

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

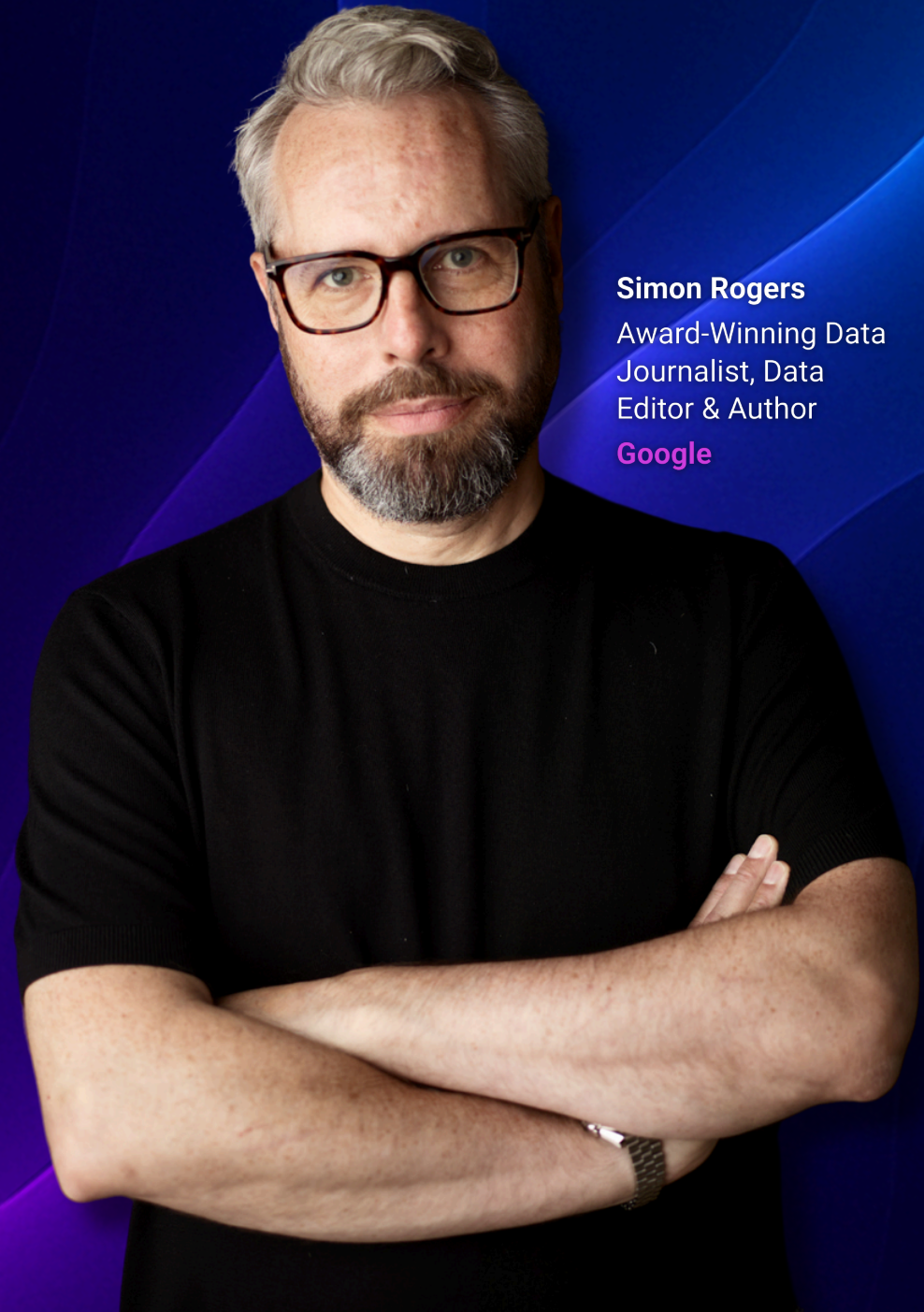
## The Google Data Editor Who Turned Numbers Into Narratives—and Changed How We See the World

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**

# CUTTING-EDGE ADVISORY BOARD



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**AJ Wijesinghe**  
Senior Vice President,  
GBS  
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# 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**



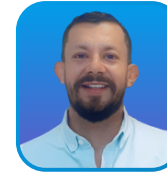
**Mahen Jayarajan**  
Former Senior Executive,  
Transformation, GBS,  
Finance & Operations



**Florian Bejko**  
P2P Process Owner



**Héctor Saúl Alderete Fierro**  
Head of GBS Americas



**Jairo Sancho**  
Director,  
Shared Services



**Valquir Correa**  
Vice President,  
Corporate Finance



**Sandeep Arora**  
Head of GBS



**Yvonne Swiatek-Marcinkiewicz**  
Global R2R Director



**EJ Santos**  
Head, Farmers  
Business Services



**Juliano Godoy**  
General Manager, Agile  
Enterprise Services



**Erika Beltran**  
Vice President, Americas &  
Europe Control Shared  
Service Center



**Debbie DeSalvo**  
Director, Americas  
R2R Controller



**Ardhendu Banerjee**  
Vice President, GBS



**John Wilke**  
Senior Vice President,  
Enterprise Technology  
and Digital Enablement



**Guru Mohan**  
Vice President, Global  
Procurement, P2P



**Jeff DeWolf**  
Director, Global  
Process Office



**Debbie Lougheed**  
Senior Director  
Shared Services





# INDUSTRY LEADING SPEAKERS

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

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



**Rod Lindsay**  
President, Nokia  
Business Services



**Jeff Hoffman**  
S2P, Operations Director  
& Transformation Lead



**Rhea Bauer**  
Senior HR IT  
Digital Consultant



**Rick Stevens**  
Director of Procurement



**Tonia McMillan**  
Vice President,  
HR Strategy



**Carolina Okrongli**  
Head of Strategy & Chief  
of Staff, Nokia Business  
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**Tony Hiatt**  
Director of  
Shared Services

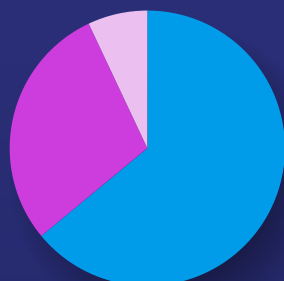


**Dahlia Rigsby**  
Director, Finance  
Shared Services



# CULTIVATE INFLUENTIAL CONNECTIONS

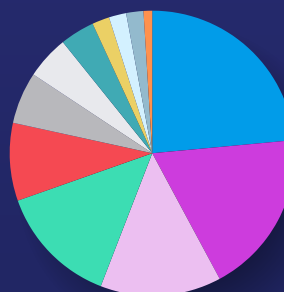
## SENIORITY LEVEL



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

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

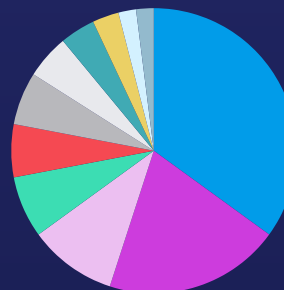
## INDUSTRY



- 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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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.

Penton Learning Systems, dba International Quality and Productivity Center (IQPC) is registered with the National Association of State Boards of Accountancy (NASBA) as a sponsor of continuing professional education on the National Registry of CPE Sponsors. State boards of accountancy have final authority on the acceptance of individual courses for CPE credit. Complaints regarding registered sponsors may be submitted to the National Registry of CPE.

Sponsors through its web site: [www.nasbaregistry.org](http://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



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

**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

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?

Hosted by:  **Supervity**

### IDG 4

Set up your HRIS System: Tech and Talent

### IDG 5

Streamlining O2C: Improving End-to-End Efficiency for Accelerated Cash Flow

### IDG 6

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

# YOUR SSOW AGENDA

12:15 pm Networking Luncheon

1:15 pm Process Tracks - pick 1 

## Data

Data-Driven Collections: Using AI to Unlock Cash Flow and Insights in O2C

*Juliano Godoy, General Manager, Agile Enterprise Services, **Phillips 66***

## Process Excellence

One World, One P2P: Achieve Global Harmony

Sponsored by:  Thomson Reuters

## Workforce Management

The Employee Support Express: Build a Centralized Ticketing Hub

Sponsored by:  herronpalmer

1:55 pm Process Tracks - pick 1 

## Data

The Hidden Catalyst in GBS Transformation: Trustworthy, Empirical Data

Sponsored by:  PROHANCE

## Process Excellence

GBS Evolution: Optimizing Processes for Finance

Sponsored by:  BLACKLINE

## Workforce Management

The New Hire Experience: Comprehensive Onboarding Strategies

*EJ Santos, Head of Farmers Business Services, **Farmers Insurance***

2:30 pm Process Tracks - pick 1 

## Data

Beyond Spreadsheets: Unlocking R2R Insights Through Integrated Data and Dashboards

*Claudia Baqueiro, LATAM SSC R2R Director, **PepsiCo***

## Process Excellence

Global O2C: A Universal Language for International Success

*Nicole Sherwood, Finance Director, **ABS***

## Workforce Management

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

*Héctor Saúl Alderete Fierro, Head of GBS Americas, **Kerry Americas***

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**  
*Ardhendu Banerjee, Vice President, GBS, **CGI***  
*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

Data-Driven AP: How Intelligent Automation Unlocks Visibility and Control

*Jairo Sancho, Shared Services Director, **Align Technology***

*Richard Cardone, Director, P2P, **Veritiv***

### 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***

# YOUR SSOW AGENDA

12:00 pm Lunch

1:00 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

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***

1:35 pm Process Tracks - pick 1 

## Data

Data-Driven Shared Services  
Transformation

## 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

Level Up Your Team: Skills for the  
Future

2:10 pm **Build the Ecosystem of Collaboration: Breakdown Internal and External Silos for Competitive Advantage**  
*Ardhendu Banerjee, Vice President, GBS, **CGI***

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

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!

**Ontellus | 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 Leader: Manish Nariwal, Chief Operating Officer, Ontellus

**SAVE YOUR SPOT**



# WHERE COMFORT MEETS CONVENIENCE

## The Royal Sonesta Houston Galleria

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Houston – TX  
77027

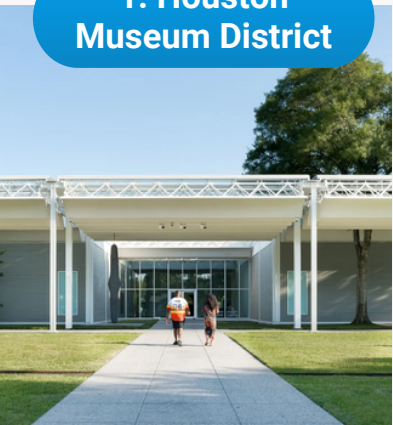
**Exclusive Discounted Rate: \$209**

**LEARN MORE**

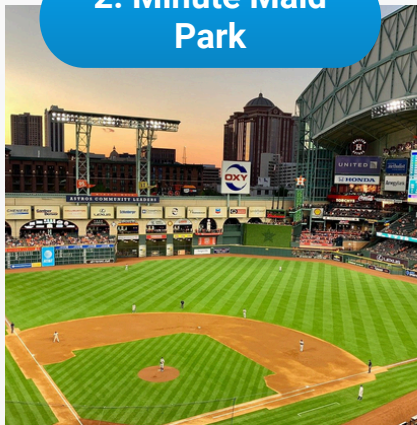


## Top 5 Things to Do in Houston!

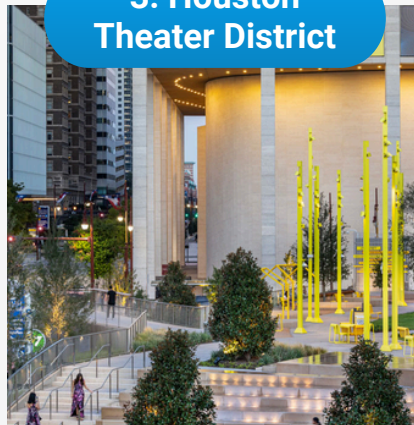
**1. Houston  
Museum District**



**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](mailto:Thomas.Christmann@ssonetwork.com)

**BOOK A CALL**

# SECURE YOUR SPOT

END-USERS - SHARED SERVICES/GBS PROFESSIONALS	Register by August 29	Standard
<b>MAIN CONFERENCE + WORKSHOPS PASS</b> Including: Main Conference + Workshops + Interactive Discussion Groups + Panel Discussions + Breakfast & Lunch Networking Opportunities + Innovation Hub + Networking Receptions	\$2,999 <b>Save \$600</b>	\$3,599
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**Kayla DelPizzo**  
*Conference Producer*  
[Kayla.Delpizzo@ssonetwork.com](mailto:Kayla.Delpizzo@ssonetwork.com)

#### Marketing



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*Events Marketing Director*  
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