



SHARED SERVICES &  
OUTSOURCING WEEK

*Autumn*

"It's absolutely vibrant... I dropped a few things to attend because it's a great opportunity to be among peers. Great energy, great meetings, great sessions... Where else can you get this?"

GBS Strategy Director, AstraZeneca

# END-TO-END VALUE CREATION

## BEYOND COST-CUTTING AND TOWARDS STRATEGIC IMPACT

21<sup>st</sup> – 23<sup>rd</sup> October, 2025 | Postillion Hotel & Convention Centre, Amsterdam

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# WHY SHOULD YOU ATTEND SHARED SERVICES & OUTSOURCING WEEK AUTUMN 2025?

## Dear colleague,

In 2025, GBS and shared services face mounting pressure—not only to reduce costs but to deliver measurable, enterprise-wide value. It's the ultimate catch-22: expectations are rising, and the question is no longer whether to transform, but how to do it in a way that drives lasting impact.

As the 19th Shared Services & Outsourcing Week Autumn arrives in Amsterdam, the spotlight shifts from abstract ambition to concrete execution—on the practical strategies that deliver results and elevate GBS from efficiency engine to strategic partner.

This year, we're diving deep into what true end-to-end transformation looks like—beyond process optimisation. From integrated service delivery and cross-functional collaboration to data governance and customer-centric design, the agenda equips

transformation leaders to break silos and embed value at every touchpoint. We'll explore how generative and Agentic AI are unlocking new levels of agility, intelligence, and innovation across the shared services ecosystem.

Join over 300 GBS, finance, HR, and Shared Service leaders for actionable insights and senior-level networking. Step outside your organisational bubble and explore challenges, solutions, and breakthroughs that are shaping the next generation of shared services. With networking specific formats, from our brand-new Peer Insights Stage, designed to get you talking on the biggest issues you're facing right now, to hands-on challenges like the INNOVATE-A-THON.

We're not just talking end-to-end value creation—we're building it. Together.



**Amy Garrod**  
Event Director  
SSOW Autumn 2025



# WHAT'S NEW FOR 2025?

## EXPLORE THE AGENTIC AI IN SHARED SERVICES SHOWCASE



Uncover how autonomous decision-making and intelligent process optimisation are transforming GBS through Agentic AI.

## STEP INTO THE PEER INSIGHTS STAGE



Break free from traditional formats with our 'unconference sessions'. Collaborate openly, share experiences, and build connections in a dynamic, peer-driven environment.

## ENGAGE AT THE CXO PRIORITIES STAGE



Learn directly from top CXOs what they expect from shared service leaders and redefine what delivering end-to-end value truly means.

## DIVE INTO S4HANA TRANSFORMATION CASE STUDIES



Navigate the fast-approaching deadline with practical insights from real-life implementations—what worked, what didn't, and what to do next.

## UNLOCK THE COST-PERFORMANCE-VALUE PLAYBOOK



Discover proven strategies to drive down costs, elevate performance, and deliver measurable value through powerful case studies.

## JOIN THE GBS REINVENTION PROGRAMME



Reimagine the future of GBS as a value-creation engine and explore bold strategies that shift the focus from cost-cutting to strategic impact.



**"It's an extraordinary event. For me, there's nothing as engaging as connecting with people, listening to their experiences, and building our capability based on their insights."**

**Group Director & General Manager, F&A Global Shared Services, The Duracell Company**

# THE SSOW DIFFERENCE

**This is the ONLY Shared Services event where you can:**



Gain strategic insights by engaging with leaders who straddle both GBS and enterprise transformation roles, and uncover how to align GBS goals with broader business strategy.



Unlock consultancy-agnostic, best-practice strategies directly from the largest gathering of GBS leaders sharing real-world expertise.



Participate in the SSOW INNOVATE-A-THON 2025, collaborate with a team of problem-solvers, tackle a live challenge, and compete to showcase your winning solution.



Collaborate with peers to co-create innovative solutions to the most mission-critical challenges facing GBS today.



## GBS Masterminds

*By Invitation Only*

Join the GBS Leader Masterminds in an exclusive Masterminds Live special edition and tap into next-level leadership insights



**“It’s been terrific. One of my team members said, ‘I think this is the highest density of smart brains per square metre I’ve seen in a long time,’ and I can only echo that. There’s no better way to connect with the GBS and outsourcing world than by being part of SSOW.”**

**Vice President, Global Business Services, BD**



# AGENDA-AT-A-GLANCE

	AM		PM		Evening
<b>Tuesday</b> 21st October	<b>SSOW INNOVATE-A-THON: INNOVATE, CO-CREATE, IMPACT</b> <b>BACK BY POPULAR DEMAND</b>		<b>13:30 – 15:00</b> <b>WORKSHOP A, B, C &amp; D:</b> Practical Insights for Hands-on Challenges	<b>15:30 – 17:00</b> <b>WORKSHOP E, F, G &amp; H:</b> Hands-On Approaches to your Greatest Challenges	<b>AWARDS PRESENTATION FOR INNOVATE-A-THON</b>
	<b>PIONEERING CONTENT ON AGENTIC AI EMBEDDED</b> <b>NEW!</b>				<b>GBS MASTERMINDS DINNER</b>
<b>Wednesday</b> 22nd October	<b>KEYNOTE</b> END-TO-END VALUE CREATION & DATA TRANSFORMAITON	<b>TRACK A</b> GPO LEADERS PROGRAMME	GBS MASTERMINDS <i>By Invitation Only</i>		<b>DRINKS RECEPTION</b>
		<b>TRACK B</b> COST – PERFORMANCE – VALUE <b>NEW!</b>	<b>SPLIT KEYNOTE</b> S4HANA TRANSFORMATION CASE STUDIES <b>NEW!</b>	<b>NEW!</b>	
		<b>TRACK C</b> GBS REINVENTION PROGRAMME <b>NEW!</b>	4 CHAMPAGNE FOCUS GROUPS	<b>KEYNOTE</b> CXO PRIORITIES	
		Peer Insights Pavilion Stage <b>NEW!</b>	HR TRANSFORMATION LEADERS PROGRAMME		
<b>Thursday</b> 23rd October	<b>KEYNOTE</b> NEXT-GEN GBS MODEL EVOLUTION & THE BIG IDEAS SPEAKER	<b>TRACK E</b> FINANCE TRANSFORMATION LEADERS PROGRAMME	<b>KEYNOTE</b> TECHNOLOGY & INNOVATION FEATURING PRACTICAL PERSPECTIVES ON AGENTIC AI		
		<b>TRACK F</b> SKILLS-BASED ORGANISATION PROGRAMME <b>NEW!</b>			
		<b>TRACK G</b> SERVICE EXPANSION & EXPERIENCE MANAGEMENT			
		Peer Insights Pavilion Stage <b>NEW!</b>			

# HEAR FROM A PANEL OF EUROPE'S MOST INSPIRING GBS, SHARED SERVICES AND TRANSFORMATION LEADERS:

## BRAND NEW VOICES & PERSPECTIVES



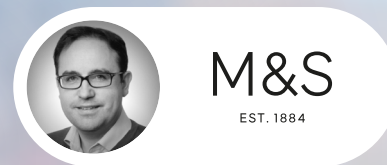
**Geraldine Lynch**  
Vice President, Global  
HR Shared Services  
**Axalta**



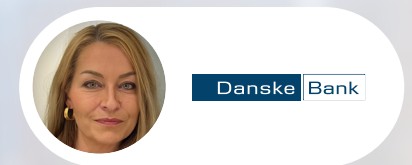
**Abhishek Kaushal**  
Global Director Human Resource  
for Services Expertise  
**ASML**



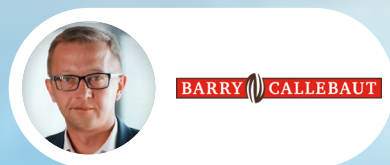
**Karsten  
Kloppenburg**  
VP / Head of GBS Finance  
**Bayer AG**



**Peter Cousins**  
Head of Finance Transformation  
and Business Services  
**Marks And Spencer**



**Janne Pedersen**  
Nordic Head of HR Service  
**Danske Bank**



**Maciej Kulbat**  
Vice President, CFO GBS  
**Barry Callebaut Group**



**Mitar Mrdic**  
National Financial Director / CFO  
**Kuehne+Nagel**



**Sergio Oliveira**  
Digital Innovation &  
Excellence Leader  
**Philips**



**Shelley Davies**  
Global Business Improvement  
Senior Director  
**Mars**



**Bill Jolly**  
SVP / Head of Global  
Business Services  
**Bayer AG**

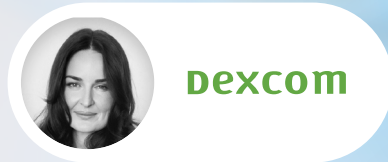


# BRAND NEW VOICES & PERSPECTIVES



**Piotr Wilk**

Senior Manager FP&A &  
Operation Excellence Lead  
**The HEINEKEN Company**



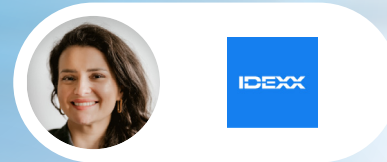
**Jessica Shields**

Global Business Services and  
Global Technical Support  
**Dexcom**



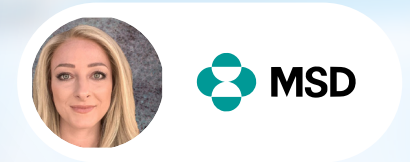
**Marc Sauty**

Transformation Director  
**Sodexo**



**Yanina Ruskova**

GBS Head of Strategy, Process  
and Reporting  
**IDEXX**



**Hannah Rimington**

Executive Director, Global Source  
to Settle Lead | GBS  
**MSD**



**Ignacio Madrigal Zúñiga**

Director, BPE | Source to Settle  
Optimization & Digital Strategy  
**MSD**



**Nilo Ferreira**

Global Head of Enterprise  
Digital Technologies  
**Ball**



**Serge De Vos**

Head of GBS  
**Kraft Heinz Company**



**Bob Kurpershoek**

VP Finance Transformation &  
Value Realization  
**NBCUniversal Media**



**Ines Burmeister**

Head of Transition Office,  
Corporate Business Services  
**PHOENIX Pharma**



**Živilė Kurauskaitė**

Chief of Staff, Vilnius  
**Citco**



**Barbara Hodge**

Global Editor  
**SSON Research & Analytics**



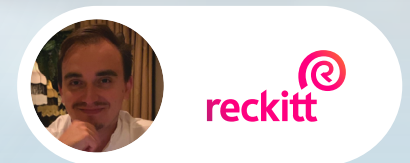
**Damilola Atoyegbe**

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



**Wojciech Iwanczak**

Former Digital HR Director  
**Schneider Electric**



**Stefan Deaconu**

Global Finance Services  
Manager – Vendor Strategy &  
Governance  
**Reckitt**

# BRAND NEW VOICES & PERSPECTIVES



**Teresa OByrne**

Former Head of GBS Finance  
**WPP**



**syngenta**

**Jacob Jensen**

Strategy and Transformation  
Lead, Global Services & Solutions  
**Syngenta Group**



**VOLVO**

**Avinash Jha**

Senior Director | Head of API &  
Integrations  
**Volvo Group**



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**Tuula Tuononen**

Global Process Owner,  
Procurement Excellence  
**Konecranes**



**stryker**

**Francesco Tacconi**

Senior Director,  
I2C Global Process Owner  
**Stryker**



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**Katarzyna Zalewska**

Bruker Business Support  
Center Director  
**Bruker**



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**Nadia Hutchinson**

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**Natalia Fernandez Cortes**

Change Management Lead,  
**Just Eat Takeaway.com**



**KONECRANES**

**Ilkka Lagerström**

Vice President, HR Shared  
Services & Talent Acquisition  
**Konecranes**



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**Mira Mech**

VP, Global Head of Finance  
Center of Expertise and  
Shared Services  
**SGS**



**NielsenIQ**

**Chris Gunning**

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



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**Malgorzata Figaszewska**

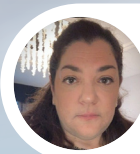
Director Global Finance Shared  
Service, GBS/SSC Expert



**Pearson**

**Raphaëlle Thelemaque**

Head of HR Shared Services &  
Country Operations  
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**teva**

**Dorit Shami Mendelovich**

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**Page Group**

**Leonardo Satellé**

Head of Global Finance Systems  
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**Page Group**



# BRAND NEW VOICES & PERSPECTIVES

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**Steve Bourne**

Senior Director Global R2R,  
P2P & GFS Hub  
**Page Group**



**Elena Mirela Homescu**

Controlling Management Lead  
and Continuous Improvement  
and Innovation Coordinator  
**Allianz Services**



**Wojtek Tatys**

Senior Director, GBS  
Transformation Lead  
**Warner Bros. Discovery**



**Ian Doherty**

GBS Strategy Director  
**AstraZeneca**



**Maneesh Bhassen**

Global Financial Controller (GFS)  
**Reckitt**



**Sibel Ibram**

Value Realisation Office Lead  
Record to Report  
**BAT**





# BACK BY POPULAR DEMAND: SSON COMMUNITY TRAILBLAZERS



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**Thermo Fisher Scientific**



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**Dave Marton**

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**AkzoNobel**



 **Carrier**

**Steve Rudderham**

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**Carrier**



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**Anil Yadav**

SVP, Head of Enterprise CoE &  
Philips Capability Centers (PCC)  
**Philips**



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**Vanessa Gleason**

Global Head, Takeda Business  
Solutions (TBS)  
**Takeda**



 **Microsoft**

**Adam Leahy**

Global Lead for Key Launches  
and Global Process Owner,  
**Microsoft**



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**Carol Roncagliolo**

Head of Global Shared Services  
**Barnes Group**



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BRANDS**

**Mira Viswanathan**

GBS Programme Office Director  
**Imperial Brands (formerly  
Imperial Tobacco Group)**



 **TE**

**Jakub Wojdat**

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



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Vice-President Weir  
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**The Weir Group Plc**



 **KERRY**

**Jaqueline McGirr**

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Experience & Change  
**Kerry**



# BACK BY POPULAR DEMAND: SSON COMMUNITY TRAILBLAZERS



**adidas®**

**Nadine Fischer**

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



**convatec**  
— forever caring —

**Manoj Kalra**

Global Head of Convatec  
Business Services  
**Convatec**



**astellas**

**Lizzy Bowling**

Head of Strategy and Service  
Management  
**Astellas**



**Coca-Cola**  
EUROPACIFIC  
PARTNERS

**Tamsin Hoborough**

VP Finance Shared Services  
**Coca-Cola Europacific  
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**Carrier**

**Julie Ayres-Smith**

Global Process Owner -  
Order to Cash  
**Carrier**



**\* Kimberly-Clark**

**Gabriela Stanakova**

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



**AstraZeneca**

**James David**

GBS Strategy Director  
**Astrazeneca**



**AstraZeneca**

**Salvo Russo**

Head of GBS Strategy  
**Astrazeneca**



# WORLD-CLASS GBS SOLUTION PROVIDERS, PARTNERS & THOUGHT LEADERS



#loQast

**Hugh O'Neill**

Manager, Solutions Consulting  
**FloQast**



consider

**Dan French**

CEO  
**Consider Solutions**



consider

**Steve Fox**

Process Excellence Leader  
**Consider Solutions**



GB TEC

**Marc Stromberg**

Co-Founder and  
Key Account Manager  
**GBTEC**



medius

**Mary Flynn Barton**

Chief Revenue Officer  
**Medius**



proservartner

**Rakesh Sangani**

CEO  
**Proservartner**



xelix

**Paul Roiter**

CEO & Co-Founder  
**Xelix**





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



**Carrier**

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

**“It was an inspiring experience, and it left me feeling energised and ready to implement these new solutions.”**

**Vice President, International Business Development, Cadex Solutions**



# PRE-CONFERENCE WORKSHOPS & INNOVATE-A-THON

21st October, Tuesday

8:00

REGISTRATION



## SSOW INNOVATE-A-THON: A CLOSED-DOOR HACKATHON-INSPIRED EVENT FOR GBS AND SHARED SERVICES LEADERS ONLY

Back by Popular Demand! After its success at SSOW Autumn 2024, the Innovate-a-thon returns in 2025, offering a unique and dynamic space for creative problem-solving, deep collaboration and fresh transformation insights.

In this interactive 3-hour session, you'll team up with like-minded peers, tackle a specific challenge and develop innovative solutions together. All while competing for the winning title and having fun together!

How It Works:

- Teams of six select one specific Challenge Statement, define their group ethos and develop a solution
- Craft your strategy and pitch your ideas, leveraging visualisation tools
- Top teams in each group will be awarded a prize to kick-start your SSOW Autumn in style!

9:00

### CHALLENGE STATEMENT ONE: DEFINING, MEASURING AND COMMUNICATING THE GBS VALUE

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

**LEADERS** – Mira Viswanathan, GBS Programme Office Director, **Imperial Brands** (formerly Imperial Tobacco Group)



### CHALLENGE STATEMENT TWO: IDENTIFYING AGENTIC AI APPLICATION USE CASES

**LEADERS** – Jacob Jensen, Strategy and Transformation Lead, Global Services & Solutions, **Syngenta Group**

syngenta

### CHALLENGE STATEMENT THREE: THE CHALLENGE OF DOING MORE WITH LESS



12:00

FURTHER REGISTRATION & NETWORKING BREAK

# PRE-CONFERENCE WORKSHOPS & INNOVATE-A-THON

## WORKSHOP SESSIONS

21<sup>st</sup> October, Tuesday

13:30

### WORKSHOP A: FROM COST CENTER TO VALUE DRIVER: PAGEGROUP'S BLUEPRINT FOR SUCCESS

Join this interactive workshop to discover how PageGroup revolutionised their Shared Services Centre operations, evolving from a cost-cutting initiative to a strategic powerhouse that drives value across the organisation. This session will explore how AI, automation, and the digitisation of tasks can enhance efficiency and unlock new opportunities within your SSC. Drawing on real-world examples and actionable insights, this workshop will not only equip you with the tools but also offer a deep dive into how best to apply them to re-imagine your own SSC strategy with a hands-on and interactive format. Designed for finance and operations leaders, it offers practical strategies and a clear roadmap for success – whether you're in the early stages of centralisation or seeking to elevate your SSC to a strategic level.

**Leonardo Satellé, Head of Global Finance Systems & R2R Global Services, Page Group**



**Steve Bourne, Senior Director Global R2R, P2P & GFS Hub, Page Group**



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

### WORKSHOP B: REIMAGINING SERVICE MANAGEMENT TO ELEVATE GBS EXPERIENCE

Service management in GBS are shifting rapidly from process efficiency alone to orchestrating seamless, end-to-end experiences for both internal stakeholders and external customers. In this context, service orchestration and experience management is becoming a critical capability. This interactive workshop explores key approaches to build this exact capability. Join the session to learn:

- How to design an effective service management model that prioritise stakeholder and customer experience, not just efficiency
- The role of service orchestration in breaking down functional silos and enabling end-to-end accountability
- Key performance indicators (KPIs) that move beyond SLAs to measure real experience impact
- Governance structures and operating models that support adaptive, experience-centric shared services
- Practical ways to integrate digital tools and AI for proactive, insight-driven service delivery

### WORKSHOP C: GLOBAL PROCESS OWNERSHIP – DELIVERING ENHANCED VALUE WITH THE “END-TO-END” PROCESS EXPERIENCE

“End to End” & “Process Excellence” are on every leadership agenda. GBS and Shared Services deliver services that support functional elements of “end to end” business processes, but rarely, if ever, “own” these true “end to end” cycles. Despite the ambiguity, there are high expectations, aspirations and value in a well-executed “end to end process” and “Global Process Owner” (GPO) approach. Sharing best practices with interactive discussions and exercises, this session will explore some of the opportunities and challenges in enabling “end to end” process excellence and introduce tools and tactics for the GPO and other stakeholders (both “enabling” and “beneficial”) to drive successful outcomes.

The workshop will cover:

- What problem are we trying to Solve?
- End to End Processes & the GPO
- Aspirations & Challenges
- Strategies for Success
- Influence vs Control
- “Outside-In”
- Business Value
- “Think like a CFO”
- Stakeholder Engagement
- The Art of Execution
- Critical Capabilities

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



### WORKSHOP D: CUTTING THROUGH THE AGENTIC AI HYPE TO SEARCH FOR VALUE

What is Agentic AI? Will it live up to the promise of delivering the next level of efficiency and strategic value? Join this practical workshop as we break down the fundamentals of Agentic AI, taking a deeper look into how it can be leveraged in core shared services processes such as finance, HR, and procurement.

- Understanding the role of Agentic AI in shared services
- Identifying high-impact use cases in GBS and shared services operations
- Navigating governance, risks and change management
- Creating a roadmap for AI-driven transformation

14:50

AFTERNOON BREAK









# PRE-CONFERENCE WORKSHOPS & INNOVATE-A-THON

## WORKSHOP SESSIONS

21<sup>st</sup> October, Tuesday

15:30	<p><b>WORKSHOP E: PLANNING AND LAUNCHING DIGITAL BUSINESS SERVICES: SHARING IMPLEMENTATION BEST PRACTICES</b></p> <p>Embedding digital capabilities at early stage of your global business services is imperative to be future proof. Join this workshop to hear the best practices in building towards a truly AI and digital enabled GBS operation from the get go. Sharing best approaches in adopting emerging technologies such as RPA, machine learning, NLP and predictive analytics – systematically Streamline workflows, optimise resource allocation and facilitate real-time decision-making Exploring different ways of converging digital technologies and AI into existing GBS structures, processes and systems Fostering a culture of continuous improvement and transformation within GBS</p> <p><b>Rakesh Sangani, CEO,</b> <b>Proservartner</b></p> 	<p><b>WORKSHOP F: O2C LEADERS PROGRAMME: LEVERAGING AUTOMATION AND AI TO ACCELERATE CASH FLOW AND MAXIMISE EFFICIENCY IN INVOICE-TO-CASH PROCESSES</b></p> <ul style="list-style-type: none"> <li>• Understanding the flow of the process on your invoice- to-cash cycle to identify improvement opportunities</li> <li>• Leveraging automation to optimise invoice-to-pay processes</li> <li>• Examining and exploring the role of AI in the Invoice-to-Cash cycle</li> <li>• Exploring best practices for monitoring, analysing and managing outstanding invoices to accelerate cash conversion</li> <li>• Establishing effective performance metrics and KPIs to measure success and business outcomes</li> <li>• Leveraging an integrated approach and platform to manage AR, Closing and Intercompany Financial Management seamlessly</li> </ul>	<p><b>WORKSHOP G: P2P LEADERS PROGRAMME: FROM COST-CUTTING TO INNOVATION – THE EVOLVING ROLE OF AP IN SHARED SERVICE CENTERS</b></p> <ul style="list-style-type: none"> <li>• Key trends in SSC operations: insourcing and 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</li> <li>• 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?</li> </ul>	<p><b>WORKSHOP H: AGENTIC AI IN PRACTICE SHOWCASE</b></p> <p>This unconventional session will feature multiple speakers from leading organisations that have pioneered in Gen AI to showcase what has been done and the results achieved.</p> <p><b>CASE STUDY ONE: Explore how Ball has incorporated Agentic AI into their existing business operations, including HR, Procurement, IT and Cash Application.</b></p> <p><b>Nilo Ferreira, Global Head of Enterprise Digital Technologies,</b> <b>Ball</b></p>  <p><b>CASE STUDY TWO: Leveraging End-to-End Process Intelligence and Agentic AI to Recover \$40 million Cash Leakage</b></p> <p><b>Shelley Davies, Global Business Improvement Senior Director,</b> <b>Mars Global Services, Mars</b></p> 
16:50	AWARDS PRESENTATION FOR INNOVATE-A-THON			
17:30	END OF PRE-CONFERENCE WORKSHOPS			

8:00	REGISTRATION
8:50	SSON OPENING SPEECH & CHAIR'S WELCOME
9:00	<p> <b>THE BIG IDEAS STAGE: DIGITAL TRANSFORMATION IN SHARED SERVICES: LEVERAGING AI AND DATA ANALYTICS FOR SUCCESS</b></p> <p>Organisations undergoing digital transformation in shared services face challenges such as evolving customer expectations, regulatory complexities and the rapid pace of technological change. More specifically, the integration of AI and data analytics presents challenges related to data quality, system compatibility and workforce preparedness. To unlock the full potential of these technologies, businesses must establish a clear strategy, invest in robust data governance and drive cultural change. This session explores best practice examples for implementing AI and data analytics, ensuring scalability, efficiency and business impact.</p> <ul style="list-style-type: none"> <li>• Improve decision-making by leveraging real-time data insights and predictive analytics, allowing for bias-free reporting</li> <li>• Enhance process efficiency by automating repetitive tasks with AI-driven solutions</li> <li>• Ensure data accuracy by establishing strong data governance frameworks</li> </ul> <p><b>Sergio Oliveira, Digital Innovation &amp; Excellence Leader, Philips</b> <b>PHILIPS</b></p> <p><b>Anil Yadav, SVP, Head of Enterprise CoE &amp; Philips Capability Centers (PCC), Philips</b> <b>PHILIPS</b></p>
9:35	<p> <b>THE BIG IDEAS STAGE: KEYNOTE PANEL: PIVOT TO CUSTOMER – A VALUE CENTRIC SHIFT TOWARDS DELIVERING VALUE DIRECTLY TO THE END CUSTOMERS</b></p> <p>End-to-end transformation is an ultimate goal for many GBS organisations, and we argue that the perspective of value extends further beyond the organisation itself to their end customers. Join this session to hear how advanced GBS leaders are maturing this approach to not only deliver value back to the stakeholders but also the end customers.</p> <ul style="list-style-type: none"> <li>• Understanding the maturity of global process owners' ability to help deliver strategic process transformations within and beyond the organisation</li> <li>• Having customer experience as the centrepiece of vision when advancing from local to shared services to a GBS model</li> <li>• Delivering customer-centricity and value through the use of data and analytics</li> <li>• Leveraging GPO as a key enabler in the organisational design to drive accountability, consistency and end-to-end efficiency</li> </ul> <p>Panel members include:</p> <p><b>Steve Rudderham, Head of Global Business Services, Carrier</b> </p> <p><b>Jan Nikus, Vice President, Head of KONE Business Services, KONE</b> </p> <p><b>Dave Marton, VP, Global Business Services, BD</b> </p> <p><b>Vanessa Gleason, Global Head, Takeda Business Solutions (TBS), Takeda</b> </p>



# CONFERENCE DAY ONE

22<sup>nd</sup> October, Wednesday



## THE BIG IDEAS STAGE: SHARED SERVICES & GBS STATE OF THE INDUSTRY: UNLOCKING THE NEXT FRONTIER OF VALUE

As GBS models expand beyond finance, HR, and IT into supply chain, commercial, and innovation functions, understanding where the industry truly stands has never been more crucial.

In this high-impact session, SSON Research & Analytics unveils brand-new insights from our 2025 Global State of the Industry, GBS, and Location Strategy surveys—offering the most comprehensive, data-driven view of today's Shared Services and GBS landscape. We'll reveal:

- How GBS is rapidly evolving into a strategic talent hub
- What's working (and what's not) in the cost vs. value equation
- How leading organisations are leveraging automation and analytics to accelerate maturity
- The latest location strategy trends, backed by real investment patterns and talent dynamics
- And what these shifts mean for your next strategic move

Whether you're building foundational capabilities or leading next-gen operations, this session delivers exclusive benchmarking and fresh market intelligence to help you seize the next wave of GBS value creation.

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

**sson** | RESEARCH & ANALYTICS

10:05

10:35

## MORNING BREAK



## TRACK A: GPO LEADERS PROGRAMME

### LIVE DEBATE: CAN A GPO BE TRULY END-TO-END IF THEY'RE SAT WITHIN GBS?

As businesses push for seamless, end-to-end process ownership, the role of Global Process Owners (GPOs) remains under scrutiny. The challenge is that many GPOs sit within GBS, limiting their authority across business functions. Without direct influence over enterprise-wide processes, how can they truly drive transformation? This live debate will explore the barriers—siloed decision-making, misaligned incentives, and resistance from business units—and offer practical solutions to embed GPOs effectively.

- Drive true process ownership by aligning GPOs with enterprise-wide objectives, not just GBS KPIs
- Break down silos by establishing models that connect GPOs with business stakeholders
- Gain executive buy-in by demonstrating how end-to-end ownership improves efficiency and
- Enhance cross-functional collaboration by embedding GPOs into business decision-making forums

**Mira Viswanathan, GBS Programme Office Director, Imperial Brands (formerly Imperial Tobacco Group)**



**Nathalie Jakimowicz, Head of Accounting Operations, AkzoNobel**

AkzoNobel

**Tuula Tuononen, Global Process Owner, Procurement Excellence, Konecranes**

KONECRANES

## TRACK B: COST – PERFORMANCE – VALUE

### EARNING THE MANDATE TO BECOME A STRATEGIC PARTNER

Many businesses struggle to elevate Global Business Services (GBS) beyond a transactional function to a strategic partner, limiting its potential to drive real value. This session explores the strategies for success and how you can replicate them.

- Secure leadership buy-in by demonstrating GBS's financial impact with real business cases
- Increase GBS visibility by embedding it in key decision-making processes
- Drive adoption across the business by proactively showcasing success stories and tangible savings

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



## TRACK C: GBS REINVENTION PROGRAMME

### THE FUTURE OF GBS: DRIVING ENTERPRISE TRANSFORMATION WITH GENAI AND AUTOMATION

As enterprises face mounting pressure to transform in the face of disruptive technologies, GBS must evolve from cost-efficiency engines to drivers of innovation. Traditional models fall short amid GenAI advances, data silos, and organisational resistance to change. GBS leaders must adopt bold, outcome-focused strategies to stay relevant. This session explores how GBS can lead enterprise transformation by leveraging automation, embracing cultural change, and fostering innovation at scale.

- Drive transformation by adopting a “transformation-first” mindset over expanding scope
- Break down silos by implementing a data-centric, outcome-driven approach
- Accelerate automation by establishing federated Centers of Excellence
- Harness GenAI effectively by embedding it across organisational strategy, not isolated teams

11:00



## TRACK A: GPO LEADERS PROGRAMME

### CASE STUDY: 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 Global Process Owners (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

**Phil Bailey, Director, Product Specialist**  
**Thomson Reuters**



## TRACK B: COST – PERFORMANCE – VALUE

### PANEL DISCUSSION: COST MANAGEMENT VS. VALUE CREATION

Over the last five years we have seen continuous pressure to cut costs and “do more with less”, but how do you continue to grow and create value with fewer resources available? This session explores how GBS can transition from a cost-focused mindset to one that prioritises value generation through process optimisation, digital transformation, and customer-centric strategies.

- Optimise costs by leveraging digital transformation to enhance efficiency and scalability
- Drive enterprise-wide value by aligning financial and operational goals for sustainable impact
- Achieve strategic cost reduction by eliminating inefficiencies rather than cutting essential capabilities
- Balance savings with innovation by prioritising high-impact investments that drive long-term growth

Panel members include:

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



**Lizzy Bowling, Head of Strategy and Service Management,**  
**Astellas**



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



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



## TRACK C: GBS REINVENTION PROGRAMME

### PANEL DISCUSSION: EXPANDING GLOBAL BUSINESS SERVICES FUNCTIONS FOR INNOVATIVE STRATEGIC GROWTH

As businesses navigate economic uncertainty, talent shortages, and digital disruption, GBS must evolve beyond traditional back-office functions. Many struggle with fragmented processes, limited automation, and a lack of strategic integration. To stay competitive, GBS must embrace end-to-end process ownership, data-driven decision-making, and digital transformation and expand their offering outside of the traditional GBS functions. This panel discussion explores how organisations can expand GBS into high-value areas like analytics, cybersecurity, digital marketing and customer experience—unlocking efficiency and innovation.

- Enhance efficiency by owning end-to-end business processes
- Boost decision-making by leveraging AI, data analytics, and automation
- Strengthen security by embedding compliance and cybersecurity within GBS
- Drive business value by aligning GBS with strategic growth initiatives

Panel members include:

**Jessica Shields, Global Business Services and Global Technical Support,**  
**Dexcom**



**Tamsin Hoborough, VP Finance Shared Services,**  
**Coca-Cola Europacific Partners**



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



11:30

## TRACK A: GPO LEADERS PROGRAMME

### CASE STUDY: MANAGING CHANGE GLOBALLY AND DEFENDING YOUR PROCESS TRANSFORMATION

Transitioning from shared services to a GBS model requires careful planning to maximise value while minimising disruption. At Baxter International, the focus was on standardising data for improved financial visibility, enhancing agility, and aligning the global business with organisational goals. A key enabler of this transformation has been GPOs, who provide oversight, manage change effectively, and defend critical decisions. Though transformation is never easy, Baxter's dynamic and knowledgeable approach has ensured a smooth transition to GBS. This session explores their key objectives, challenges faced, and the strategies that made their recent journey successful.

12:00

- 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.**

**Baxter**

## TRACK B: COST – PERFORMANCE – VALUE

### PANEL DISCUSSION: THE TALENT CHALLENGE – ADDRESSING ATTRITION AND UPSKILLING FOR THE FUTURE

The global workforce is evolving rapidly, with talent shortages, high attrition rates, and shifting skill demands creating significant challenges for business services. Companies must navigate rising employee expectations, remote work dynamics, and the increasing need for digital capabilities. Specifically, GBS and shared services leaders struggle with retaining top talent, developing future-ready skills, and building engagement in a competitive job market. This panel discussion will explore strategies to address these challenges through targeted upskilling, career development pathways, and employee value propositions that drive retention.

- Reduce attrition by enhancing career progression opportunities and employee engagement
- Build future-ready teams by aligning upskilling programs with business needs
- Strengthen retention by improving leadership development and mentoring initiatives
- Attract top talent by refining employer branding and value proposition

Panel members include:

**Živilė Kurauskaitė, Chief of Staff, Vilnius,  
Citco**

**CITCO**

**Ilkka Lagerström, Vice President, HR Shared  
Services & Talent Acquisition, Konecranes**

**KONECRANES**

**Wojtek Tatys, Senior Director, GBS  
Transformation Lead, Warner Bros. Discovery**

**WARNER BROS.  
DISCOVERY**

## TRACK C: GBS REINVENTION PROGRAMME

### PANEL DISCUSSION: FROM FRICTION TO FUNCTION – RETHINKING THE LANDLORD MODEL

As businesses scale, the Landlord Model promises efficiency but often leads to rigidity, cost disputes, and misaligned priorities. Unlike traditional GBS, which operates as an integrated service function, the Landlord Model centralises service ownership while business units act as “tenants”, providing services based on predefined agreements. While this structure optimises standardisation, it can create bureaucracy and limit flexibility. To overcome these challenges, organisations must refine cost transparency, improve responsiveness, and strike a balance between control and adaptability. This session will explore practical strategies to ensure the model drives value rather than friction.

- Increase business unit engagement by establishing clear governance and continuous feedback loops
- Explore whether the Landlord Model is right for you and how you can make it work
- Strengthen GBS performance by integrating automation and AI for more adaptive, responsive operations

Panel members include:

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

**Sourcing  
Change**

**Michael van der Steen, Advisor,  
SSON Research & Analytics**

**SSON | RESEARCH & ANALYTICS**

**Julie Ayres-Smith, Global Process Owner –  
Order to Cash, Carrier**

**Carrier**



## TRACK A: GPO LEADERS PROGRAMME

### CASE STUDY: E-INVOICING IN GBS – A ROADMAP TO EFFICIENCY, ACCURACY & TRANSFORMATION

Despite restructuring and technological advancements, invoice processing still suffers from manual invoice entry, errors, and inefficiencies. E-invoicing, integrated with AP automation, offers a game-changing solution to eliminate bottlenecks and refocus efforts on strategic process improvement. This session will explore how automation will reshape finance operations, the roadmap for implementation, and the long-term benefits of transforming invoice processing from a transaction-heavy function to a streamlined, value-driven operation.

- Boost finance efficiency by integrating e-invoicing and AP automation solutions
- Eliminate errors and duplicate payments by automating manual invoice entry
- Shift from transactional work to strategic improvements by leveraging automation to reduce data processing workloads
- Future-proof operations by adopting a long-term strategy for automation and value creation
- Ensure that your organisation is complying with e-invoicing rules in all jurisdictions where your business has VAT liability

**Hannah Rimington, Director, BPE | Source to Settle Optimization & Digital Strategy, MSD**



**Ignacio Madrigal Zúñiga, STS Associate Director, MSD**



**Mary Flynn Barton, Chief Revenue Officer Medius**



## TRACK B: COST – PERFORMANCE – VALUE

### PANEL DISCUSSION: THE FUTURE OF GBS LOCATIONS – NEARSHORING VS. OFFSHORING VS. HYBRID MODELS

With rising costs, talent shortages, and geopolitical uncertainty, GBS leaders are rethinking where and how they deliver services. While offshoring has long been the go-to for cost savings, nearshoring, hybrid models, and managed services are gaining traction as businesses seek greater flexibility and resilience. The challenge? Finding the right mix to keep costs down without sacrificing service quality. This session explores how to future-proof your GBS location strategy and stay ahead of the curve.

- Keep costs under control by weighing up the true cost of different location models
- Build resilience by spreading operations across multiple regions to reduce risk
- Tap into top talent by choosing nearshore hubs with strong digital expertise
- Boost agility by combining onshore, nearshore, and offshore teams for maximum flexibility

Panel members include:

**Stefan Deaconu, Global Finance Services Manager – Vendor Strategy & Governance, Reckitt**



**Ian Doherty, GBS Strategy Director, AstraZeneca**



## TRACK C: GBS REINVENTION PROGRAMME

### BUILDING YOUR GBS ENGINE – LESSONS YOU WON'T FIND IN THE PLAYBOOKS

In this candid session, join Phil Priest, Head of GBS at Rolls-Royce, as he reflects on his experiences leading complex transformations and the challenges of starting and leading a GBS. Phil will share what worked, what didn't, and the unexpected challenges that shaped his approach. Against a backdrop of global disruption and rising expectations, Phil offers honest advice to those just starting their GBS journey – helping you avoid missteps, focus on what matters early, and lay the right foundations for scalable, resilient success.

Clarify strategic intent by anchoring GBS to real business value  
Avoid common missteps by learning from lived experience  
Accelerate credibility by focusing on trust and delivery from day one  
Build adaptability by designing for future change, not just current needs

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



12:30

# CONFERENCE DAY ONE

22<sup>nd</sup> October, Wednesday

13:00 – 14:30	<div>LUNCH BREAK</div>	<div><div>INVITE ONLY R2R LEADERS PROGRAMME</div><div>MASTER THE ART OF THE TOUCHLESS R2R CLOSE AND UNLOCK THE FULL POTENTIAL OF YOUR FINANCIAL OPERATIONS</div><div><p>Join Redwood’s exclusive masterclass and discover how the innovative Touchless Close approach streamlines and elevates R2R processes by reducing manual intervention and improving overall performance for companies who use SAP as their core platform. This masterclass will provide you with practical insights into enhancing your financial reporting capabilities. Learn what is truly possible, how to make the case for automation, where to focus your efforts effectively, and gain practical tips from real-world examples. We will cover critical areas such as accruals, provisions and reclassifications, journal entries, reconciliations, intercompany processes, task management and orchestration to ensure a comprehensive understanding of the R2R process landscape and what you can achieve.</p><p>Masterclass highlights</p><ul style="list-style-type: none"><li>• Real-world strategies: discover how to achieve the highest level of highly automated, touchless R2R process with minimal manual intervention</li><li>• Optimised for SAP: learn how to leverage automation to elevate accuracy and compliance across your SAP and wider application environments</li><li>• Transform your financial close: make the close process a strategic asset, powered by end-to-end automation</li><li>• Customer journeys: learn how companies like Danone, E.ON, Siemens, Energy Transfer, Schneider Electric, Jabil and Arla Foods have successfully transformed their R2R operations</li></ul><p>Lunch will be provided in this masterclass.</p><div>Shak Akhtar, Executive Director, EMEA Finance Transformation, Redwood</div></div></div>	13:10 – 14:30	
CHAMPAGNE FOCUS GROUPS				
14:00 – 15:30	<div><div>THE USE OF AI FOR GBS REINVENTION</div><div>Marc Sauty, Transformation Director, Sodexo</div></div>	<div><div>ESG REPORTING AND BEYOND: NON-TRADITIONAL VALUE OPPORTUNITIES FOR GBS</div><div>Holly Ferreira, Senior Director, ESG Controller, ThermoFisher Scientific</div></div>	<div><div>FROM FRAGMENTED TO FLUENT: BUILDING OPERATIONAL EXCELLENCE FOR AI-READY TRANSFORMATION IN GBS AND SHARED SERVICES</div><div>Marc Stromberg, Co-Founder and Key Account Manager, GBTEC</div></div>	<div><div>BUILDING AN END-TO-END O2C EXPERIENCE</div><div>Francesco Tacconi, Senior Director, I2C Global Process Owner, Stryker</div></div>



# CONFERENCE DAY ONE

22<sup>nd</sup> October, Wednesday

## SPLIT KEYNOTE: S/4HANA TRANSFORMATION CASE STUDIES

### S/4HANA TRANSFORMATION – NBCUNIVERSAL MEDIA'S BLUEPRINT TO SUCCESS

NBCUniversal Media embarked on an SAP S/4HANA transformation last year to break down silos, enhance agility, and future-proof its operations. Facing challenges such as complex legacy systems, data fragmentation, and change management hurdles, they are implementing a strategic, phased approach to ensure a smooth migration in line with the 2027 deadline. This session delves into NBCUniversal Media's journey, lessons learned, and key success factors that enabled a seamless transition and long-term value realisation.

- Power of Clear Vision, Organisational Alignment and Effective Decision Making
- Overcome data fragmentation by implementing a unified digital core and data governance to enhance cross-functional collaboration and future AI applications
- Minimise migration risks by adopting a phased transformation approach and best practices

**Bob Kurpershoek, VP Finance Transformation & Value Realization**  
**NBCUniversal Media**

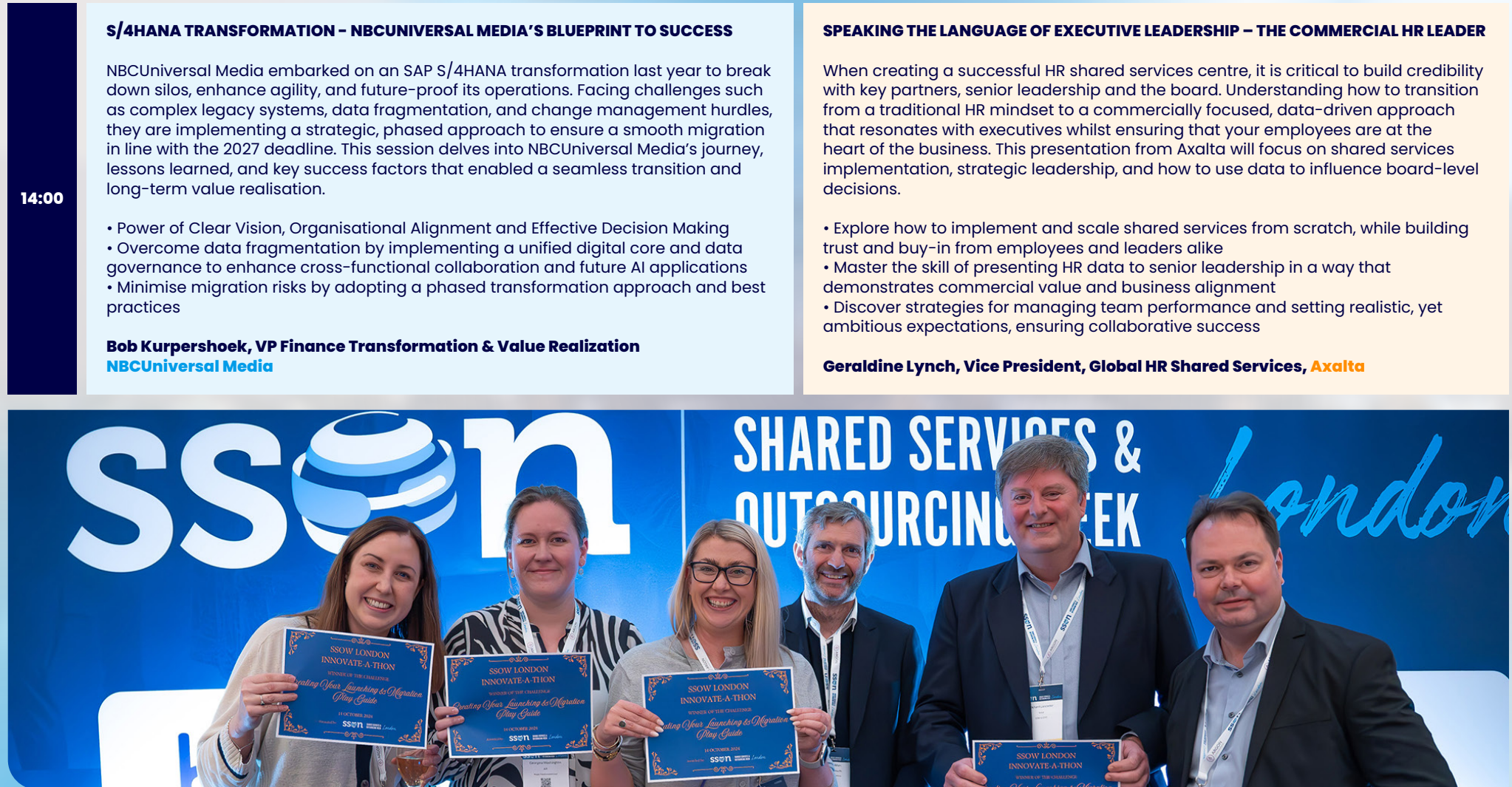
## HR TRANSFORMATION LEADERS PROGRAMME

### SPEAKING THE LANGUAGE OF EXECUTIVE LEADERSHIP – THE COMMERCIAL HR LEADER

When creating a successful HR shared services centre, it is critical to build credibility with key partners, senior leadership and the board. Understanding how to transition from a traditional HR mindset to a commercially focused, data-driven approach that resonates with executives whilst ensuring that your employees are at the heart of the business. This presentation from Axalta will focus on shared services implementation, strategic leadership, and how to use data to influence board-level decisions.

- Explore how to implement and scale shared services from scratch, while building trust and buy-in from employees and leaders alike
- Master the skill of presenting HR data to senior leadership in a way that demonstrates commercial value and business alignment
- Discover strategies for managing team performance and setting realistic, yet ambitious expectations, ensuring collaborative success

**Geraldine Lynch, Vice President, Global HR Shared Services, Axalta**



## SPLIT KEYNOTE: S4HANA TRANSFORMATION CASE STUDIES

### S/4 HANA TRANSFORMATION IN PRACTICE: OPPORTUNITIES, PREPARATION & IMPLEMENTATION CHALLENGES

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

**Shelley Davies, Global Business Improvement Senior Director,**  
**Mars Global Services, Mars**

**MARS**

14:30

## HR TRANSFORMATION LEADERS PROGRAMME

### PANEL DISCUSSION – EMBEDDING A CULTURE OF CHANGE – HOW LEADERS CAN DRIVE AGILITY IN SHARED SERVICES

In a world of constant disruption, shared services leaders must embed a culture of change to drive agility and long-term success. Rapid technological advancements, evolving business priorities, and shifting workforce expectations demand a proactive approach to transformation. Internally, resistance to change, siloed mindsets, and outdated processes can hinder progress. This panel will explore how leaders can foster a culture of adaptability, empower teams to embrace change, and implement agile ways of working.

- Foster an agile mindset across teams by encouraging continuous learning, adaptability, and innovation
- Overcome resistance to change by using clear communication, engagement strategies, and leadership alignment
- Empower employees to drive transformation by creating ownership, accountability, and upskilling initiatives

Panel members include:

**Abhishek Kaushal, Global Director Human Resource for Services Expertise,**  
**ASML**

**ASML**

**Jacqueline McGirr, VP, GBS Employee Experience & Change, Kerry**

**KERRY**

**Moderator: Nadia Hutchinson, Global Director, HR Services**  
**and Operation, Cabot Corporation**

**CABOT**



## SPLIT KEYNOTE: S4HANA TRANSFORMATION CASE STUDIES

### FROM IMPLEMENTATION TO SCALE – THE NEXT STEP IN YOUR S4HANA TRANSFORMATION

Transitioning from S/4HANA implementation to full-scale adoption presents significant challenges, from aligning business processes with evolving technology to managing change at an enterprise level. Organisations often struggle with optimising performance, ensuring data integrity, and achieving cross-functional alignment. To succeed, companies must focus on automation, governance, and continuous innovation. This session will provide actionable strategies to scale your S/4HANA transformation, maximise value, and drive business agility.

- Optimise scalability by implementing automation and best practices for process efficiency
- Enhance data integrity by establishing robust governance and validation frameworks
- Drive business agility by leveraging analytics and AI-driven insights
- Ensure cross-functional alignment by building collaboration between IT and business teams

**Lizzy Bowling**, Head of Strategy and Service Management, **Astellas**



## HR TRANSFORMATION LEADERS PROGRAMME

### PANEL DISCUSSION: RESTORING THE HUMAN TOUCH IN THE DIGITAL AGE

In an era where automation and AI-driven processes are driving efficiency, organisations face a critical challenge: how to maintain efficiency while preserving the human connection. As digital solutions streamline operations in service centers, employees often feel disconnected, leading to disengagement and lower satisfaction. To address this, companies must rethink how technology and human-centric strategies coexist. This session will explore practical approaches to embedding empathy, personalisation, and meaningful interactions into HR services.

- Improve trust in HR services by leveraging stabilisation and transparency
- Increase employee satisfaction by designing seamless, people-first digital experiences
- Drive HR service excellence by balancing automation with a strategic human touch

Panel members include:

**Janne Pedersen**, Nordic Head of HR Service, **Danske Bank**

Danske Bank

**Wojciech Iwanczak**, Former Digital HR Director, **Schneider Electric**

**Raphaëlle Thelemaque**, Head of HR Shared Services & Country Operations, **Pearson**

Pearson

## AFTERNOON BREAK

# CONFERENCE DAY ONE

22<sup>nd</sup> October, Wednesday



## THE BIG IDEAS STAGE: KEYNOTE PANEL: MEASURING IMPACT, NOT EFFORT – RETHINKING HOW VALUE IS MEASURED IN SHARED SERVICES

Traditional KPIs often focus on effort rather than outcomes, leading to misaligned priorities and limited business impact. Many finance and GBS leaders struggle with defining meaningful KPIs that capture efficiency, cost savings, and strategic contributions. This panel discussion will explore how to redesign measurement frameworks, redefine what value looks like to the organisation, and align KPIs with business objectives.

- Demonstrate real business value by shifting from effort-based KPIs to impact-driven metrics aligned with strategic goals
- Enhance decision-making by leveraging AI and advanced analytics to track meaningful performance indicators
- Align teams across functions by creating shared success metrics that reflect business-wide priorities
- Understanding that end-user satisfaction is a key measurement of the value provided by service centers

Panel members include:

**Rich Gosling, Vice-President Weir Business Services, The Weir Group Plc**

**Bill Jolly, SVP / Head of Global Business Services, Bayer AG**

**Serge De Vos, Head of GBS, Kraft Heinz Company**



## THE BIG IDEAS STAGE: KEYNOTE PANEL: PROVING VALUE TO THE C-SUITE – HOW GBS LEADERS CAN DRIVE STRATEGIC IMPACT

GBS leaders are under increasing pressure to prove their strategic value to CXOs, moving beyond cost reduction to driving business impact. While many focus on operational efficiency, the challenge lies in demonstrating how GBS contributes to profitability, growth, and financial agility. CXOs need data-driven insights, streamlined processes, and forward-looking capabilities that support strategic decision-making. In this panel discussion, hear what CXOs want, from CXOs.

- Align GBS with CXO priorities by focusing on metrics that demonstrate financial impact, not just efficiency gains
- Prove ROI and business value by using data analytics and storytelling to showcase tangible contributions
- Support strategic decision-making by leveraging AI and automation to provide forward-looking financial insights that allow for unbiased reporting
- Strengthen GBS-CXO collaboration by shifting from transactional reporting to proactive, value-driven partnerships

Panel members include:

**Maciej Kulbat, VP, CFO GBS, Barry Callebaut Group**

**Patric Somlo, SVP, Corporate Finance, Lonza**

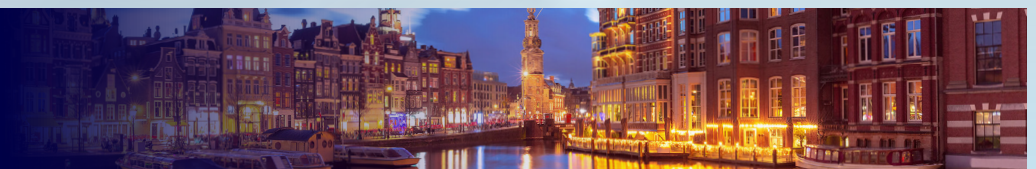


16:00

16:30

17:00








## SSOW DRINKS RECEPTION





# CONFERENCE DAY TWO

23<sup>rd</sup> October, Thursday

7:30	REGISTRATION
8:50	CHAIR'S RECAP ON DAY ONE
9:00	<p> <b>THE BIG IDEAS STAGE: SSOWOMENS PANEL - EMPOWERING LEADERSHIP &amp; CAREER GROWTH IN GBS</b></p> <p>As GBS evolves amid digital transformation and increasing complexity, the need for adaptable, purpose-driven leaders has never been greater. Yet, leadership pathways remain challenging due to gender equity gaps, unconscious bias, and self-limiting beliefs. This session brings together industry leaders from our SSOWOMENS Day to explore strategies for breaking these barriers and fostering inclusive leadership. From mentorship and sponsorship to authentic leadership and career navigation, learn how to empower women in leadership while building a culture that supports diverse talent.</p> <ul style="list-style-type: none"> <li>• Develop a strong leadership identity by mastering situational leadership, personal branding, and the balance between authenticity and influence</li> <li>• Break through career barriers by recognising and addressing unconscious bias, impostor syndrome, and self-limiting beliefs</li> <li>• Drive purpose-led transformation by adopting inclusive leadership principles that create high-impact teams in the evolving GBS landscape</li> <li>• Champion and uplift women in leadership by leveraging mentorship, sponsorship, and reverse mentoring to build a culture of continuous growth</li> </ul> <p><b>Carol Roncagliolo, Head of Global Shared Services, Barnes</b></p> <p><b>Yanina Ruskova, GBS Head of Strategy, Process and Reporting, IDEXX</b></p> <p><b>Gabriela Stanakova, Sr Director, GBS Global Source-To-Pay (STP) Global Operations, Kimberly-Clark</b></p> <p><b>Malgorzata Figaszewska, Director Global Finance Shared Service, GBS/SSC Expert</b></p> <p><b>Moderator: Nadia Hutchinson, Global Director, HR Services and Operation, Cabot Corporation</b></p> <div>   <p>* Kimberly-Clark</p>  </div>
9:30	<p> <b>THE BIG IDEAS STAGE G6 DIGITAL DEBATE: DISRUPTION OR OVERHYPED? UNPACKING THE KEY ROLE OF AGENTIC AI (WITH BPO &amp; CONSULTING LEADERS)</b></p> <p>Join this honest and unfiltered discussion to hear from the executive leaders from BPO and consulting on how they are dealing with the seemingly seismic change from Agentic AI. Key discussion points include:</p> <ol style="list-style-type: none"> <li>1. What are the real impacts you have seen from Agentic AI deployment already?</li> <li>2. How are BPOs and consulting firms repositioning themselves?</li> <li>3. Will Agentic AI render BPO &amp; Consulting redundancy in the future?</li> <li>4. If that's the case, how long do we have?</li> </ol> <p><b>Debate Leaders:</b> <b>Steve Rudderham, Head of Global Business Services, Carrier</b></p> <p><b>Deborah Kops, Founder and Principal, Sourcing Change</b></p> <div>   </div>

# CONFERENCE DAY TWO

23<sup>rd</sup> October, Thursday

10:05

BIG IDEAS SPEAKER



## THE BIG IDEAS STAGE: SPOTLIGHT INTERVIEW: LIVE BENCHMARKING WITH THE TOP 20 MOST ADMIRABLE SSOS IN THE WORLD

Curious how your SSO or GBS performance compares to some of the most respected operations in the industry? In this interactive session, we'll spotlight the results of SSON Research & Analytics' exclusive Top 20 Most Admired SSO/GBS Benchmarking Study—now in its 9th year. We've selected three critical metrics and will reveal live benchmarking insights drawn from The Top 20 Most Admired SSOs. You'll hear directly from featured leaders who participated in the study as they share:

- How they've driven performance across key process areas—from Talent to Automation and Finance
- What made them stand out as Most Admired
- Practical lessons and real KPIs that you can apply to accelerate your own maturity curve

This isn't just a look at the data—it's a celebration of operational excellence, a live benchmarking experience, and a chance to uncover the untapped potential in your own SSO/GBS. Walk away with new performance insights, fresh ideas, and an edge in your journey toward high-impact service delivery.

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

**sson** | RESEARCH & ANALYTICS



**"Very diverse—this is what I like the most. Different nationalities, different setups, and plenty of sharing. I used this opportunity to get to know the entire community."**

**Director, GBS Strategy, Governance and Compliance, adidas**



# CONFERENCE DAY TWO

23<sup>rd</sup> October, Thursday

11:00	MORNING BREAK		
	TRACK E: FINANCE TRANSFORMATION LEADERS PROGRAMME	TRACK F: SKILLS-BASED ORGANISATION PROGRAMME	TRACK G: SERVICE EXPANSION & EXPERIENCE MANAGEMENT
11:40	<p><b>BRIDGING THE GAP: HOW BAYER IMPLEMENTED THE JOINT COUNTRY SQUAD TO BRING GBS CLOSER TO THE BUSINESS</b></p> <p>Shared services often struggle with country-specific finance needs, creating a gap between global operations and local business requirements. At Bayer, they have embarked on a journey to bring finance shared services closer to the business – the Joint Country Squads. This programme integrates GBS and in-country finance teams, bridging the gap by enhancing collaboration across all finance processes while maintaining technology and back-office efficiencies. This approach strengthens business alignment, improves compliance, and expands GBS capabilities, enabling broader career development without sacrificing operational effectiveness.</p> <ul style="list-style-type: none"> <li>• Strengthen business alignment through integrating GBS with local and regional finance functions</li> <li>• Improve compliance by embedding local expertise within global processes</li> <li>• Boost efficiency by maintaining standardised technology while enhancing collaboration</li> <li>• Balance standardisation with flexibility to support both global and local needs</li> </ul> <p><b>Karsten Kloppenburg, VP // Head of GBS Finance, Bayer AG</b></p> 	<p><b>DRIVING TRANSFORMATION THROUGH TALENT, TECHNOLOGY &amp; OPERATIONAL EXCELLENCE</b></p> <p>In a world shaped by rapid digitalisation, workforce transformation, and rising customer expectations, global organizations must reimagine their talent management shared services strategies. As operational complexity grows, delivering scalable, multilingual, and high-quality services becomes a critical challenge. Allianz Services Romania addresses these needs by blending expert talent, innovation, and continuous improvement to support the Allianz Group's global operations. Learn how a people-centered, process-driven approach powers transformation and creates lasting value.</p> <p>Drive productivity by embedding Lean Six Sigma and Agile into daily operations Enhance service quality by building multilingual, cross-functional teams Accelerate transformation by fostering a culture of continuous learning and certification Improve customer experience by aligning operations with business outcomes</p> <p><b>Elena Mirela Homescu, Controlling Management Lead and Continuous Improvement and Innovation Coordinator, Allianz Services</b></p> 	<p><b>REVOLUTIONISING GBS WITH SERVICE MANAGEMENT THROUGH STANDARDISATION AND EFFICIENCY</b></p> <p>Rapid growth, evolving business needs, and fragmented service delivery create challenges in maintaining consistency and optimising performance. Internally, siloed processes, lack of visibility, and outdated systems hinder transformation. This session explores how service management can revolutionise GBS by driving standardisation, improving service delivery, and enabling scalability. Learn how to implement an enterprise-wide service management framework, leverage automation, and integrate platforms like ServiceNow to streamline operations, enhance user experience, and future-proof shared services for long-term success.</p> <ul style="list-style-type: none"> <li>• Enhance efficiency and scalability by implementing a standardised service management framework across GBS</li> <li>• Eliminate silos and improve visibility by integrating enterprise-wide service management tools</li> <li>• Drive consistency in service delivery by automating workflows and optimizing end-to-end processes</li> <li>• Future-proof GBS operations by embedding continuous improvement and adaptability into service management strategies</li> </ul> <p><b>James David, GBS Strategy Director, AstraZeneca</b></p>  <p><b>Salvo Russo, Head of GBS Strategy, AstraZeneca</b></p> 

## TRACK E: FINANCE TRANSFORMATION LEADERS PROGRAMME

### CASE STUDY – HOW HEINEKEN'S AIRA TRANSFORMED FINANCE OPERATIONS WITH AI

Global shared service centers face growing pressure to reduce costs, increase efficiency, and meet rising stakeholder expectations. In Poland's highly competitive BPO landscape, HEINEKEN Global Shared Services responded with AIRA—an AI-powered solution that transformed finance operations. Addressing challenges in automation, query resolution, and cross-functional collaboration, AIRA integrates with ServiceNow, SAP, OpenAI, and other platforms to streamline processes and boost performance. The results? A 46% increase in efficiency, 21,000 manual hours saved annually, a 20% drop in error rates and a 36% increase in productivity.

- Achieve faster query resolution by integrating AI with service management and ERP platforms
- Enhance finance team productivity by automating manual tasks through intelligent tools like RPA and NLP
- Drive cross-functional collaboration by aligning Finance and Digital & Technology teams through shared data and goals
- Establish a scalable innovation model by leveraging best-in-class platforms to future-proof shared services

**Piotr Wilk, Senior Manager FP&A & Operation Excellence Lead, The HEINEKEN Company** ★ Heineken

## TRACK F: SKILLS-BASED ORGANISATION PROGRAMME

### CASE STUDY – 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. Join this panel to hear how you can build a skills-based organisation in your shared services and GBS set up:

- 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

**Mira Mech, VP, Global Head of Finance Center of Expertise and Shared Services, SGS**



## TRACK G: SERVICE EXPANSION & EXPERIENCE MANAGEMENT

### PANEL DISCUSSION – BALANCING GROWTH, AGILITY, AND OPERATIONAL EXCELLENCE IN GBS

Organisations currently face unprecedented growth, digital disruption, and shifting customer expectations. This is creating challenges around expanding services without losing the core efficiencies of shared services. Internally, GBS must streamline operations, standardise processes, and optimise technology while adapting to constant change. This session explores strategies for balancing scale with flexibility, leveraging service management frameworks, automation, and AI to drive efficiency. Learn how organisations navigate rapid growth while staying true to their shared services DNA and ensuring long-term strategic success.

- Ensure scalability without losing efficiency by implementing standardised service management frameworks and automation
- Enhance agility by adopting flexible governance models and technology-driven decision-making
- Maintain operational excellence during expansion by streamlining processes and eliminating inefficiencies in GBS functions
- Stay true to the shared services DNA by continuously reassessing and refining GBS structures to align with business growth

Panel members include:

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



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



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

\* Kimberly-Clark

12:10

# CONFERENCE DAY TWO

23<sup>rd</sup> October, Thursday

## TRACK E: FINANCE TRANSFORMATION LEADERS PROGRAMME

### PANEL DISCUSSION: CREATING SYNERGY BETWEEN THE GBS AND THE RETAINED BUSINESS

GBS has the potential to do more than drive efficiency and cost savings, but organisations often struggle to achieve a true net positive impact. Many GBS leaders are experts in cost-cutting rather than business strategy, while the board focuses on financial benefits without fully understanding GBS operations. This disconnect leads to conflicting KPIs, siloed decision-making, and a lack of synergy with core business units. This panel discussion will explore how to rethink GBS strategies, foster better collaboration, and ensure measurable business value beyond just cost reduction.

- Achieve true net positive impact by redefining how GBS success is measured
- Bridge the gap between GBS and leadership by encouraging transparency and mutual understanding
- Align GBS with the core business needs by focusing on operational synergy rather than just cost savings

Panel members include:

**Mitar Mrdic, National Financial Director / CFO, Kuehne+Nagel**

KUEHNE+NAGEL

**Ines Burmeister, Head of Transition Office Corporate Business Services, PHOENIX Pharma**



**Peter Cousins, Head of Finance Transformation and Business Services, Marks & Spencer**



**Maneesh Bhassen, Global Financial Controller (GFS), Reckitt**



## TRACK F: SKILLS-BASED ORGANISATION PROGRAMME

### PANEL DISCUSSION: HOW TO BEST PREPARE YOUR PEOPLE FOR THE AI FUTURE?

The impact of AI is no longer just about the technology itself. Many GBS organisations are evaluating AI's profound impact on their workforce strategies. Key discussion points also cover the contentious question of AI ownership: should AI leadership reside within the onshore organisation or GBS organisations? Join this engaging panel session and explore answers to the following questions:

- How can we anticipate AI's impact on the workforce? Assessing how AI is transforming workforce dynamics, shifting tasks, roles, and workforce distribution.
- How can GBS organisations effectively prepare their people for the AI future, and what are the different approaches?

Panel members include:

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

adidas

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



**Marc Sauty, Transformation Director, Sodexo**



## TRACK G: SERVICE EXPANSION & EXPERIENCE MANAGEMENT

### CASE STUDY: AN AGILE APPROACH FOR FRAGILE TIMES: BUILDING A CAPABILITY FOR SUSTAINED GROWTH

In today's volatile landscape—marked by economic uncertainty, geopolitical disruptions, and rapid technological shifts—organisations must build resilience while maintaining agility. Shared services and global business operations face increasing pressure to drive efficiency, enhance digital capabilities, and future-proof operations. This case study explores how to prepare leaders and teams to develop an agile, adaptable mindset that encourages sustained growth through ongoing instability.

- Compelling story: How to successfully launch a flexible operating model that adapts to disruption as a means to strengthen organisational resilience
- Effective collaboration: Ensure sustained growth by aligning shared services with evolving business needs
- Transformational leadership: Build workforce capability by investing in future-ready skills and leadership development

**Natalia Fernandez Cortes, Change Management Lead, Just Eat Takeaway.com**



12:40

13:10

LUNCH BREAK





## THE BIG IDEAS STAGE: AGENTIC AI VS. GENERATIVE AI: WHAT DO THEY MEAN FOR THE FUTURE OF SHARED SERVICES?

Over the last few months, Agentic AI has become a topic of discussion. What is it and how will it impact shared services? In short, generative AI supports decision-making, while Agentic AI autonomously executes tasks. This next step in automation is predicted to transform all areas of shared services by driving efficiency and reducing human intervention. Organisations that fail to adapt and prepare for this risk falling behind. This session will address the difference between Generative and Agentic AI, along with what you need to be doing to prepare for this change.

14:10

- Distinguish between Agentic AI (autonomous decision-making) and Generative AI (content creation and pattern recognition) to apply the right technology for process automation, complex problem-solving, and strategic decision-making
- Integrate AI-driven processes into shared services to increase efficiency, reduce costs, and enhance compliance
- Develop governance frameworks for AI adoption to mitigate risks and ensure regulatory alignment
- Reskill and restructure teams to adapt to AI-driven workflows while maintaining human oversight

**Juan Stein, Senior Digital Finance Transformation Leader – X Industry Solutions, Microsoft**



**Adam Leahy, Group Finance Manager – Global Accounting Process Excellence Lead, Microsoft**



## THE BIG IDEAS STAGE: SMARTER, FASTER, BETTER: THE ROLE OF AGENTIC AI IN MODERN BUSINESS OPERATIONS

Agentic AI is transforming operations by autonomously handling tasks, providing real-time insights, and making recommendations that drive efficiency. This case study will explore how Ball has started to introduce AI agents throughout the business to optimise processes, enhance productivity and improve decision making. Hear about their Agentic AI solutions to HR, cash applications, IT and Procurement and the results they have seen in the first six months.

14:45

- Enhance HR operations by using AI agents to handle leave requests and employee inquiries
- Improve cash collection by deploying AI to assist finance teams with portfolio management
- Optimise IT project management by leveraging AI for real-time status updates and recommendations
- Streamline procurement with AI-driven contract analysis, reducing manual effort
- Accelerate AI adoption by piloting agentic AI solutions and scaling based on impact

**Nilo Ferreira, Global Head of Enterprise Digital Technologies, Ball**





## THE BIG IDEAS STAGE: DRIVING ENTERPRISE EFFICIENCY: HOW MANUFACTURERS ARE POWERING OPERATIONS WITH AI

15:20

Manufacturers across industries face increasing demands to enhance efficiency, reduce costs, and manage intricate supply chains while upholding stringent safety and quality standards. Internally, the complexities of system integration and employee onboarding can impede productivity. Externally, communication with suppliers can create significant bottlenecks. Leading manufacturers, such as Volvo, are tackling these challenges by leveraging AI-powered assistants. These tools include solutions that streamline supplier interactions through technologies like EDI, and others that empower employees to resolve system integration issues more rapidly. This session will explore how these AI applications are delivering tangible improvements and the strategic steps involved in progressing towards more autonomous operational models.

- Streamline supplier collaboration: Discover how AI can minimise EDI response times and errors, fostering more efficient partnerships
- Reduce downtime and inefficiencies: Learn how automating workflows across supply chains can optimize operations and minimise disruptions
- Lay the groundwork for autonomy: Understand the progression from current AI tools to more advanced Agentic AI systems and their potential
- Ensure AI-driven decision accuracy: Explore the critical role of integrating human oversight to maintain the reliability of AI-powered processes

**Avinash Jha, Senior Director | Head of API & Integrations, Volvo Group**

V O L V O

15:55

## CLOSE OF SSOW AUTUMN 2025



# PEER INSIGHTS PAVILION STAGE

## LOCATED IN DOWNSTAIRS SPLIT MAIN ROOM

22<sup>nd</sup> October, Wednesday

11:00  
–  
11:20

### LIVE AUDIENCE DEBATE: GLOBAL CAPABILITY CENTRES – REINVENTION OR REBRAND?

Are Global Capability Centres (GCCs) a true evolution in building advanced capabilities—or just Global Business Services (GBS) under a new name? As we look beyond 2025, operating models are rapidly evolving. With frameworks like GBS, GCC, the Landlord Model, Shared Services, the Federated Model, and even Virtual GBS in play—are we witnessing real transformation or just repackaging? In this dynamic, audience-driven debate, the power shifts to YOU. Step into the conversation, challenge prevailing views, and influence the outcome as we unpack whether GCCs mark a turning point or more of the same.

- Learn how to craft and defend a compelling viewpoint on the impact of GCCs
- Examine what sets GCCs apart from traditional GBS—and whether those differences are meaningful
- See how top organisations are designing GCCs to scale advanced capabilities

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

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



11:20  
–  
11:40

### MITIGATE AP TRANSFORMATION RISK WITH AI

This 20-minute Ted-talk style presentation will explore the AP risks inherent in Finance Transformation. We'll demonstrate why/how error rates escalate and why your ERP and internal controls can fail to catch payment errors during transformation. Learn how today's AI/ML solutions can help you efficiently detect and prevent payment errors when you are most vulnerable.

**John Kidd, CTO and EVP of Data Strategy and IT Innovation, FlexTecs**



11:40  
–  
12:00

### THE GBS BOARDROOM CHALLENGE: CAN YOU MAKE THE CASE FOR GBS REPRESENTATION?

GBS has the potential to be a game-changer for enterprise-wide transformation—but only if it has a voice at the highest level. Too often, GBS is seen as a cost centre rather than a strategic enabler. Without board-level representation, its ability to influence key decisions and drive business impact is limited. In this interactive peer-led session, you take centre stage. Instead of passively listening, you'll actively craft, refine, and test your own boardroom pitch for why GBS deserves a seat at the table.

- Step into the boardroom: You will take turns delivering their pitch, simulating a real-life scenario where they must convince executives of GBS's value
- Live feedback: Participants and moderators will provide instant feedback, helping refine and sharpen each pitch
- Tackle objections: You'll explore common executive pushbacks and practice overcoming them with compelling data and narratives
- Walk away ready: By the end, you'll have an executive-ready pitch that you can confidently deliver to your leadership team

**Teresa Obyrne, Former Head of GBS Finance, WPP**

12:00  
–  
12:20

### SUCCESS STORY: HOW WEIR GROUP HAS USED AGENTIC AI TO BOOST EFFICIENCY AND DRIVE VALUE IN P2P

Xeliox CEO Paul Roiter and Weir Vice President of Business Services Rich Gosling will speak on the Pavilion stage at 12 p.m. on 22nd October about how Weir has used agentic AI to boost efficiency and drive value in P2P.

**Paul Roiter, CEO & Co-Founder, Xeliox**

**Rich Gosling, Vice-President Weir Business Services, The Weir Group Plc**





# PEER INSIGHTS/ PAVILION STAGE

## LOCATED IN DOWNSTAIRS SPLIT MAIN ROOM

23<sup>rd</sup> October, Thursday

11:05  
–  
11:25

### MITIGATE AP TRANSFORMATION RISK WITH AI

This 20-minute Ted-talk style presentation will explore the AP risks inherent in Finance Transformation. We'll demonstrate why/how error rates escalate and why your ERP and internal controls can fail to catch payment errors during transformation. Learn how today's AI/ML solutions can help you efficiently detect and prevent payment errors when you are most vulnerable.

**John Kidd, CTO and EVP of Data Strategy and IT Innovation, FlexTecs**

**FLEXTECS**

11:25  
–  
11:45

### UNLOCKING CAREER GROWTH THROUGH AGENTIC COACHING

In a world of rapid skill shifts and workplace transformation, professionals face growing pressure to adapt, reflect, and act with agility. Yet traditional career development methods often fall short—too generic, too static and too slow. This interactive session explores how AI can act as a personalised career strategist, helping individuals navigate complex choices with clarity and momentum.

- Identify growth gaps by using AI to analyse career goals and current skills
- Accelerate upskilling by generating adaptive, personalized learning plans
- Enhance personal branding by refining resumes and profiles with AI input
- Balance human insight with AI guidance by evaluating what to delegate vs. what to reflect on

**Malgorzata Figaszewska, Director Global Finance Shared Service, GBS/SSC Expert**

# THANKS TO OUR SPONSORS

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# EXCITING SPONSORSHIP OPPORTUNITIES AT THE 19<sup>th</sup> ANNUAL SSOW AUTUMN

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

## DEMONSTRATE THOUGHT LEADERSHIP



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

## HOST AN INTERACTIVE DISCUSSION GROUP



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

## 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

## SHOWCASING AND DEMONSTRATION



Position your brand, product and services at the most dynamic expo floor to be at the prime spot for networking

## FACILITATE OR JOIN PANEL DISCUSSIONS



Position your subject matter experts to be at the heart of trend-setting and thought-provoking discussion

## 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

**To discuss a bespoke sponsorship package, please get in touch with our team at [partner@iqpc.co.uk](mailto:partner@iqpc.co.uk)**



# 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 recognize 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 topic-based 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

Explore: [www.sson-analytics.com](http://www.sson-analytics.com)

## What Tools & Services Are On Offer?



### City Cube

Compare over 3000 Shared Services locations worldwide across 20+ key variables like talent availability, cost of doing business, and cost of labor.



### Advisory Service

1:1 guidance from industry experts with a proven track record and decades of leadership experience [Platinum Membership Required].



### Research Insight Reports

Monthly reports based on current surveys, assessed by industry insiders with actionable insights based on real-time data.



### Shared Services Atlas

See who is where on a city-by-city basis. Locate and evaluate Shared Services hotspots, filtered by industry, function, and organization size. Assess current locations or planned expansions, with reference to current competition, talent and opportunity.



### Metric Benchmarker

Assess your performance in 140+ key SSO/GBS metrics, either global or by industry / region / country; also compare to "Top 20 SSO/GBS" and "World's Best GBS" segments.



### Visual Analytics Workbooks

Curated charts highlighting core trends and shifts in Shared Services / GBS operating models.



### Intelligent Automation Universe

Listing of emerging "smart" technologies including AI and RPA, plus vendor comparisons, and customer footprints.



### Professional GBS® Certification

Gain the tools, methodologies and strategies to excel in GBS through five modules: Foundations, Service Management, Operations, Transformation, and Leadership. Complete the program to earn your prestigious Masters designation.



For more information on how to become a subscriber to SSON Research & Analytics and gain access to hundreds of metrics, benchmarks, city-based talent, a list of delivery centers globally, and monthly research-based reports, please contact: **Josh Matthews** at [Josh.matthews@sson-analytics.com](mailto:Josh.matthews@sson-analytics.com)

# VENUE & ACCOMMODATION



## Postillion Hotel & Convention Centre Amsterdam

Paul van Vlissingenstraat 9-11,  
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### Group Rate

We have a number of discounted bedrooms at the hotel for our event attendees, please reserve your room by clicking on the reservation button below.

**RESERVE YOUR ROOM HERE**



# 2025 TICKETS & PACKAGES

PACKAGE OPTIONS FOR PRACTITIONERS	GOLD PASS	SILVER PASS
Register and Pay By Friday, 19th September	€3199 + VAT – SAVE €200	€2899 + VAT – SAVE €200
Standard Price	€ 3399+VAT	€ 3099 + VAT

## PASS INCLUDES

2 Main Conference Days	✓	✓
SSOW Autumn Drinks Reception and Party	✓	✓
SSOW Autumn Event App	✓	✓
Post-Show Access to Conference Presentations	✓	✓
Interactive Discussion Groups (Choice of two)	✓	✓
Access to Workshops & Innovate-a-Thon Day	✓	

## SOLUTION PROVIDERS & CONSULTANTS

Standard Price – Conference Only Pass	€ 3,999
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## PASS INCLUDES

2 Main Conference Days	✓
SSOW Autumn Drinks Reception and Party	✓
Post-Show Access to Conference Presentation	✓