

19th Annual
SSON

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

21st – 23rd 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.



“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



GBS Masterminds

By Invitation Only

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

AGENDA-AT-A-GLANCE

	AM	PM	Evening	
Tuesday 21st October	SSOW INNOVATE-A-THON: INNOVATE, CO-CREATE, IMPACT BACK BY POPULAR DEMAND	13:30 – 15:00 WORKSHOP A, B & C: Practical Insights for Hands-on Challenges	15:30 – 17:00 WORKSHOP D, E & F: Hands-On Approaches to your Greatest Challenges	
	PIONEERING CONTENT ON AGENTIC AI EMBEDDED NEW!			AWARDS PRESENTATION FOR INNOVATE-A-THON
Wednesday 22nd October	KEYNOTE END-TO-END VALUE CREATION & DATA TRANSFORMAITON	TRACK A GPO LEADERS PROGRAMME	GBS MASTERMINDS <i>By Invitation Only</i>	
		TRACK B NEW! COST – PERFORMANCE – VALUE	SPLIT KEYNOTE NEW! S4HANA TRANSFORMATION CASE STUDIES	KEYNOTE CXO PRIORITIES
		TRACK C NEW! GBS REINVENTION PROGRAMME	3 CHAMPAGNE FOCUS GROUPS	
		Peer Insights Pavilion Stage NEW!	HR TRANSFORMATION LEADERS PROGRAMME	
Thursday 23rd October	KEYNOTE NEXT-GEN GBS MODEL EVOLUTION & THE BIG IDEAS SPEAKER	TRACK D FINANCE TRANSFORMATION LEADERS PROGRAMME	KEYNOTE TECHNOLOGY & INNOVATION FEATURING PRACTICAL PERSPECTIVES ON AGENTIC AI	
		TRACK E NEW! SKILLS-BASED ORGANISATION PROGRAMME		
		TRACK F SERVICE EXPANSION & EXPERIENCE MANAGEMENT		
		Peer Insights Pavilion Stage NEW!		

STAR SPEAKER

Lambert Hogenhout, Chief Data and AI, United Nations

As one of the world's foremost voices on AI and emerging technologies, Hogenhout brings a unique global perspective on how artificial intelligence is reshaping organisations, industries, and societies. His work at the UN focuses on harnessing AI and data to drive innovation and collaboration across international ecosystems, making him ideally positioned to guide the shared services and GBS community through this next wave of transformation.

In his keynote, Hogenhout will unpack how AI is no longer limited to automating routine tasks but is now influencing complex decision-making, workforce design, and executive-level strategy. This shift raises critical questions: Which skills will remain uniquely human? What new capabilities will organisations need to prioritise? And how can enterprises successfully upskill employees in a landscape where change is constant and accelerating?

Hogenhout will share strategies for reimagining organisational structures around human-AI partnerships, highlighting the implications for HR, workforce planning, and education systems tasked with preparing talent for jobs that don't yet exist. He will also spotlight successful models and proactive approaches to adaptation, offering attendees a clear vision of how to thrive in an era of exponential technological change.



Lambert Hogenhout
Chief Data and AI
United Nations

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

BRAND NEW VOICES & PERSPECTIVES



Steve Bourne

Senior Director Global R2R
P2P & GFS Hub
PageGroup



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



Elena Mirela Homescu

Controlling Management Lead
Allianz Services



Maciej Kulbat

Process Performance Practice Lead
Astellas Pharma



Mitar Mrdic

National Financial Director / CFO
Kuehne+Nagel



Sergio Oliveira

Digital Innovation & Excellence Leader
Philips



Ian Doherty

GBS Strategy Director
AstraZeneca



Bill Jolly

SVP / Head of Global Business Services
Bayer AG



Adriaan Bos

Director of Finance
Basic-Fit



Sesank Kandalum

Management Consultant
BCG



Avinash Jha

Senior Director | Head of API &
Integrations
Volvo Group



Tuula Tuononen

Global Process Owner,
Procurement Excellence
Konecranes



Francesco Tacconi

Senior Director,
I2C Global Process Owner
Stryker

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



Maneesh Bhassen

Global Financial Controller (GFS)
Reckitt



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



Katarzyna Zalewska
Bruker Business Support
Center Director
Bruker



Sibel Ibram
Value Realisation Office Lead
Record to Report
BAT



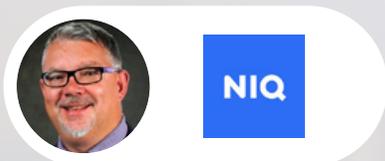
Natalia Fernandez Cortes
Change Management Lead,
Just Eat Takeaway.com



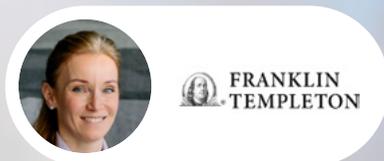
Ilkka Lagerström
Vice President, People
Operations & Talent Acquisition
Konecranes



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



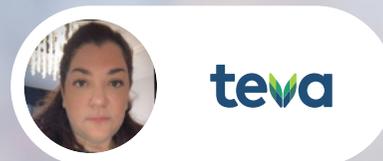
Chris Gunning
Global Finance Operations, Enable-
ment Leader
NIQ



Malgorzata Figaszewska
Director Finance and
Transformation, Global SSC
Franklin Templeton



Rapha Thelemaque
Head of HR Shared Services &
Country Operations
Pearson



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



Leonardo Satellé
Head of Global Finance Systems
& R2R Global Services
PageGroup



Herman Weber
Group Controller
adapa Group



Alfons van den Heuvel
Global Head of Financial
Services
ASML



Susanne Dreyer
Global Head and Vice President
of Business Operations
Shell



Sławomir Drygas
Global Strategy
3M Global Service Centers



Amanda Booker
Vice President, Global Sales,
Operations & Payments (COO)
**TheFork, a TripAdvisor
company**

BRAND NEW VOICES & PERSPECTIVES



Theo Van Dijk
Global Business Services –
R2R Solutions Director
Danone



Charles Richardson
Strategy & Transformation Director
– Integrated Shared Services
Coca-Cola Europacific Partners



Imran Ahmed
Head of Europe, Business
Process Services(BPS)
Wipro



Josh Peters
Partner
McKinsey & Company



Mohib Yousufani
Partner and Senior Global Leader
of Transformation & Digital
PwC



BACK BY POPULAR DEMAND: SSON COMMUNITY TRAILBLAZERS



Jakub Wojdat

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



Juan Stein

Global BPO Governance Lead,
Microsoft



Pieter de Bruijn

VP Accounting EMEA
Digital Realty



Nathalie Jakimowicz

Head of Accounting Operations,
AkzoNobel



Steve Rudderham

Head of Global Business Services
Carrier



Tom Bangemann

Head of Data, Development & Research
SSON Research & Analytics



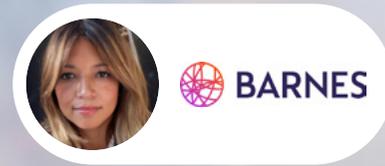
Vanessa Gleason

Global Head, Takeda Business Solutions (TBS)
Takeda



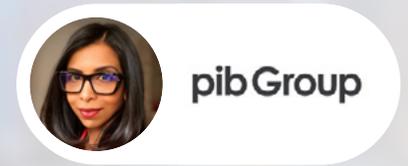
Nadia Hutchinson

Global Director, HR Services and Operation,
Cabot Corporation



Carol Roncagliolo

Head of Global Shared Services
Barnes Group



Mira Viswanathan

Interim Programme Director - Business Services
PIB Group



James David

GBS Strategy Director
Astrazeneca



Tomasz Meksula

GBS Program Management Lead
Astellas Pharma



Gabriela Stanakova

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



Rich Gosling

Vice-President Weir Business Services
The Weir Group Plc



Jaqueline McGirr

VP, GBS Employee Experience & Change
Kerry

BACK BY POPULAR DEMAND: SSON COMMUNITY TRAILBLAZERS



Nadine Fischer
Global Director Strategy,
Governance and
Compliance GBS
Adidas



Inga Donets
Modern Finance
Corporate Champ
Microsoft



Lizzy Bowling
Head of Strategy and Service
Management
Astellas



Jennifer Chard
Chief Executive Officer,
Defence Business Services
& SRO for Corporate Services
Modernisation
Ministry of Defence



Julie Ayres-Smith
Global Process Owner -
Order to Cash
Carrier



WORLD-CLASS GBS SOLUTION PROVIDERS, PARTNERS & THOUGHT LEADERS



Candice Sieg

Partner, Global GBS and Outsourcing Advisory Lead
KPMG



Victoria Slowikowska

Partner, Global Business Services
KPMG



Steve Fox

Process Excellence Leader
Consider Solutions



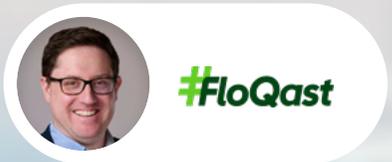
Marc Stromberg

Co-Founder and Key Account Manager
GBTEC



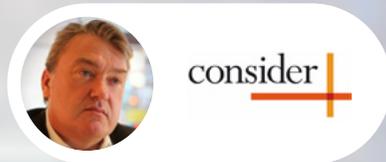
Mary Flynn Barton

Chief Revenue Officer
Medius



Hugh O'Neill

Manager, Solutions Consulting
FloQast



Dan French

CEO
Consider Solutions



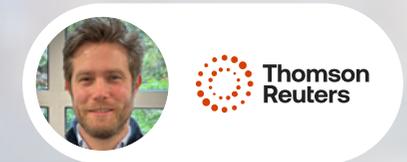
Rakesh Sangani

CEO
Proservartner



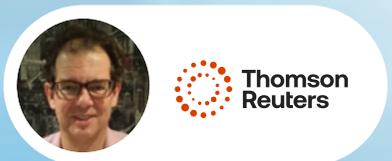
Paul Roiter

CEO & Co-Founder
Xelix



Phil Bailey

Director, Product Specialist
Thomson Reuters



George Sugden

Senior Account Executive
Thomson Reuters



Aida Issazadeh

International Corporate Partnerships and Alliances - Automated Finance
FIS Global

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Richard Williams
MGSF Strategic Initiatives
Mars Global Services



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Advisor
SSON Research & Analytics



Sourcing Change

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Founder and Principal
Sourcing Change



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Head of GBS Strategy
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MARS

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Vice President, Mars Global Services
Mars



astellas

Kamila Gremowicz
Head of Global Business Solutions division
Astellas Pharma



ROLLS ROYCE

Phil Priest
Head of GBS
Rolls-Royce



KONE

Jan Nikus
Vice President, Head of KONE Business Services
KONE



KraftHeinz

Serge De Vos
Global Head of Business Services
The Kraft Heinz Company



SSON | RESEARCH & ANALYTICS

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**

9:00

 **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!

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

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

CHALLENGE STATEMENT TWO: IDENTIFYING AGENTIC AI APPLICATION USE CASES

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

CHALLENGE STATEMENT THREE: THE CHALLENGE OF DOING MORE WITH LESS

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









12:00 **FURTHER REGISTRATION & NETWORKING BREAK**

PRE-CONFERENCE WORKSHOPS & INNOVATE-A-THON

21st October, Tuesday

WORKSHOP SESSIONS

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 Satelli, Head of Global Finance
Systems & R2R Global Services, PageGroup**



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



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



WORKSHOP B: AUTOMATING SUPPORT FUNCTIONS WITH AI: MORE COMPLEX THAN IT LOOKS, MORE STRATEGIC THAN IT SEEMS

While many organisations showcase early deployments of agentic AI, this workshop brings a forward-looking perspective rooted in research and strategic analysis. Drawing on insights from an executive MBA thesis, you will explore the potential of agentic AI in GBS: why its impact extends beyond automation, how it reshapes operating models, and what strategic benefits can be unlocked. Participants will discover the 12 key factors critical for successful deployment, derived from industry experts and practical experiences.

Marc Sauty, Transformation Director, Sodexo

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**



14:50

AFTERNOON BREAK

PRE-CONFERENCE WORKSHOPS & INNOVATE-A-THON

WORKSHOP SESSIONS

21st October, Tuesday

WORKSHOP D: PLANNING AND LAUNCHING DIGITAL BUSINESS SERVICES: SHARING IMPLEMENTATION BEST PRACTICES

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

Rakesh Sangani, CEO, Proservartner



WORKSHOP F: P2P LEADERS PROGRAMME: FROM COST-CUTTING TO INNOVATION - THE EVOLVING ROLE OF AP IN SHARED SERVICE CENTERS

- 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
- 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?

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

* Kimberly-Clark

15:30

16:50

AWARDS PRESENTATION FOR INNOVATE-A-THON

17:30

END OF PRE-CONFERENCE WORKSHOPS

7:30

REGISTRATION

8:30

SSON OPENING SPEECH & CHAIR'S WELCOME

8:40



THE BIG IDEAS STAGE: DIGITAL TRANSFORMATION IN SHARED SERVICES: LEVERAGING AI AND DATA ANALYTICS FOR SUCCESS

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.

- Improve decision-making by leveraging real-time data insights and predictive analytics, allowing for bias-free reporting
- Enhance process efficiency by automating repetitive tasks with AI-driven solutions
- Ensure data accuracy by establishing strong data governance frameworks

Sergio Oliveira, Digital Innovation & Excellence Leader, Philips

PHILIPS

9:15



THE BIG IDEAS STAGE: REAL-TIME INTELLIGENCE & AGENTIC AI IN GBS: DRIVING THE FUTURE OF GLOBAL BUSINESS SERVICES

Global Business Services is undergoing a major transformation; from cost and efficiency focused services to a strategic, AI-powered enabler of business value. At the heart of this shift is real-time intelligence, automation, and agentic AI—AI that acts autonomously to optimise operations and deliver insights instantly, beyond traditional functional silos and towards entire end-to-end value chains.

In this session, KPMG will discuss how clients are moving from efficiency to innovation, including:

- Trusted Agentic AI in Action: AI agents seamlessly managing end to end orchestration of value; optimizing services, providing real time insights across multiple platforms and systems and reducing manual interventions.
- Enhanced User Experience: Freeing teams from repetitive tasks to focus on high-value, strategic work; whilst building agile talent hubs of the future with digital fluency
- Resilience & Flexibility: A move towards flexible talent hubs and nearshoring strategies are enhancing agility.
- Front-Office Integration: Expanding GBS scope to include customer-facing and sustainability-focused functions.

Candice Sieg, Partner, Global GBS and Outsourcing Advisory Lead, KPMG

KPMG



THE BIG IDEAS STAGE: KEYNOTE PANEL: PIVOT TO CUSTOMER – A VALUE CENTRIC SHIFT TOWARDS DELIVERING VALUE DIRECTLY TO THE END CUSTOMERS

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.

- Understanding the maturity of global process owners' ability to help deliver strategic process transformations within and beyond the organisation
- Having customer experience as the centrepiece of vision when advancing from local to shared services to a GBS model
- Delivering customer-centricity and value through the use of data and analytics
- Leveraging GPO as a key enabler in the organisational design to drive accountability, consistency and end-to-end efficiency

Panel members include:

Steve Rudderham, Head of Global Business Services, Carrier

Jan Nikus, Vice President, Head of KONE Business Services, KONE

Vanessa Gleason, Global Head, Takeda Business Solutions (TBS), Takeda

Moderator: Phil Priest, Head of GBS, Rolls-Royce



9:45



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



10:15

10:35

MORNING BREAK

TRACK A: GPO LEADERS PROGRAMME

CASE STUDY: EVOLVING THE GPO ROLE IN FINANCE AUTOMATION: DRIVING END-TO-END VALUE ACROSS E-INVOICING, TAX AND REPORTING

As digital transformation accelerates across finance operations, Global Process Owners (GPOs) are evolving from compliance enforcers and P2P 'doers' to strategic enablers of enterprise-wide value. In this session, Thomson Reuters will explore how GPOs can lead automation initiatives spanning global e-invoicing mandates, indirect tax compliance and statutory reporting – unlocking insights and outcomes that support business growth.

Attendees will gain thought leadership on:

- Transitioning from tactical compliance to strategic ownership of finance automation
- Aligning mandate-aware automation with enterprise priorities to maximise value creation
- Embedding continuous improvement through real-time analytics and AI-driven workflows
- Building stakeholder trust through transparency, measurable KPIs, and outcome-driven reporting

George Sugden, Senior Account Executive
Thomson Reuters

Phil Bailey, Director, Product Specialist
Thomson Reuters



11:20

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:

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



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



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

Charles Richardson, Strategy & Transformation Director – Integrated Shared Services, Coca-Cola Europacific Partners

Moderator: Chris Gunning, Global Finance Operations, Enablement Leader, Nielsen IQ

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, Interim Programme Director – Business Services, PIB Group 

Nathalie Jakimowicz, Head of Accounting Operations, AkzoNobel 

Tuula Tuononen, Global Process Owner, Procurement Excellence, Konecranes 

Moderator: Francesco Tacconi, Senior Director, I2C Global Process Owner, Stryker 

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:

Moderator: Pieter de Bruijn, VP Accounting EMEA, Digital Realty 

Živilė Kurauskaitė, Chief of Staff, Vilnius, Citco 

Ilkka Lagerström, Vice President, People Operations & Talent Acquisition, Konecranes 

Herman Weber, Group Controller, adapa Group 

TRACK C: GBS REINVENTION PROGRAMME

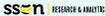
PANEL DISCUSSION: FROM FRICTION TO FUNCTION – RETHINKING THE LANDLORD MODEL

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:

Moderator: Deborah Kops, Founder and Principal, Sourcing Change 

Michael van der Steen, Advisor, SSON Research & Analytics 

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

Susanne Dreyer, Global Head and Vice President of Business Operations, Shell 

11:50

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, Executive Director, Global Source to Settle Lead | GBS Business Process Excellence, MSD



Ignacio Madrigal Zúñiga, Director, BPE | Source to Settle Optimization & Digital Strategy, MSD



Mary Flynn Barton, Chief Revenue Officer Medius



Phil Bailey, Director, Product Specialist Thomson Reuters



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



Alfons van den Heuvel, Global Head of Financial Services, ASML



Moderator: Tomasz Meksula, GBS Program Management Lead, Astellas Pharma



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



12:20

13:10
–
14:30

INVITE ONLY R2R LEADERS PROGRAMME TRANSFORMING RECORD-TO-REPORT WITH AUTOMATION AT SCALE

Finance leaders are under increasing pressure to close faster, with fewer resources, and with greater accuracy. Manual tasks, fragmented ERPs, and inefficient processes slow down reporting and increase risk. This interactive workshop will show you how leading organizations are rethinking their close by centralizing, harmonizing, and automating their Record-to-Report processes with Redwood.

You'll walk away with:

- Practical insights into how automation accelerates month-end and year-end closes
- Strategies for improving data accuracy and financial visibility in real time
- A clear view of how Redwood replaces legacy tools like SAP FCC, Blackline, and others and scales across diverse ERP landscapes
- Concrete examples of automation applied to reconciliations, journal entries, intercompany, and close orchestration
- Customer spotlight: Danone

Hear directly from Danone, a leading global food and beverage company with 100,000 employees worldwide. Danone embarked on a Finance Transformation journey to centralize and harmonize processes, and reduce manual effort in Record-to-Report.

After evaluating alternatives, Danone selected Redwood as the most mature automation platform to:

- Establish a single global task list with real-time visibility through dashboards.
 - Drive cross-functional collaboration and improved compliance with standardized policies.
 - Achieve faster journal entry processing by checking items before approval.
 - Reduce peak workloads during closing periods, improving work-life balance for employees.
 - Lay the foundation for comprehensive end-to-end automation of complex processes like fixed asset capitalization and bank reconciliations.
 - Scale across 104 entities and 1,500 users, with plans to expand to over 2,000 users globally.
- This session is your chance to see how one of the world's most advanced manufacturers is shaping the future of finance automation – and how you can apply the same principles to your own organization.

Who should attend?

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

Seats are limited. Secure your place now and learn how Redwood and Danone are redefining finance automation.

Lunch will be provided in this masterclass.

Shak Akhtar, Executive Director, EMEA Finance Transformation, Redwood

Theo Van Dijk, Global Business Services – R2R Solutions Director, Danone



12:50

LUNCH BREAK

CHAMPAGNE FOCUS GROUPS

13:50
-
15:20

THE USE OF AI FOR GBS REINVENTION

Marc Sauty, Transformation Director, **Sodexo**



FROM FRAGMENTED TO FLUENT: BUILDING OPERATIONAL EXCELLENCE FOR AI-READY TRANSFORMATION IN GBS AND SHARED SERVICES

Marc Stromberg, Co-Founder and Key Account Manager, **GBTEC**



BUILDING AN END-TO-END O2C EXPERIENCE

Aida Issazadeh International Corporate Partnerships and Alliances - Automated Finance, **FIS Global**



SPLIT KEYNOTE: S/4HANA TRANSFORMATION CASE STUDIES

13:50

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

Nadia Hutchinson, Global Director, HR Services and Operation
Cabot Corporation



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



14:20

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



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



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



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 effective change agenda to make go-live easy and frictionless
Paving the road to digital GBS

14:50

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:

Wojciech Iwanczak, Former Digital HR Director, Schneider Electric

Danske Bank

Rapha Thelemaque, Head of HR Shared Services & Country Operations, Pearson

Pearson

Moderator: Ilkka Lagerström, Vice President, People Operations & Talent Acquisition, Konecranes

KONECRANES

15:20

AFTERNOON BREAK

16:00



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

Moderator: Victoria Slowikowska, Partner, Global Business Services, KPMG



16:30



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:

Patric Somlo, SVP, Corporate Finance, Lonza

Amanda Booker, Vice President, Global Sales, Operations & Payments (COO), TheFork, a TripAdvisor company

Jennifer Chard, Chief Executive Officer, Defence Business Services & SRO for Corporate Services Modernisation, Ministry of Defence

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



17:00

SSOW DRINKS RECEPTION

7:30	REGISTRATION
8:30	CHAIR'S RECAP ON DAY ONE
08:40	<p> THE BIG IDEAS STAGE G6 DIGITAL DEBATE: DISRUPTION OR OVERHYPERED? UNPACKING THE KEY ROLE OF AGENTIC AI (WITH BPO & CONSULTING LEADERS)</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"> 1. What are the real impacts you have seen from Agentic AI deployment already? 2. How are BPOs and consulting firms repositioning themselves? 3. Will Agentic AI render BPO & Consulting redundancy in the future? 4. If that's the case, how long do we have? <p>Debate Leaders:</p> <p>Steve Rudderham, Head of Global Business Services, Carrier</p> <p>Deborah Kops, Founder and Principal, Sourcing Change</p> <p>Imran Ahmed, Head of Europe, Business Process Services (BPS), Wipro</p> <p>Josh Peters, Partner, McKinsey & Company</p> <p>Mohib Yousufani, Partner and Senior Global Leader of Transformation & Digital, PwC</p> <p>Sesank Kandalum, Management Consultant, BCG</p> <p>Candice Sieg, Partner, Global GBS and Outsourcing Advisory Lead, KPMG</p>      



“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

9:30



THE BIG IDEAS STAGE: SSOWOMENS PANEL – EMPOWERING LEADERSHIP & CAREER GROWTH IN GBS

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.

- Develop a strong leadership identity by mastering situational leadership, personal branding, and the balance between authenticity and influence
- Break through career barriers by recognising and addressing unconscious bias, impostor syndrome, and self-limiting beliefs
- Drive purpose-led transformation by adopting inclusive leadership principles that create high-impact teams in the evolving GBS landscape
- Champion and uplift women in leadership by leveraging mentorship, sponsorship, and reverse mentoring to build a culture of continuous growth

Carol Roncagliolo, Head of Global Shared Services, Barnes

Yanina Ruskova, GBS Head of Strategy, Process and Reporting, IDEXX

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

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

Victoria Slowikowska, Partner, Global Business Services, KPMG

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



* Kimberly-Clark



10:05



THE BIG IDEAS STAGE: SSOWOMENS PANEL – THE FUTURE OF WORK IN THE AGE OF AI

The new capabilities of AI bring a paradigm shift to human resource management. Where earlier automation targeted specific, routine tasks, AI's capacity for pattern recognition, natural language processing, and complex decision-making creates ripple effects across organizations, from entry-level positions to executive strategy. This transformation raises critical questions about human relevance. Which skills are still uniquely human, and what new skills are needed? How can upskilling of employees succeed when change is constant and ever more rapid?

For workforce planning, leaders must reimagine organizational design around human-AI partnerships, which requires a different approach to HR management. Educational systems face perhaps the greatest challenge: preparing students for careers that don't yet exist while maintaining foundational knowledge.

The path forward demands proactive adaptation rather than reactive response. We will discuss successful models and strategies.

Lambert Hogenhout, Chief Data and AI, United Nations





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

Vanessa Gleason, Global Head, Takeda Business Solutions (TBS), Takeda

Slawomir Drygas, Global Strategy, 3M Global Service Centers

SSON | RESEARCH & ANALYTICS



10:40



11:00	MORNING BREAK		
	TRACK D: FINANCE TRANSFORMATION LEADERS PROGRAMME	TRACK E: SKILLS-BASED ORGANISATION PROGRAMME	TRACK F: SERVICE EXPANSION & EXPERIENCE MANAGEMENT
11:40	<p>BRIDGING THE GAP: HOW BAYER IMPLEMENTED THE JOINT COUNTRY SQUAD TO BRING GBS CLOSER TO THE BUSINESS</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"> • Strengthen business alignment through integrating GBS with local and regional finance functions • Improve compliance by embedding local expertise within global processes • Boost efficiency by maintaining standardised technology while enhancing collaboration • Balance standardisation with flexibility to support both global and local needs <p>Karsten Kloppenburg, VP // Head of GBS Finance, Bayer AG</p> 	<p>DRIVING TRANSFORMATION THROUGH TALENT, TECHNOLOGY & OPERATIONAL EXCELLENCE</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>Elena Mirela Homescu, Controlling Management Lead, Allianz Services</p> 	<p>REVOLUTIONISING GBS WITH SERVICE MANAGEMENT THROUGH STANDARDISATION AND EFFICIENCY</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"> • Enhance efficiency and scalability by implementing a standardised service management framework across GBS • Eliminate silos and improve visibility by integrating enterprise-wide service management tools • Drive consistency in service delivery by automating workflows and optimizing end-to-end processes • Future-proof GBS operations by embedding continuous improvement and adaptability into service management strategies <p>James David, GBS Strategy Director AstraZeneca</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, SES



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



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

* Kimberly-Clark

Maciej Kulbat, Process Performance Practice Lead, Astellas Pharma



12:10

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



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



Moderator: Julie Ayres-Smith, Global Process Owner - Order to Cash, Carrier



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:

Moderator: Nadine Fischer, Global Director Strategy, Governance and Compliance GBS, Adidas

adidas



Phil Priest, Head of GBS, Rolls-Royce

Marc Sauty, Transformation Director, Sodexo

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



Inga Donets, Modern Finance Corporate Champ, Microsoft



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

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/can tackle 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.

14:45

- 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



15:20

CLOSE OF SSOW AUTUMN 2025



PEER INSIGHTS PAVILION STAGE

LOCATED IN DOWNSTAIRS SPLIT MAIN ROOM

22nd October, Wednesday

10:55
–
11:15

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



11:35
–
11:55

BUILDING A SCALABLE FINANCE FUNCTION FOR GROWTH: THE BASIC-FIT JOURNEY WITH AUTOMATION AND INTEGRATION

As Basic Fit expanded across Europe, manual processes and disconnected systems challenged finance scalability. In this session, Director of Finance Adriaan Bos shares how automation and ERP integration streamlined operations, reduced costs, and enabled growth without increasing headcount.

As Basic Fit rapidly expanded across Europe, manual finance processes and disconnected systems became major roadblocks to scalability and efficiency. In this session, Adriaan Bos, Director of Finance, shares how Basic-Fit leveraged automation and seamless ERP integration to transform P2P and streamline financial operations across borders. Adriaan will discuss how data-driven insights, digitised workflows, and smart integration helped reduce costs, eliminate paper, and support the company's rapid growth—without increasing headcount. Gain practical takeaways on building a resilient, scalable finance function that's ready for the future.

Adriaan Bos, Director of Finance, Basic-Fit



PEER INSIGHTS PAVILION STAGE

LOCATED IN DOWNSTAIRS SPLIT MAIN ROOM

22nd October, Wednesday

11:35
–
11:55

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.

- 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

11:55
–
12:15

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

xeliox
WEIR



PEER INSIGHTS PAVILION STAGE

LOCATED IN DOWNSTAIRS SPLIT MAIN ROOM

23rd October, Thursday

11:05
–
11:25

SoftCo

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.

11:25
–
11:45

- 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 Finance and Transformation, Global SSC, Franklin Templeton



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Edoardo Peniche, Vice President, Global Business Services, Aptiv

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