atlas

Locate and evaluate shared services hotspots at country, state, or city level from our global database of 10,000+ global delivery centers. Filter by industry, function, and organization size.



### Research Insight Reports

Our monthly RIR's are guided by industry insiders with at least 10 years' experience, and are underpinned by real-time market data to address not just the trends, but the solutions you need to implement.



### Advisory Service

As a Premium subscriber you can access our industry experts for 1:1 guidance and actionable steps to propel your GBS journey. We also offer bespoke research services to support your projects with analytics, experience and knowledge.



### Metric Benchmarker

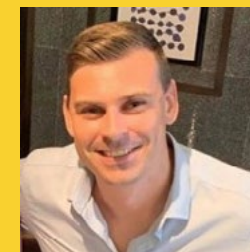
Benchmark your SSO across 130+ different metrics, choosing either a conglomerate of industry/country benchmarks; or the Top 20 Most Admired SSOs' benchmarks in the Metrics Intelligence Hub.



### Visual Analytic Workbooks

Curated charts under core topic headings that summarize the biggest trends and shifts across SSO/GBS.

**For more information** on how to become a subscriber to SSON Research & Analytics and gain access to hundreds of metrics, benchmarks, citybased talent, a list of delivery centers globally, and monthly research-based reports, please contact:



**Josh Matthews**  
[Josh.matthews@sson-analytics.com](mailto:Josh.matthews@sson-analytics.com)

# 2026 TICKETS & PACKAGES

## PASS INCLUDES:

	PACKAGE OPTIONS FOR PRACTITIONERS		PACKAGE OPTIONS FOR VENDORS
	FULL ACCESS PASS	LIMITED ACCESS PASS	SOLUTION PROVIDERS & CONSULTANTS CONFERENCE ONLY PASS
2 Main Conference Days (Tuesday PM - Thursday AM)	✓	✓	✓
Pre-Conference Workshops (Tuesday AM) *Choice of two workshops*	✓	✓	
Access to the Ice Breaker Networking Day- Partner Village, SSOWomen Leadership, GPO & Service Management & Agentic AI Excellence Labs (Monday FULL Day)	✓		
Welcome Networking Reception	✓	✓	✓
SSON Networking App	✓	✓	
Post-Show Access to Conference Presentations	✓	✓	✓
Early Bird Pricing: Register & Pay by 27th February 2026	€3099+VAT SAVE €600	€2799+VAT SAVE €600	
STANDARD PRICE	€3699 + VAT	€3399 + VAT	€3999 + VAT

## A-LA-CARTE ADD-ONS:

SITE TOUR (THURSDAY PM)	€299+VAT	€299+VAT	
SSOW AWARDS CEREMONY & GALA DINNER	€199+VAT	€199+VAT	€299 + VAT