



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

2025
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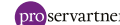
#loQast



SILVER



BRONZE



OFFICIAL LANYARD
PARTNER



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

SSOW AUTUMN AGENDA-AT-A-GLANCE

	AM		PM		Evening
Tuesday 21st October	SSOW INNOVATE-A-THON: INNOVATE, CO-CREATE, IMPACT <div>BACK BY POPULAR DEMAND</div>		13:30 – 15:00 WORKSHOP A, B, C & D: Practical Insights for Hands-on Challenges	15:30 – 17:00 WORKSHOP E, F, G & H: Hands-On Approaches to your Greatest Challenges	AWARDS PRESENTATION FOR INNOVATE-A-THON
	PIONEERING CONTENT ON AGENTIC AI EMBEDDED <div>NEW!</div>				GBS MASTERMINDS DINNER
Wednesday 22nd October	KEYNOTE END-TO-END VALUE CREATION & DATA TRANSFORMAITON	TRACK A GPO LEADERS PROGRAMME	GBS MASTERMINDS <i>By Invitation Only</i>		DRINKS RECEPTION
		TRACK B COST – PERFORMANCE – VALUE <div>NEW!</div>	SPLIT KEYNOTE S4HANA TRANSFORMATION CASE STUDIES <div>NEW!</div>	KEYNOTE CXO PRIORITIES <div>NEW!</div>	
		TRACK C GBS REINVENTION PROGRAMME <div>NEW!</div>	8 INTERACTIVE DISCUSSION GROUPS		
		TRACK D THE PEER INSIGHTS STAGE <div>NEW!</div>	HR TRANSFORMATION LEADERS PROGRAMME		
Thursday 23rd October	KEYNOTE NEXT-GEN GBS MODEL EVOLUTION & THE BIG IDEAS SPEAKER	TRACK E FINANCE TRANSFORMATION LEADERS PROGRAMME	KEYNOTE TECHNOLOGY & INNOVATION FEATURING PRACTICAL PERSPECTIVES ON AGENTIC AI		
		TRACK F SKILLS-BASED ORGANISATION PROGRAMME <div>NEW!</div>			
		TRACK G SERVICE EXPANSION & EXPERIENCE MANAGEMENT			

CONFERENCE CHAIR:



MARS

RICHARD WILLIAMS

MGSF Strategic Initiatives
Mars Global Services

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



ASML

Abhishek Kaushal
Global Director Human Resource
for Services Expertise
ASML



Karsten Kloppenburg
VP / Head of GBS Finance
Bayer AG



M&S
EST. 1884

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



Danske Bank

Janne Pedersen
Nordic Head of HR Service
Danske Bank



BARRY CALLEBAUT

Maciej Kulbat
Vice President, CFO
Barry Callebaut Group



KUEHNE+NAGEL

Mitar Mrdic
National Financial Director / CFO
Kuehne+Nagel



PHILIPS

Sergio Oliveira
Digital Innovation &
Excellence Leader
Philips



MARS

Shelley Davies
Global Business Improvement
Senior Director
Mars



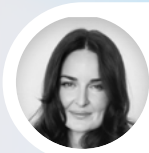
Bill Jolly
Head of Global
Business Services
Bayer AG

BRAND NEW VOICES & PERSPECTIVES



Piotr Wilk

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



Jessica Shields

VP, International
Business Operations
Dexcom



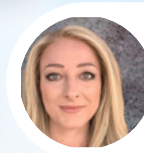
Rajiv Subramanian

Head of Finance, Strategy &
Technology
Nokia



Yanina Ruskova

GBS Head of Strategy, Process
and Reporting
IDEXX



Hannah Rimington

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



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

Digital HR Director
Schneider Electric



Stefan Deaconu

Global Finance Services
Manager – Vendor Strategy &
Governance
Reckitt



Teresa OByrne

Former Head of GBS Finance
WPP



Jacob Jensen

Strategy and Transformation
Lead, Global Services & Solutions
Syngenta Group



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



Ignacio Madrigal Zúñiga
STS Associate Director
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



Katarzyna Zalewska
Husqvarna Group Shared
Service Center Director
Husqvarna Group



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



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



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



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



BACK BY POPULAR DEMAND: SSON COMMUNITY TRAILBLAZERS



ThermoFisher
SCIENTIFIC

Holly Ferreira

Senior Director, ESG Controller
Thermo Fischer Scientific



Microsoft

Juan Stein

Global BPO Governance Lead,
Microsoft



BD

Dave Marton

VP, Global Business Services
BD



AkzoNobel

Nathalie Jakimowicz

Head of Accounting Operations,
AkzoNobel



Carrier

Steve Rudderham

Head of Global Business Services
Carrier



PHILIPS

Anil Yadav

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



Takeda

Vanessa Gleason

Global Head, Takeda Business Solutions (TBS)
Takeda



Microsoft

Adam Leahy

Global Lead for Key Launches and Global Process Owner,
Microsoft



KraftHeinz

Carol Roncagliolo

Head of GBS
Business Support Operations
KraftHeinz



IMPERIAL 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



SSON | RESEARCH & ANALYTICS

Tom Bangemann

Head of Data, Development & Research
SSON Research & Analytics



NBC

Bob Kurpershoek

VP Finance Transformation & Value Realization
NBCUniversal Media



WEIR

Rich Gosling

Vice-President Weir Business Services
The Weir Group Plc



KERRY

Jaqueline McGirr

VP, GBS Employee Experience & Change
Kerry



adidas

Nadine Fischer

Global Director Strategy, Governance and Compliance GBS
Adidas



DSM

Manoj Kalra

Senior Vice President & Group Head of Global Enterprise Services
dsm-firmenich



astellas

Lizzy Bowling

Head of Strategy and Service Management, Global Financial Services, GBS
Astellas



EUROPACIFIC PARTNERS

Tamsin Hoborough

VP Finance Shared Services
Coca-Cola Europacific Partners

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Richard Williams
MGSF Strategic Initiatives
Mars Global Services



Michael van der Steen
Operations & Insights Director
BMI Group



Deborah Kops
Founder and Principal
Sourcing Change



Salvo Russo
Head of GBS & Enterprise Location Strategy
AstraZeneca



MARS

Sandy Khanna
Vice President, Mars Global Services
Mars



Kamila Gremowicz
Head of Global Business Solutions division
Astellas Pharma



Phil Priest
Head of GBS
Rolls-Royce



Jan Nikus
Vice President, Head of KONE Business Services
KONE



KraftHeinz

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



Barbara Hodge
Global Editor
SSON Research & Analytics



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

21st October, Tuesday

13:30

WORKSHOP A: MAINTAINING CONTROL AND COMPLIANCE IN YOUR SHARED SERVICE CENTER

As companies increasingly turn to shared service centres to drive efficiency and cost savings, finance leaders face new challenges in maintaining control and compliance over critical processes.

In this session, Hugh O'Neill, former Finance Director and Raheel Zafar, former Finance Controller, will share how organisations can successfully manage these challenges while ensuring seamless financial management and stability. Attendees will learn how to strengthen financial controls and enhance audit readiness, even with distributed teams and processes. Whether you're establishing a new shared service centre or optimising an existing one, this session will provide actionable insights to help you navigate complexities and maintain control and continuity.

Hugh O'Neill, Manager & Former Finance Director, FloQast #FloQast

Raheel Zafar, Customer Success EMEA & Former Finance Controller, 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

Sharing best practices with interactive discussions and exercises, this workshop will challenge and inform GBS leadership, current or aspiring Global Process Owners (GPOs) and Service Delivery leaders with practical models and tools to enhance end-to-end process alignment, innovation and experience across the organization. The workshop will cover:

- "End-to-end" process context
- "Shift left" thinking & behaviours
- process ownership vs process enablement
- Expectations, barriers to success
- "What does good look like"?
- End-to-end processes, WIFM, defects and customer experience (cx)
- The stakeholder "coalition"
- Stakeholder segmentation, communication, cadence
- The "end-to-end" process and "experience ownership" playbook

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

15:00

AFTERNOON BREAK

PRE-CONFERENCE WORKSHOPS & INNOVATE-A-THON







WORKSHOP SESSIONS

21st October, Tuesday

15:30	<p>WORKSHOP E: R2R LEADERS PROGRAMME: REIMAGINING THE RECORD-TO-REPORT FUNCTION FOR VALUE, AGILITY, AND INSIGHTS</p> <p>This workshop is designed for R2R leaders operating in shared services and GBS models who are driving transformation, process excellence, and digital innovation</p> <ul style="list-style-type: none"> • Redesigning the R2R model to align with enterprise-wide digital finance transformations • Explore governance frameworks and enablers for achieving end-to-end process ownership across complex GBS ecosystems • Identify practical use cases for intelligent automation, machine learning, and advanced analytics in accelerating close cycles and improving accuracy • Discuss how to upskill teams with critical capabilities like data storytelling, digital fluency, and business partnering for the evolving R2R landscape 	<p>WORKSHOP F: O2C LEADERS PROGRAMME: LEVERAGING AUTOMATION AND AI TO ACCELERATE CASH FLOW AND MAXIMISE EFFICIENCY IN INVOICE-TO-CASH PROCESSES</p> <ul style="list-style-type: none"> • Understanding the flow of the process on your invoice-to-cash cycle to identify improvement opportunities • Leveraging automation to optimise invoice-to-pay processes • Examining and exploring the role of AI in the Invoice-to-Cash cycle • Exploring best practices for monitoring, analysing and managing outstanding invoices to accelerate cash conversion • Establishing effective performance metrics and KPIs to measure success and business outcomes • Leveraging an integrated approach and platform to manage AR, Closing and Intercompany Financial Management seamlessly 	<p>WORKSHOP G: P2P LEADERS PROGRAMME: FROM COST-CUTTING TO INNOVATION – THE EVOLVING ROLE OF AP IN SHARED SERVICE CENTERS</p> <ul style="list-style-type: none"> • 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? 	<p>WORKSHOP H: AGENTIC AI IN PRACTICE SHOWCASE</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>CASE STUDY ONE: Explore how Ball has incorporated Agentic AI into their existing business operations, including HR, Procurement, IT and Cash Application.</p> <p>Nilo Ferreira, Global Head of Enterprise Digital Technologies, Ball</p> <p>CASE STUDY TWO: Leveraging End-to-End Process Intelligence and Agentic AI to Recover \$40 million Cash Leakage</p> <p>Shelley Davies, Global Business Improvement Senior Director, Mars Global Services, Mars</p>
17:00	AWARDS PRESENTATION FOR INNOVATE-A-THON			
17:30	END OF PRE-CONFERENCE WORKSHOPS			

CONFERENCE DAY ONE

22nd October, Wednesday

8:00	REGISTRATION
8:50	SSON OPENING SPEECH & CHAIR'S WELCOME Richard Williams, MGSF Strategic Initiatives, Mars Global Services
9:00	<div> THE BIG IDEAS STAGE: DIGITAL TRANSFORMATION IN SHARED SERVICES: LEVERAGING AI AND DATA ANALYTICS FOR SUCCESS</div> <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">• 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 <p>Sergio Oliveira, Digital Innovation & Excellence Leader, Philips PHILIPS</p> <p>Anil Yadav, Senior Vice President & Head of Global Business Services, Philips PHILIPS</p>
9:35	<div> THE BIG IDEAS STAGE: KEYNOTE PANEL: PIVOT TO CUSTOMER – A VALUE CENTRIC SHIFT TOWARDS DELIVERING VALUE DIRECTLY TO THE END CUSTOMERS</div> <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">• 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 <p>Panel members include:</p> <p>Steve Rudderham, Head of Global Business Services, Carrier </p> <p>Jan Nikus, Vice President, Head of KONE Business Services, KONE </p> <p>Dave Marton, VP, Global Business Services, BD </p> <p>Vanessa Gleason, Global Head, Takeda Business Solutions (TBS), Takeda </p>

CONFERENCE DAY ONE

22nd 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



CONFERENCE DAY ONE

22nd October, Wednesday

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



Tuula Tuononen, Global Process Owner, Procurement Excellence, 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, Senior Vice President & Group Head of Global Enterprise Services, dsm-firmenich



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

TRACK D: THE PEER INSIGHTS STAGE

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

Moderators: Deborah Kops, Founder and Principal, Sourcing Change



Steve Rudderham, Head of Global Business Services, Carrier



11:00

CONFERENCE DAY ONE

22nd October, Wednesday

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

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, Global Financial Services, GBS, Astellas 

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, VP, International Business Operations, Dexcom 

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

TRACK D: THE PEER INSIGHTS STAGE

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 

11:30

CONFERENCE DAY ONE

22nd October, Wednesday

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.

- 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

KONE

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, Operations & Insights Director, BMI Group

BMI

TRACK D: THE PEER INSIGHTS STAGE

FISHBOWL PANEL: CAN AGENTIC AI REPLACE ERP?

Could the era of traditional ERP systems and standalone SaaS applications be coming to an end? AI-powered agents are revolutionising how businesses can operate, shifting workflows from static systems to dynamic, intelligent platforms. In this keynote, we'll explore how agentic AI is reshaping ERP ecosystems, eliminating silos, and enhancing decision-making through automation and predictive intelligence.

- Enhance ERP efficiency by leveraging AI agents to automate workflows and reduce manual intervention
- Break down data silos by integrating intelligent platforms that unify business applications into a cohesive ecosystem
- Improve decision-making by using AI-driven analytics to generate insights, predict trends, and recommend actions

12:00

CONFERENCE DAY ONE

22nd October, Wednesday

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, STS Associate Director, MSD



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

TRACK C: GBS REINVENTION PROGRAMME

MAXIMISING THE USER EXPERIENCE THROUGH ORACLE CLOUD

A powerful cloud platform is only as effective as the experience it delivers. For Oracle Cloud users, that means intuitive workflows, responsive interfaces, and tools that support—not slow down—their goals. This session focuses on how to make the most of Oracle Cloud from a user's perspective: optimising usability, reducing complexity, and surfacing the right features at the right time. Streamline common workflows to help users' complete tasks faster with fewer clicks.

- Automate routine actions to reduce manual work and boost overall efficiency
- Tailor the interface to user roles to surface relevant tools and improve usability
- Enable self-service capabilities to empower users and reduce support dependencies
- Track UX performance metrics to identify friction points and continuously improve experience

TRACK D: THE PEER INSIGHTS STAGE 12:30 – 14:00 INVITE-ONLY R2R LEADERS PROGRAMME

MASTER THE ART OF THE TOUCHLESS R2R CLOSE AND UNLOCK THE FULL POTENTIAL OF YOUR FINANCIAL OPERATIONS

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 that 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.

Lunch will be provided in this masterclass.

Shak Akhtar, Executive Director, EMEA Finance Transformation, Redwood



12:30

CONFERENCE DAY ONE

22nd October, Wednesday

13:00	LUNCH BREAK			
First Cycle 14:00 – 14:45 Second Cycle 14:45 – 15:30	INTERACTIVE DISCUSSION GROUPS (IDGs): ALL TOPICS WILL KICK OFF AT THE SAME TIME WITH TWO ROTATIONS			
	THE USE OF AI FOR GBS REINVENTION	WORKING WITH BPOS: EXPERIENCES & BEST PRACTICES	DRIVING VALUE FROM E-INVOICING TRANSFORMATION	OPTIMISING NEXT-GEN AI FOR DIGITAL TRANSFORMATION AND OPERATIONAL EXCELLENCE GBTEC 
	ESG REPORTING MEASUREMENTS Holly Ferreira, Senior Director, ESG Controller, Thermo Fischer Scientific 	BUILDING AN END-TO-END O2C EXPERIENCE FIS 	CONTINUOUS IMPROVEMENT IN SERVICE DESIGN	THE EVOLVING GPO ROLE Francesco Tacconi, Senior Director, I2C Global Process Owner, Stryker 
	SPLIT KEYNOTE: S4HANA TRANSFORMATION CASE STUDIES		HR TRANSFORMATION LEADERS PROGRAMME	
14:00	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. <ul style="list-style-type: none"> • 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 		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. <ul style="list-style-type: none"> • 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 	

CONFERENCE DAY ONE

22nd October, Wednesday

SPLIT KEYNOTE: S4HANA TRANSFORMATION CASE STUDIES

HR TRANSFORMATION LEADERS PROGRAMME

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

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

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

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, Digital HR Director, Schneider Electric

Schneider Electric

CONFERENCE DAY ONE

22nd October, Wednesday

15:30

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, Head of Global Business Services, Bayer AG

Serge De Vos, Head of GBS, Kraft Heinz Company



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:

Maciej Kulbat, VP, CFO GBS, Barry Callebaut Group



17:00

SSOW DRINKS RECEPTION



CONFERENCE DAY TWO

23rd October, Thursday

8:00

REGISTRATION

9:00

CHAIR'S RECAP ON DAY ONE



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.

9:10

- 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 GBS Business Support Operations, KraftHeinz

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

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

KraftHeinz



CABOT

9:40

BIG IDEAS SPEAKER



THE BIG IDEAS STAGE: SPOTLIGHT INTERVIEW: LIVE BENCHMARKING WITH THE TOP 20 MOST ADMIRED 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:

10:20

- 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

CONFERENCE DAY TWO

23rd October, Thursday

10:45

MORNING BREAK

TRACK E: FINANCE TRANSFORMATION LEADERS PROGRAMME

BRIDGING THE GAP: HOW BAYER IMPLEMENTED THE JOINT COUNTRY SQUAD TO BRING GBS CLOSER TO THE BUSINESS

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.

- 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

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



TRACK F: SKILLS-BASED ORGANISATION PROGRAMME

THE ART OF STORYTELLING: A CRITICAL SUCCESS FACTOR FOR ANY GBS ORGANISATION

In today's dynamic business environment, Global Business Services (GBS) organisations are no longer just cost-efficient back-office functions; they are strategic enablers of enterprise transformation. However, to gain executive buy-in, drive stakeholder engagement, and inspire teams, GBS leaders must go beyond metrics and operational excellence—they must become master storytellers.

The art of storytelling is a powerful tool for GBS organisations to:

- Demonstrate value – Data alone doesn't inspire action. A well-crafted narrative helps translate process improvements, cost savings, and automation wins into compelling business impact stories
- Drive transformation – GBS leaders must articulate their vision in a way that resonates with executives, business units, and employees, fostering alignment and change adoption
- Engage & influence stakeholders – Whether working with Finance, HR, IT, or Procurement, storytelling helps build trust, secure investments, and drive collaboration
- Create a culture of innovation – By crafting stories around customer-centricity, digital transformation, and continuous improvement, GBS organisations can energise their teams and shape the future

Rajiv Subramanian, Head of Finance, Strategy & Technology, Nokia



TRACK G: SERVICE EXPANSION & EXPERIENCE MANAGEMENT

REVOLUTIONISING GBS WITH SERVICE MANAGEMENT THROUGH STANDARDISATION AND EFFICIENCY

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.

- 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

James David, GBS Strategy Director
AstraZeneca



Salvo Russo, Head of GBS & Enterprise Location Strategy, AstraZeneca



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, Husqvarna Group Shared Service Center Director, Husqvarna Group

11:40

CONFERENCE DAY TWO

23rd 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



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



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



12:10

12:30

LUNCH BREAK

CONFERENCE DAY TWO

23rd October, Thursday



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.

13:30

- 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.

14:00

- 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



14:30

AFTERNOON BREAK

“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



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

15:00

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.

- 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

15:30

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