

sson

Shared Services &
Outsourcing Week

SSOW



Shared Services & Outsourcing Week

September 15 - 18, 2025 | Houston, TX

Add Value. Drive Value. Prove Your Value.



SSOW is the World's Largest and Most Trusted Shared Services and Global Business Services Event Series

YOUR SHARED SERVICES COMMUNITY

Howdy, Shared Services & GBS Professionals!

Thank you for checking out SSOW! This is where the shared services and GBS community comes together to move beyond trend-spotting and into strategy-building.

The landscape is clear: automation and customer experience are paramount. But this year, we're challenging you to go further. We're asking: How can shared services organizations not just add value, but actively drive value, and – most importantly – prove that value to the business?

At SSOW, we're diving deep into this core question. Building on the success of our process-focused approach from 2024, this year's event allows for even more granular exploration of the most common SSO processes. This means you'll gain targeted insights that directly address your specific challenges and opportunities.

We're committed to providing you with the tools, knowledge, and connections you need to excel in today's dynamic shared services environment. Come prepared to learn, connect, and leave with a clearer roadmap for demonstrating your organization's indispensable value.

We look forward to welcoming you to Houston!

Who Should Attend?

- Chief Financial Officer
- Vice President, Service Delivery
- Vice President, Shared Services Center
- Vice President, Finance Digital Transformation
- Senior Director, People Operations
- Senior Director, GBS
- Senior Director, Change Management
- Director, Operations
- Director/GPO R2R
- Director/GPO P2P
- Director/GPO O2C
- Director, Business Process Improvement



Kayla DelPizzo
Conference Producer
SSON



Heather King
Managing Director
SSON



SSOW KEYNOTE: DATA WITHOUT BORDERS

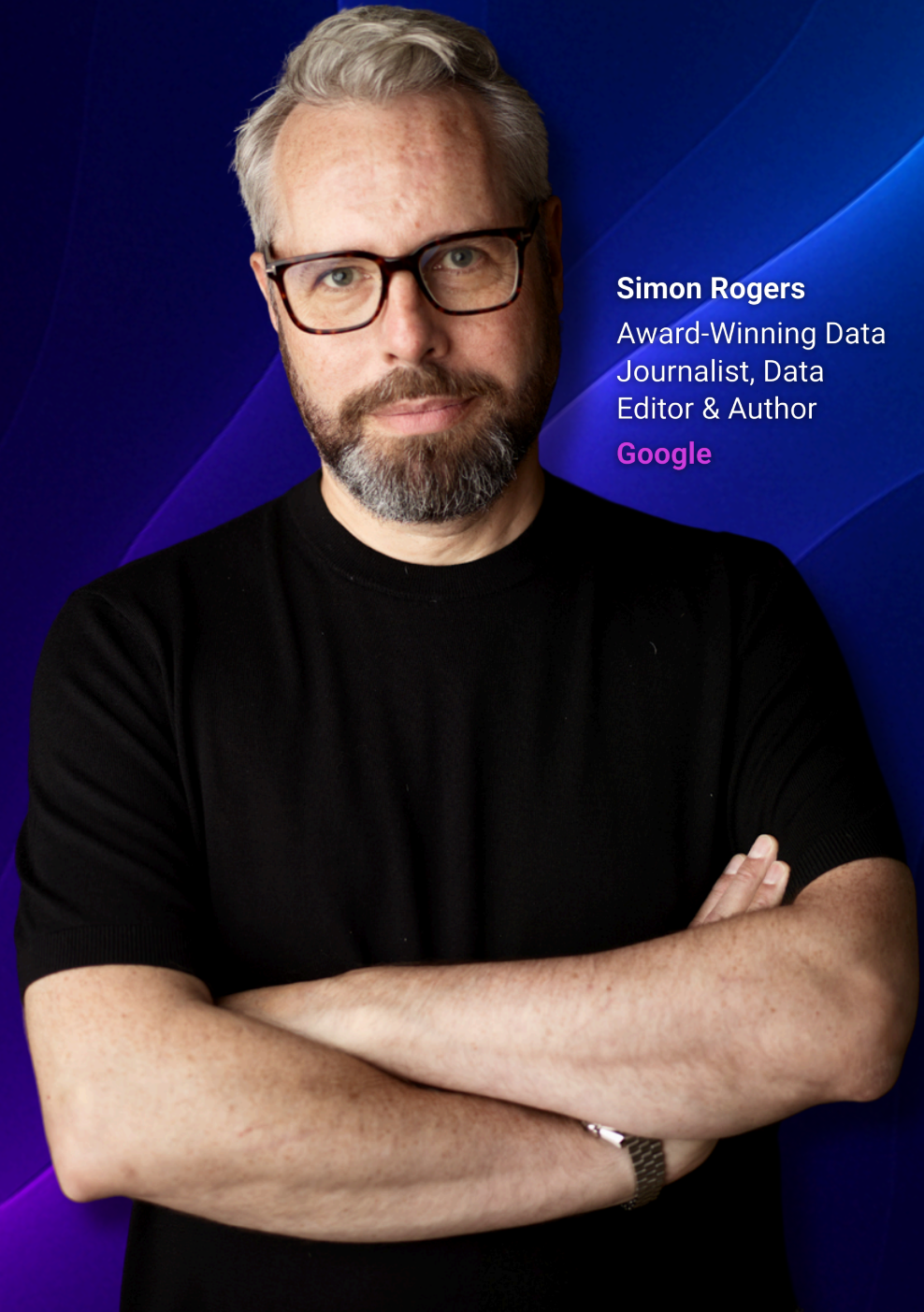
The Google Data Editor Who Turned Numbers Into Narratives—and Changed How We See the World

Simon Rogers is an award-winning data journalist, writer and speaker. Co-host of The Data Journalism Podcast and author of 'Facts are Sacred', published by Faber & Faber around the world. He has also written a range of infographics for children's books from Candlewick.

Data editor at Google, based in San Francisco, he is director of the Sigma Data Journalism Awards and teaches Data Journalism at Medill-Northwestern University in San Francisco and has taught at U Cal Berkeley Journalism school.

His latest book, What We Ask Google, will be published by Random House in 2026.

Don't miss Simon's SSOW Keynote session 'The Art of the Data Story: Moving Minds with Metrics' on **Thursday, September 18, 2025, at 10:10 AM**, an impactful session on turning raw metrics into compelling data stories that drive action, align stakeholders, and ignite enterprise-wide change.



Simon Rogers
Award-Winning Data
Journalist, Data
Editor & Author
Google

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Innovations**



Satish Nair
Senior Vice President
and Global Head
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Chris Nicholas
Vice President and Head,
TBS US and EUCAN Finance
Solutions & Site Lead Exton
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**INCRAM
MICRO**



AJ Wijesinghe
Senior Vice President,
GBS
ECOLAB[®]

INDUSTRY LEADING SPEAKERS

“SSOW was enriching, inspiring and very well organized, with a lot of networking opportunities.

- Senior Director, Corporate Accounting, **Gannett**



Claudia Baqueiro
LATAM SSC
R2R Director



Guy Babbitt
Senior Vice President
Shared Business Services



Sam Cohen
Senior Director,
Transformation GBS



Karen Davis
Vice President, Contact
to Resolution (Shared
Business Services)



Jo Anne Dimitriou
Former Head,
Shared Services



Todd Ferraro
Global Vice President,
Global Operations &
BPO



Mina Gindi
Global Director of
Finance, Shared
Services



Eric Joyner
Director, GPO, O2C



Matt Lorey
Director, R2R
Shared Services



Rachael Thorley
Director and GPO of R2R



Carlos Santos
Head, North America
Shared Services



Robert Lynch
Director Finance
Operational Excellence



Julie Schwendimann
Former Vice President, Global
Shared Services Operations



Larry Hack
Senior Vice President,
Shared Services



Nicole Sherwood
Finance Director of O2C



Richard Cardone
Director, P2P



INDUSTRY LEADING SPEAKERS

“I was able to connect with a lot of different **people, industries,** and **services** that are going to be able to help me and my GBS further develop.
- Vice President Corporate and Business Services, Americas, **Michelin**



Mahen Jayarajan
Former Senior Executive,
Transformation, GBS,
Finance & Operations



Florian Bejko
P2P Process Owner



Jesus Villalobos
Continuous Excellence Lead
GBS Americas



Jairo Sancho
Director,
Shared Services



Valquir Correa
Vice President,
Corporate Finance



**Yvonne Swiatek-
Marcinkiewicz**
Global R2R Director



EJ Santos
Head, Farmers
Business Services



Juliano Godoy
General Manager, Agile
Enterprise Services



Erika Beltran
Vice President of Shared
Service Center for LATAM,
IBERIA & USA



Debbie DeSalvo
Director, Americas
R2R Controller



John Wilke
Senior Vice President,
Enterprise Technology
and Digital Enablement



Guru Mohan
Vice President, Global
Procurement, P2P



Jeff DeWolf
Director, Global
Process Office



Prathap Varkey
Vice President- Shared
Services



Michelle Aguilar
Control & Report Senior
Coordinator



Jeff Hoffman
S2P, Operations Director
& Transformation Lead



INDUSTRY LEADING SPEAKERS

“SSOW was enriching, inspiring and very well organized, with a lot of networking opportunities.

- Senior Director, Corporate Accounting, **Gannett**



Kelly Litser
Chief Growth & Strategy
Officer



Anand Baradwaj
Executive Director
 Guidehouse



Amit Yadav
Head, Global Business
Services
TENNECO



Sheneq Aranda
Vice President



Michael Krogermeier
CFO
creditsafe



Manish Nariwal
COO
ontellus



Reeta Pattanaik
Vice President
cencora



Anita Espinosa
Finance Manager
creditsafe



Rhea Bauer
Senior HR IT
Digital Consultant



Rick Stevens
Director of Procurement
indeed



Tonia McMillan
Vice President,
HR Strategy
AMTRAK



Tony Hiatt
Director of
Shared Services
GRANITE



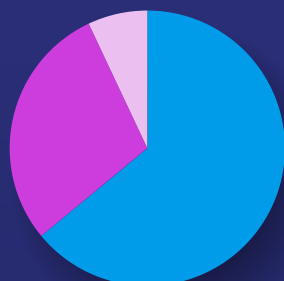
Dahlia Rigbsy
Director, Finance
Shared Services
West Fraser



Zachary Larson
Senior Director, People
Strategy, Analytics, &
Innovation
FIRSTstudent

CULTIVATE INFLUENTIAL CONNECTIONS

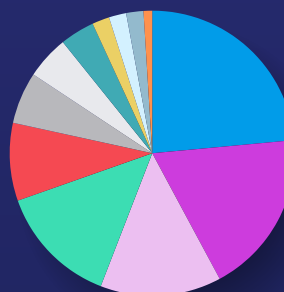
SENIORITY LEVEL



- 64% - Director & Above
- 29% - Manager
- 7% - Specialist

Over three-fourths of attendees are decision-makers who control or directly influence budget.

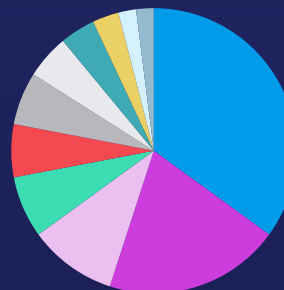
INDUSTRY



- 24% - Utility & Energy
- 19% - Manufacturing
- 14% - Retail & CPG
- 14% - Professional Services
- 9% - Healthcare & Pharma
- 6% - Construction & Trans.
- 5% - Technology
- 4% - Higher Education
- 2% - Travel & Hospitality
- 2% - Media
- 2% - BFSI
- 1% - Public Sector

A variety of industries means even more opportunities for benchmarking

FUNCTION



- 35% - Finance
- 20% - HR
- 10% - GBS
- 7% - Other
- 6% - Transformation
- 6% - Multi-Functional
- 5% - Supply Chain/Procurement
- 4% - Service Delivery
- 3% - Operations
- 2% - CI/Automation
- 2% - Data/IT

Professional development thrives when your team engages in our multi-track, function-focused learning program

“Awesome experience. This was a fabulous conference. It was **very organized and well attended**. The app, support, food, speakers, Innovation Hub, etc. were great.

- Vice President GBS, **Westinghouse Electric Company**

“This was a **great experience for myself and my team members** to understand trends in the GBS industry and make some **new friends** in support of our initiatives

- Controller, Plants and Shared Services, **Komatsu America Corp**

“This was my first time. It was very informative and **great networking opportunities!**

- Employee Services Vice President, **Nokia**



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ENTERTAINMENT



VIEW ATTENDEE SNAPSHOT

Access to SSO Execs

Forge invaluable connections with senior shared services and outsourcing (SSO) executives. Expand your professional network, exchange best practices, and build strategic partnerships that can propel your career and organization forward.

Benchmark in Real Time

Gain immediate insights into industry benchmarks and performance metrics. Participate in live polling and interactive sessions to compare your organization's performance against leading shared services models, empowering you to identify areas for improvement and drive tangible results.

TOP REASONS TO ATTEND

Case Studies on Shared Services Adding Value

Collaborate with like-minded leaders from across North America and join the largest network of Shared Services & GBS professionals. Exchange ideas, discover proven strategies, and discuss real-world examples of how shared services are driving value across diverse industries. Learn from in-depth case studies presented by leading organizations, showcasing innovative approaches to cost reduction, process optimization, and strategic growth.

Technology Showcase & Innovation Hub

Explore the latest shared services technologies and solutions from leading providers. Experience live demos, discover innovative tools, and gain insights into how technology can transform your shared services operations.

Invest in Yourself and Your Team - Earn 18+ Credits!

SSON is recognized by SHRM to offer Professional Development Credits (PDCs) for SHRM-CP® or SHRM-SCP® recertification activities.

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Sponsors through its web site: www.nasbaregistry.org

Prerequisites: Basic knowledge of business services within any industry.

Advanced Preparation: None

Program Level: Intermediate

Delivery Method: Group Live



HOT TAKE HUSTLE

Real-Time Collaboration for Shared Services Leaders!

Participate in a unique and interactive session designed to tackle the most pressing challenges facing shared services organizations today. This **dynamic activity** will get you out of your seat and actively engaged in **real-time problem-solving and benchmarking**!

We'll present a series of provocative statements related to shared services best practices, emerging trends, and industry hurdles. Based on your stance, you'll move to a designated area in the room. Once positioned, you'll engage in **collaborative discussions** with your group. Share your solutions, challenge conventional thinking, and gain valuable insights from your shared services colleagues.



YOUR SSOW AGENDA



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Prerequisites: Basic knowledge of business services within any industry.
Advanced Preparation: None
Program Level: Intermediate
Delivery Method: Group Live

Pre-Conference Workshops and Main Day One - Tuesday, September 16, 2025

WORKSHOPS

8:30 am Workshop Registration

9:00 am **Morning Workshops** - pick 1

Workshop A

Close the Gaps in R2R Automation:
Insights from New Research

Hosted by: **Redwood**

Workshop B

Essential Strategies for a Shared Services
Organization to Thrive in Any Market Condition

Hosted by: **scottmadden**
MANAGEMENT CONSULTANTS

10:30 am Mid-Morning Break and Networking

11:00 am **Afternoon Workshops** - pick 1

Workshop C

Untangle Your Processes: 90 Minutes to
Shared Services Optimization

*Speaker: Tony Hiatt, Director of Shared
Services, **Granite Construction***

Workshop D

Simplify HR Transformation and Enhance
the Employee Journey

12:30 pm End of Workshops and Luncheon for Workshop Attendees

SSOW OPENING

1:30 pm **SSOW/Chairperson's Opening - Main Event**

1:45 pm **Reclaim Your Resources: Strategic Process Optimization for High-Value Work**
*Todd Ferraro, Global Vice President, Global Operations & BPO, **Verint-Systems***

YOUR SSOW AGENDA

2:15 pm **People, Not Just Platforms: Digital Transformation Done Right**
Hosted by **Leena AI**

2:45 pm Networking Break

3:30 pm **The Power of Perception: Communicating IT Success in a Transforming World**
Larry Hack, Senior Vice President, Shared Services, **PriceSmart**

4:00 pm **Nokia GBS Transformation: Proving Value Through Expansion, Portfolio Innovation, and Customer-Centric Change**
Carolina Okrongli, Head of Strategy & Chief of Staff, Nokia Business Services, **Nokia**
Rod Lindsay, President, Nokia Business Services, **Nokia**

4:30 pm **The SSO & GBS Hot Take Hustle**

5:30 pm Close of Day One and Welcome Reception

Main Day Two - Wednesday, September 17, 2025

8:00 am Breakfast and Networking

9:00 am **The Future of Shared Services: Driving and Proving Value in the Age of Technology**
Guy Babbitt, Senior Vice President Shared Business Services, **US Foods**
Karen Davis, Vice President, Contact to Resolution (Shared Business Services), **US Foods**

9:40 am **The 2025 State of the Shared Services & GBS Industry Survey & Highlights**

10:10 am Networking Break and Demo Drive

10:40 am **Interactive Discussion Groups (IDGs) - pick 2** ⬇️⬇️

IDG 1

Rethinking Risk, Spend & Compliance in the Age of AI-Powered Shared Services

Nathanael L'Heureux, Chief Solutions Ambassador, **Oversight**

Hosted by:  Oversight
Nothing gets by you now

IDG 2

How Can I Overcome the Challenges of Moving From Manual to Technology-Driven Processes?

Sam Cohen, Senior Director, Transformation GBS, **Otis Elevator Co**

IDG 3

Why Enterprises Are Going Beyond AI Agents to AI Employees?

Kenneth Upchurch, Advisor, **Supervity**

Hosted by:  Supervity

IDG 4

Transform Outcomes through End-to-End BPO Partnerships

Derek Aranda, Supply Chain Leader, **Formerly Shell**

IDG 5

Strategic AI for Indirect Tax: Moving Past Pilots to Trusted Adoption

Hosted by:  Thomson Reuters

IDG 6

Execute a Global Process Strategy to Ensure Efficiency and Alignment Across Operations

Johnnie Moore, Former Head of Global Service Center Business Partner Management Americas, **DHL**

IDG 7

Is Shared Services at a Crossroads? How Finance is Transforming in the AI Era

Josh Heenehan, AP Solutions Consultant, **Vic.AI**

Hosted by:  VIC.AI

IDG 8

The AI Payback Clock: Fund Accuracy Upstream

Hosted by:  ADLIB

YOUR SSOW AGENDA

12:15 pm Networking Luncheon

1:15 pm Process Tracks - pick 1 

Data

The HR Analytics Toolkit:
Engagement and Self-Service

Hosted by:  **herronpalmer**

Process Excellence

From “As-Is” to “To-Be”: Standing Up
HR Shared Services to Drive
Operational Excellence at Scale

*Zachary Larson, Senior Director, People
Strategy, Analytics, & Innovation, **First
Student Inc.***

Workforce Management

The New Hire Experience:
Comprehensive Onboarding
Strategies

*EJ Santos, President, FBS, **Farmers
Insurance***

1:55 pm Process Tracks - pick 1 

Data

The Hidden Catalyst in GBS Transformation:
Trustworthy, Empirical Data
*Khiv Sewad, Country Manager & SVP, United
States, **ProHance***
*Anand Baradwaj, Executive Director,
Guidehouse*

Hosted by: **PROHANCE**

Process Excellence

GBS Evolution: Optimizing Processes for
Finance

*Anita Espinosa, Finance Manager, **Creditsafe***
*Michael Krogermeier, CFO, **Creditsafe***

Hosted by:  **BLACKLINE**

Workforce Management

Building Talent for Transformation:
Creating a Competency Framework to
Power Digital Change

*Jesus Villalobos, Continuous
Excellence Lead GBS Americas, **Kerry
Americas***

2:30 pm Process Tracks - pick 1 

Data

Accelerating O2C with AI – From
Collections Chaos to Cash Flow Clarity
*Juliano Godoy, General Manager,
Phillips 66*

Process Excellence

Global O2C: A Universal Language
for International Success

*Nicole Sherwood, Finance Director,
ABS*

Workforce Management

Level Up Your Team: Skills for the
Future

*Reeta Pattanaik, Vice President,
Cencora*

3:00 pm Networking Break

YOUR SSOW AGENDA

3:30 pm **How Do We Get the Data?: A Multifunction Assessment of Workforce Efficiency**
*Dahlia Rigsby, Director, Finance Shared Services, **West Fraser***
*Hosted by **ScottMadden***

4:15 pm **The Collaboration Imperative: How Catalent's Global Process Owners Are Powering the Future of Finance**
*Rachael Thorley, Director, GPO, R2R, **Catalent***
*Eric Joyner, Director, GPO, O2C, **Catalent***
*Florian Bejko, P2P Process Owner, **Catalent***

4:45 pm **AI Straight Talk Panel: Capabilities and Roadblocks within Shared Services**
*Jeff DeWolf, Director, Global Process Office, **Tetra Pak Group***
*Rick Stevens, Director of Procurement, **Indeed.com***
*Hosted by **Simplify IA***

5:15 pm Drinks Reception

Main Day Three - Thursday, September 18, 2025

8:00 am Breakfast and Networking

9:10 am **Panel: The New Metrics: Measure Strategic Value in Shared Services**
*Moderator: Ian Thompson, Owner, **Clear Cycle Advisors***
*Carlos Santos, Head, North America Shared Services, **Holcim***
*Tonia McMillan, Vice President, HR Strategy, **Amtrak***
*Majella Lavin, Vice President, GBS, **Ball Corporation***
*Amit Yadav, Head, GBS, **Tenneco***

9:40 am **Panel: The Modern Shared Services Leader: Influence, Innovation, Impact**
*Moderator: Julie Schwendimann, Former Vice President of Global Shared Services Operations, **Stanley Black & Decker***
*Valquir Correa, Vice President, Corporate Finance, **Baha Mar***
*EJ Santos, Head, Farmers Business Services, **Farmers Insurance***
*Sheneq Aranda, Vice President, **Cadence Bank***

10:10 am **Keynote Session: The Art of the Data Story: Moving Minds with Metrics**
*Simon Rogers, Award-Winning Data Journalist, Data Editor, & Author, **Google***

10:50 am **Networking Break and Demo Drive Results**

11:30 am Process Tracks - pick 1 

Data

Beyond Spreadsheets: Unlocking R2R Insights Through Integrated Data and Dashboards
*Claudia Baqueiro, LATAM SSC R2R Director, **PepsiCo***
*Michelle Aguilar, Control & Report Senior Coordinator, **PepsiCo***
*Moderator: Derek Aranda, Supply Chain Leader, **Ex-Shell***

Process Excellence

Process by Design: Creating Scalable Shared Services Through Standardization

*Jeff DeWolf, Director Process Office, **Tetra Pak Group***

Workforce Management

Beyond the Contract: Upskill, Align, and Win With Your BPO Partner
*Robert Lynch, Director Finance Operational Excellence, **Ahold Delhaize USA***
*Debbie DeSalvo, Director, Americas R2R Controller, **Astellas Pharma***
*Moderator: Derek Aranda, Supply Chain Leader, **Ex-Shell***

YOUR SSOW AGENDA

12:00 pm Lunch

1:00 pm Process Tracks - pick 1 

Data

Turn AP into an Intelligence Hub:
Automation as an Engine for Real-Time
Data and Strategic Action

*Mina Gindi, Global Director of
Finance Shared Services, **NOV***

Process Excellence

Empower Suppliers, Streamline
Invoices: The Self-Service Solution

*Jeff Hoffman, Source To Pay
Operations Director & Transformation
Lead, **AECOM***

Workforce Management

People-Centered Change: Enabling
Successful Technology Transitions

*Rhea Bauer, Senior HR IT Digital Consultant,
Bosch
John Wilke, Senior Vice President, Enterprise
Technology & Digital Enablement, **Zachry Group**
Prathap Varkey, Vice President- Shared Services,
JB Poindexter*

1:35 pm Process Tracks - pick 1 

Data

From Transactions to Insights:
How Data Analysis Adds Value
Across Shared Services

*Mina Gindi, Global Director of
Finance - Shared Services, **NOV***

Process Excellence

Global R2R Standardization: Achieve
Consistency and Efficiency

*Matt Lorey, Director,
R2R Shared Services, **CRH**
Yvonne Swiatek-Marcinkiewicz, Global
Director R2R, **ADM***

Workforce Management

Optimizing Workforce Management for
Shared Services: Balancing Efficiency,
Agility, and Employee Experience

2:10 pm **Build the Ecosystem of Collaboration: Breakdown Internal and External Silos for Competitive Advantage**
*Kelly Litser, Chief Growth & Strategy Officer, **DCD Automotive Holdings***

2:40 pm Closing Recap and Final Thoughts

2:50 pm Close of Conference – **See You at the Next SSOW is in March 2026!**



BEHIND THE SCENES SITE TOUR



Date: Monday, September 15, 2025
Time: 12:00 - 4:00 pm

Join us on a journey through a real service center, exploring shared services and outsourcing firsthand! Connect with peers, meet experts, and discover best practices for successful operations. Explore a cutting-edge facility showcasing seamless collaboration across departments. Learn more about the Site Tour that is available for **just \$99** today!

Limited to 20 Guests - Hurry, spots are filling up fast!

Ontellus, the nation's largest record retrieval and claims intelligence provider, empowers insurance carriers, self-insured companies, third-party administrators and law firms to reduce costs, make informed decisions and accelerate claims resolution. Don't miss this opportunity to tour their Houston shared services operation located in the old Shell building just one mile from The Royal Sonesta.

The shared services operation comprises 100 employees in a Finance Shared Services operation. Explore the facility and discover how Ontellus leverages cutting-edge technology, including AI, RPA and ML to streamline tasks like invoice validation and client onboarding. Learn how they use client-facing and invoice-facing metrics to drive efficiency and satisfaction.

Site Tour Leder:



Manish Nariwal
COO
ontellus

SAVE YOUR SPOT



WHERE COMFORT MEETS CONVENIENCE

The Royal Sonesta Houston Galleria

2222 West Loop South
Houston – TX
77027

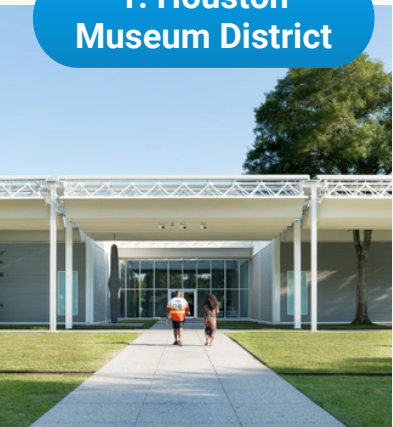
Exclusive Discounted Rate: \$209

LEARN MORE

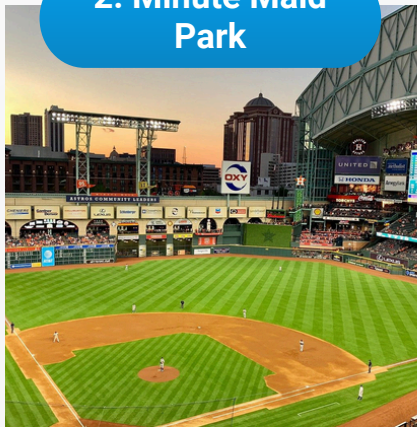


Top 5 Things to Do in Houston!

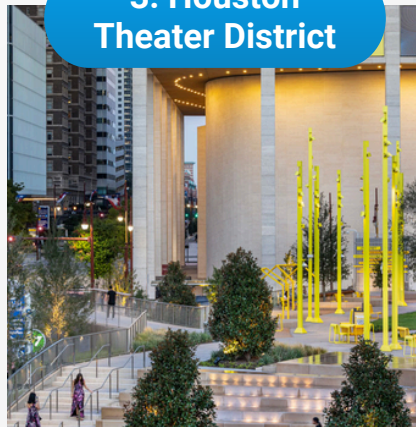
**1. Houston
Museum District**



**2. Minute Maid
Park**



**3. Houston
Theater District**



**4. Cockrell
Butterfly Center**



**5. NASA's
Space Center**



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Thomas Christmann
Director of Strategic Partnerships
Thomas.Christmann@ssonetwork.com

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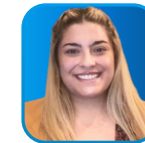
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END-USERS - SHARED SERVICES/GBS PROFESSIONALS	Standard
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SITE TOUR AT ONTELLUS	\$99
VENDORS & SOLUTION PROVIDERS	Standard
GOLD: MAIN CONFERENCE	\$4,599

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Customer Service



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