



SHARED SERVICES &  
OUTSOURCING WEEK

13TH - 16TH MAY 2019

THE ESTORIL CONGRESS CENTER, LISBON, PORTUGAL

*19th Annual*

# SSONW

DIGITALLY EMPOWERED SERVICE: INNOVATE, TRANSFORM, DELIVER

EXCLUSIVE INSIGHT AND CASE STUDIES FROM:



KANTAR



KEYNOTES &  
SPEAKERS

SSOW  
EXPERIENCE

2019 AGENDA

SPONSORS &  
EXHIBITORS

WHO IS SSON?

PRICING &  
REGISTRATION

# SSON'S FLAGSHIP, PAN-EUROPEAN EVENT IS BACK AND IT'S BIGGER THAN EVER...

## Who Attends?



ATTENDEE PROFILE:

# 500+

CXO/CFO/Senior Vice President Finance & HR/Heads of Global Business Service/Heads of Robotics COE/Heads of IT & Procurement/Finance & HR Shared Services, Global Process Owners P2P/OTC/R2R

## REGIONAL ATTENDANCE

**50-60%**  
UK, Ireland, Switzerland, Germany & the Netherlands

**25%**  
Iberia, France & Portugal

**15%**  
CEE

**5%**  
ROW



**100+**  
practitioner speakers, panellists, and roundtable leaders

**10**  
practical workshops, focussing on topics from SCC set-up to artificial intelligence...

SSON impact awards  
**6**  
different categories

The A-Z of shared services –  
**26**  
interactive discussion groups

**13**  
different track sessions – split by maturity, function, and challenges!

**50+**  
insightful case studies – from organisations such as MOL, Pearson, Thermo Fisher and more!

# Your Big Ideas Speakers



**Mandy Hickson**  
Former Royal Air Force Fast Jet Pilot  
& Motivational Speaker

As one of the first female pilots on her frontline Tornado GR4 squadron, flying multi-million pound fast jets for the Royal Air Force, Mandy worked in a constantly challenging, yet exhilarating environment. Over the course of her career she honed her core skillset to the ultimate degree through three tours of duty and the flying of 45 combat missions.

She offers a unique insight into this elite world, supported by anecdotes about her time on the front line. Mandy's story is centred on a world where focus, ultimate teamwork, and the highest levels of risk taking and communication are the cornerstones of survival. Her main themes include: the building and empowerment of effective teams, decision making under extreme pressure; maintaining momentum despite losing top talent; and nurturing a culture of self-confidence and aspiration.



**Patrick Levy-Rosenthal**  
Founder & CEO at Emoshape Inc. &  
Architect of The Emotion Processing  
Unit for AI, Robots, IOT and Gaming

The growing presence of robotics in society at large means that meaningful emotional interaction is core to removing the barrier to widespread adoption

Patrick Levy-Rosenthal is an entrepreneur and visionary, who has previously won the European Information Society Technology (IST) prize for his work on a 3D interactive screen. He has lived and worked all over the world, working on his passion and ideas surrounding bio inspired emotion synthesis.

He has studied the relationship between cognition and emotion, the root of the cognitive processes underlying each emotional responses, emotions synthesis and the influence of emotion on decision making. At SSOW Europe 2019, Patrick will announce how he has developed a new generation of microchip named EPU (Emotion Processing Unit) for AI and Robots and the world's first AI that can feel the 12 primary human emotion, pain pleasure, frustration satisfaction. Close your eyes and imagine the future, it will be here sooner than you think...

# What's New?

## The SSON Impact Awards!

Our new and revamped SSON Impact Awards will be taking place on Monday evening, with new Award Categories for you to keep an eye out for. This year, we will be holding face-to-face interviews for the finalists onsite, and, for the first time ever, Award winners will be invited to join a "Winners Panel" later on in the Week to share details of their impact-driven projects with the wider audience in a plenary panel session!

**Please see the awards page for how to enter!**



## The Intelligent Automation Presidential Debate

### Bridging The Gap Between Reality & Expectation

It has been four years since RPA and Intelligent Automation exploded onto the Business Services scene in Europe, and current market tensions are rife. Despite the substantial up-take of robotics automation projects over the last 18 months, the level of scepticism amongst GBS and Shared Services practitioners remains high due to confusion, doubt, disappointment and lack of progress. There is a growing customer perception that disparity exists between expectations and post-implementation reality. Currently, there is a school of thought that RPA is already being obsoleted by AI.

### And as always, perception is everything.

The IA Presidential Debate will cut straight to the chase and tackle customers' distrust in an increasingly crowded software vendor market. This debate comes at an opportune time as companies are at a critical juncture, trying to figure out if they're doing it all right or all wrong.

This debate will cover the key topics of digitalisation within the business services industry, and at the end, the audience will have the power to vote on the winner of the debate.

**Hosted by Phil Fersht CEO, HFS Research**



## Enhanced Networking

We all know that a huge part (perhaps for some, the most important part) of the SSOW experience is the ability to network with your peers who face the same challenges as you. Who knows, the person next to you could be an invaluable contact in years to come, or may have just implemented the very same technology that you are currently making a decision on. That's why, in 2019, there will be more hours of unstructured and structured networking than ever before!

- ▶ Extended functional specific case-studies and SSOW bingo
- ▶ Invitation-only lunches and break-out sessions
- ▶ Not one, but two SSOW parties



# SSON's 2019 Impact Awards!

TAKE THIS OPPORTUNITY TO TELL US WHAT IMPACT YOUR SSO IS CREATING!

**Deadline for Awards Applications:**  
15th February 2019

**Shortlisted Finalists Announced:**  
29th March 2019

**Face-to-face Interviews with Judges:**  
13th May, 2019 (morning)

**Impact Awards Gala:**  
13th May, 2019 (evening)

**Award Winners Panel:**  
15th May, 2019

## Change Management Impact Award

Regardless of where your organization may be on the maturity spectrum of shared services, change is a constant, and the ability to manage change as part of your day-to-day operations is crucial to ensure the cultural transformation needed for execution and growth.

*This award category is focused on the strategy, improvement methodology, employee engagement techniques, benefits, and hard improvements that a shared services organization have made to navigate through change.*

## Process Improvement & Value Creation Impact Award

Process improvement can take many forms: moving to a customer focused approach, implementing benchmarking, training and innovation initiatives or six sigma and waste elimination. Value creation means many things to many organizations, but creating value for the business is the ultimate goal.

*This award category is focused on the strategy, improvement methodology and benefits/hard improvements in process improvement and value creation that have been made by a shared services organization.*

## Customer Centricity Impact Award

As customer expectations and behaviors have caused seismic shifts across entire industries and business models, companies have enhanced their focus on customer experience through front, middle and back office processes. This category will focus on how business services utilizing traditional Customer Experience (CX) tools – e.g. journey mapping, design thinking – to achieve a consistent and seamless experience across all of the touchpoints with both internal and external customers.

*This award category is focused on the strategy, methodology, benefits, and hard improvements a shared services organization have made to improve the focus on the customer.*

## Business Transformation Impact Award

Today's shared services operating models are the engine behind transformation. As companies transform themselves along the key pillars of the 21st Century Enterprise - Customer Engagement, Changing Nature & Value of Assets, Everything-as-a-Service and Workforce of the Future - how are companies successfully leveraging the Business Services operating model to advance the 21st Century Enterprise Operation Model?

*This award category is focused on the strategy, improvement methodology, benefits, and hard improvements that have been made by shared services organization.*

## Automation Impact Award

Automation can take many forms, movement to workflow technology, self-service system, Robotic Process Automation and even in some cases Artificial Intelligence, the options are endless.

*This award category is focused on the strategic automation methodology that is being used, benefits, and hard improvements that the automation have brought to a shared services organization.*

Sponsored by  
Automation  
Anywhere



**ENTER NOW**

## Creative Talent Management Impact Award

Managing talent effectively is a major challenge at every SSO. Coupled with the digital age now redefining business roles, SS leaders are being asked to expand their existing competencies with in-depth knowledge of technology and analytics, as well as broader leadership and business partnering skills.

*This award category is focused on the strategy, skill sets, improvement methodology, the rise of digital talent, benefits, and hard improvements that a shared services organization have made to talent management.*

# MEET YOUR SSOW EUROPE 2019 SPEAKERS, PANELISTS AND DISCUSSION GROUP HOSTS:



**Sumit Mitra,**  
CEO Tesco GBS,  
Tesco



**Kathleen Terjesen,**  
Head of Global Business  
Services,  
Bose



**Alexander von Theilmann,**  
SVP Business Services,  
Siemens



**Alexander von Theilman ,**  
SVP Business Services,  
Siemens



**Maciej Piwowarczyk,**  
VP Business Services,  
Discovery



**Angela Mangiapane,**  
President, Mars Global  
Services,  
Mars Inc.



**Vincent Vloemans,**  
Group Business Process  
& Technology Director,  
Heineken



**Caroline Basyn,**  
Business Services Officer,  
Mondelez

SSON ANALYTICS 2018  
TOP 20 MOST ADMIRED SSO



**Suzanne Ryder,**  
VP Finance Operations,  
Pearson



**Mayte Valverde Elices,**  
Director Data Quality  
Global Centre,  
Santander



**Isabel Duarte,**  
Head of Global Financial  
Services,  
Lisbon, Grunenthal Group



**Kamila Grembowicz,**  
Senior Vice President  
Global Business Services,  
Adidas



**Edoardo Peniche,**  
Managing Director,  
Avis Budget Group  
Global Shared Services



**Mike Webb,**  
EVP, Head of Operations,  
Solvay Business Services



**Agnieszka Kuzmicka,**  
Vice President, Head of  
Fresenius Kabi Business  
Services



**Sandy Khanna,**  
Managing Director  
Business Services,  
BT



**Gareth Morgan,**  
SVP Transformation,  
Enabling Functions,  
Pearson



**Kay Flynn,**  
General Manager Global  
Business Services,  
Eli Lilly



**Jim Macdougall,**  
Global Director, HR  
Services,  
Amazon



**Bobby Abraham,**  
Finance Transformation Director,  
AstraZeneca

SSON ANALYTICS 2018  
TOP 20 MOST ADMIRED SSO



**Sandeep Kulkarni,**  
Global Shared Services  
Consultant Director,  
Jaguar Land Rover



**Todd Naughton,**  
Vice President, Global  
Business Services,  
Zebra Technologies



**Fernando Pons,**  
Vice President and CAO,  
EBRD  
Bob Kupershoek,



**Chris Gunning,**  
Global Functional Owner  
Finance & Accounts COE / GBS,  
Apollo Tyres



Director Innovations &  
Strategic Initiatives,  
NBC Universal



**Nuno Chung,**  
Executive Board Member,  
EDP Valor



**John Dickens,**  
Head of Supplied Services,  
HSBC



**Maciej Piwowarczyk,**  
VP Business Services,  
Discovery



**Jean Claude de Vera,**  
President, AgileGBS & Former  
Vice President Global Business  
Services, LafargeHolcim



**Orla Weare,**  
Senior Manager,  
Operational Excellence for  
HR Services,  
Amazon



**Colin Leigh,**  
General Manager,  
Tele2 Shared Service  
Centre



**Claus Peter Schründer,**  
Senior Vice President,  
HR Special Services,  
Deutsche Telekom AG -  
Services Europe



**Mike Stops,**  
Group Director Service Centres,  
NSG Pilkington

*With thanks to the SSOW  
Europe Advisory Board:*

# YOUR 2019 SSO IMPACT AWARD JUDGES:



**Fraser Kirk**, Vice President Global Human Resources Shared Services Programme, **Brambles**



**Kay Flynn**, General Manager Global Business Services, **Eli Lilly**



**Bobby Abrahams**, Vice President Finance Transformation, **AstraZeneca**

SSON ANALYTICS 2018 TOP 20 MOST ADMIRED SSO



**Joanne Griffin**, EMEA Accounting Operations Director, **LinkedIn**



**Phil Priest**, Senior Vice President, Global Business Services, **Smith and Nephew**



**Andrew Parris**, Director of Shared Services, **Tarmac**



**Kamila Grembowicz**, Senior Vice President Global Business Services, **Adidas**



**Chris Gunning**, Global Functional Owner – Centres Of Excellence, **Apollo Tyres**



**Mike Stops**, Group Director Service Centres, **NSG**



**Irina Chernousenko**, GBS Consultant, **JLL**



**Sarunas Suipis**, Vice President Operations and Managing Director, **Western Union Processing Lithuania**



**Grace Winters**, SSC Director, **Abbott**



**Carolyn Basyn**, Business Services Officer, **Mondelez**

SSON ANALYTICS 2018 TOP 20 MOST ADMIRED SSO



**Eric Riego de Dios**, People Director, Baker McKenzie Global Services

SSON ANALYTICS 2018 TOP 20 MOST ADMIRED SSO



**Marius Ivanauskas**, Head of Global Services & Operations, **Telia Company**



**Rab Laszlo**, Director of Order to Cash, **Acelity**



**Gloria Henry**, Assistant Vice President - Operations and Director BPO/Shared Services, **Port Authority of Jamaica**



**Lorant Besnyi**, Head of Accounting & Tax, **MOL**



**Rob van den Wijngaard**, Finance Shared Service Centre Leader & Programme Manager HR Next Level, **Leiden University**



**Mathieu Verger**, GBS Integration, **FedEx**



**Sandy Khanna**, Managing Director Business Services, **BT**



**Wendy Allardes**, Senior Director, HR Operations, **Thermo Fisher**



**Bernd Boketta**, Vice President and Managing Director MSCZ, **Mann + Hummel Group**



**Deborah Kops**, Industry Expert, **Sourcing Change**



**Ewelina Stanisz**, Continuous Improvement, Robotic Process Automation & Change Manager, **Amer Sports SSC**



**Massimo Cecchi**, Financial Services Director, **Barilla**



**Andrew Wilson**, Business Director for Transformation, **BAE Systems**



**Ramkumar Ramaswamy**, General Manager, Strategy Finance Operations, **Shell**



**Adrian Maciszewski**, Managing Director GBS, **QVC**



**Jean Claude de Vera**, President, **AgileGBS**



**Anton Blokland**, Vice President - Head of Global Business Process, **Telenor Group**



**Marina Kabirova**, Head of Operations and Shared Services, **Raiffeisen Bank**



**Ghassan Ashkar**, Chief Financial Officer, **Azadea Group**



**Lori Sawyer Jensen**, VP Global HR Services, **DB Schenker**



**Richard Boxall**, Global Head of HR Operations, **Credit Suisse**



**Jasmeet Narang**, Governance & Control Director, **Santander Operations**

# YOUR 2019 SITE TOUR SPEAKERS:

## Grünenthal Group:



**Isabel Duarte,**  
Head of Global Financial Services,  
Lisbon



**Suzanna de Coster,**  
Head of Order to Cash & Master  
Data



**Andreia Rodrigues,**  
Head of Purchase to Pay



## Santander:



**Mayte Valverde Elices,**  
Director Data Quality  
Global Centre



**Jasmeet Narang,**  
Governance & Control Director



**Russell Sowden,**  
HR Programme Manager,  
UCL



**Teresa Michelena,**  
Director Global Business  
Services Center HR,  
Europe,  
Mastercard



**Karen Schulz-Kiske,**  
Head of Operations,  
Europe,  
Resolution Life



**Csaba Szende,**  
Managing Director, Eaton  
EMEA Business Services  
Centre,  
EATON



**Olga Baptista,**  
Business Services Director,  
Chassis Brakes



SSON ANALYTICS 2018  
TOP 20 MOST ADMIRED SSO

**Phil Priest,**  
Senior Vice President  
Global Business Services,  
Smith & Nephew



**Dave Hughes,**  
Shared Services Director,  
Engie



**Andreas Leykauf,**  
Director Global Business  
Services,  
Bosch



**Nadia Hutchinson,**  
Global HR Operations  
Director,  
Kantar



**Sandor van Rijn,**  
Director EFS  
WarnerBros International



**Rolf Lux,**  
Head of Strategy &  
Operations, Global  
Business Services,  
Swiss Re



**Srinidhi Rao,**  
Director of Financial  
Planning & Analysis,  
Juniper Networks



**Moritz von Butler,**  
Global Head of Change &  
Operational Excellence HR  
Operations,  
Credit Suisse



SSON ANALYTICS 2018  
TOP 20 MOST ADMIRED SSO

**David McGowan,**  
Global Director of Shared  
Services,  
LinkedIn



SSON ANALYTICS 2018  
TOP 20 MOST ADMIRED SSO

**Helen Emmett,**  
Operations Director  
Global Financial Services,  
Experian



**Ann-Katrin Kackur,**  
Senior Director Global  
Business Services, Hire-to-Retire,  
Adidas



**Albano Magalhães,**  
Vice President & General  
Manager  
SEG Automotive



**Fred Stierlin,**  
Vice President Shared  
Services,  
Burberry



**Nima Motazed,**  
Managing Director,  
Head of Global Services  
Bratislava,  
Swiss Re



**Jarek Wojnarowski,**  
SSC Director,  
Velux



**Thomas Haseneder,**  
Global Head Global  
Business Services Finance  
Services,  
Ingram Micro



**Justyna Andrzejewska,**  
Global H2R Delivery  
Director,  
McCormick



“ The event was terrific, super well organised, and I felt very welcome and super well taken care of. The topics were right on, in the plenary sessions and the other sessions that were organised. I also spent quite some time with the vendors in the booths who had really great proposals to make and we have several follow-ups. Super thanks again, and looking forward to the future events. ”

**Group Business Services Officer, Mondelez**

“ Energized by an exciting few days at #SSOW in Lisbon. Some amazing SSC and GBS journeys and stories shared, and it is very clear that #RPA, Machine Learning and AI are at the forefront of our #SSC industry right now. Many thanks to Hannah Reeve and her entire passionate #SSON team for a wonderful event this year. Congratulations to all our SSON awards winners, and indeed to all the speakers including Bobby Abraham here in action being a wonderful chair. Was great seeing so many enthusiastic GBS leaders, friends and industry sponsors this week. Hope you all enjoyed it as much as I did! ”

**Global Shared Services (GSS) Finance Operations Lead, VEON**

“ This is the 4th SSOW I have been to and I felt the quality of the speakers overall and presentation content was very high and I was impressed. ”

**Head of Shared Services, Computacenter**

“ Attending the European Shared Services and Outsourcing Week in beautiful Vilnius gave me a lot of insights, learnings, inspiration and a network of fellow passionate shared services professionals. Whichever part of the shared services journey you may be in, this event is definitely worth going to. #ssow ”

**Global Process Leader - Purchase to Pay at Sulzer Management AG**

“ During such a short period of time we had a chance to listen to so many stories, but those were real life stories so every second was worth it. The combination of great energy of Bobby Abraham, together with always positive Hannah Reeve and all participants passionate about those topics made this event simply great! Thank you all! ”

**Operational Excellence & Process Automation Lead, CBRE**

**19 YEARS  
HERITAGE**

**130,000  
COMMUNITY  
MEMBERS**

**500+  
ATTENDEES**

**100+  
SPEAKERS**

**20,000  
PAST  
ATTENDEES**

# Agenda at a glance:



## DAY ONE MONDAY, 13TH MAY, 2019

Pre Conference Workshop Morning  
Main Conference starts 12:50



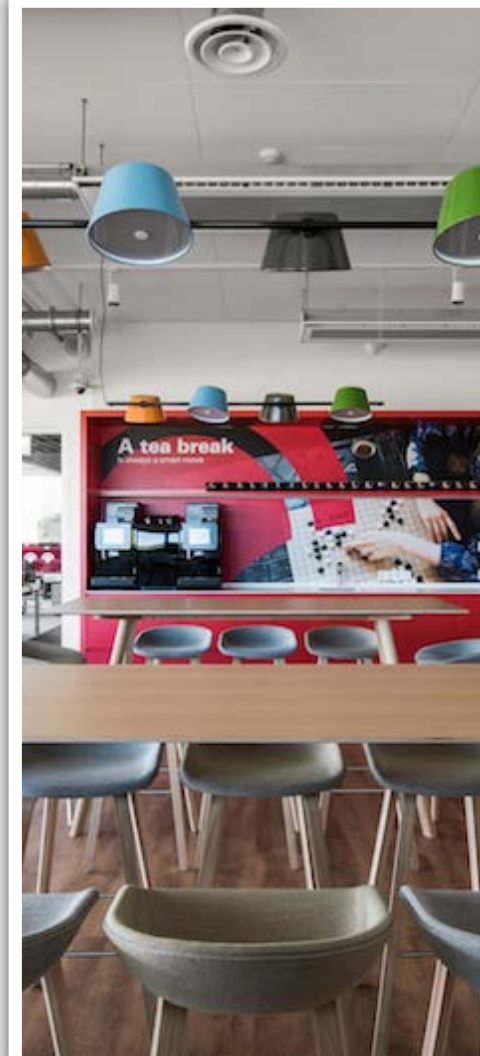
## DAY TWO TUESDAY, 14TH MAY, 2019

Full Conference Day



## DAY THREE WEDNESDAY 15TH MAY, 2019

Full Conference Morning  
Afternoon of Day 3 - Masterclass  
Sessions



## DAY FOUR THURSDAY 16TH MAY, 2019

Site Tours

# The Next Wave of Business Services

Digitally empowered service is driving the fourth wave of business service optimisation. Long gone are the days of "labour arbitrage" and "back office cost savings" providing the basis of the industry.

The next generation of business services will be truly strategically valued and recognised parts of the business, a far cry from being relegated to "transactional, back-office" functions in far-flung locations, but a critical part of business-wide decision-making that impacts both the top and the bottom line.

Two strands will be at the heart of the Business Services Organisation of the future. The first is how businesses continue to drive their digital transformation agendas, digitising their workforce and embracing Intelligent Automation initiatives in order to provide additional influence through insight. The second is the impact of creating customer-centric operations, and leveraging people, process and technology in order to achieve enhanced service delivery.

With 100 expert-level practitioner speakers, SSOW Europe is the place to be to hear first-hand transformative case-studies and lessons learned from your peers. Understand the opportunities and challenges facing the business services community, and join us to create your SSO of tomorrow, today.

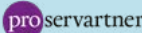


## Day One | MONDAY, 13TH MAY 2019

8:15 - 10:00	<b>Workshop A</b> <b>SSC and GBS Masterclass</b> – Designing, Planning and Implementing Digital Business Services Workshop hosted by Proservartner 	<b>Workshop B</b> <b>Intelligent Automation – Design, Development &amp; Delivery</b>	<b>Workshop C</b> <b>Next Generation Future Finance Business Services – Tips and Tricks to Expand Your Scope</b>	<b>Workshop D</b> <b>Global Business Services Transformations – Creation of Global Mindset Shifts</b>	<b>Workshop E</b> <b>Forward-Looking People Services – Creating the Business Case for Value-Added HR Shared Services</b>
10:15 - 12:00	<b>Workshop F</b> <b>Plotting your Shared Services Career</b> Deborah Kops, Industry Expert, Sourcing Change 	<b>Workshop G</b> <b>Moving Beyond "Automation Adoption" – Deep-diving into your RPA Programme</b>	<b>Workshop H</b> <b>Stepping Beyond the Bots – Why Order to Cash Business Services Need More than RPA</b> Workshop hosted by HighRadius 	<b>Workshop I</b> <b>Employee Engagement – Work Life Balance</b> Workshop hosted by Adaptive Group 	<b>Workshop J</b> <b>AI powered decision making – what comes after you have implemented RPA?</b> Workshop hosted by Level 





08:00 Registration & Breakfast

08:15 Workshops A-E start

Workshop A	Workshop B	Workshop C	Workshop D	Workshop E
<p><b>SSC and GBS Masterclass – Designing, Planning and Implementing Digital Business Services</b></p> <p>Setting up a SSC or GBS enables organisations to benefit from improved agility and scalability, meeting the needs of the business, reduced costs, better analysis of existing data, and impact on the top and bottom line. In this deep-dive Workshop, learn more about getting the concept right, finding shortcuts through automation including robotics, building the business case and taking the business with you.</p> <p><b>In particular, the workshop will enable you to:</b></p> <ul style="list-style-type: none"> <li>▶ Discover the “needs to know” for location strategy</li> <li>▶ Establish a clear roadmap for change, and clarity and vision for your transformation</li> <li>▶ Understand your new market, the talent capabilities and the opportunities for future growth</li> <li>▶ Take a balanced approach to RPA and other automation (as part of setting up)</li> <li>▶ Importance of stabilisation (and not just focussing on Go Live)</li> <li>▶ Build effective governance models</li> <li>▶ Learn from companies who have set up in the region about what they did, and crucially, what they would do differently</li> </ul> <p>Hosted by <b>Rakesh Sangani</b>, CEO &amp; Senior Advisor for <b>GBS</b> and Operational Transformation at <b>Proservartner</b> and client</p> <p>proservartner</p>	<p><b>Intelligent Automation – Design, Development, and Delivery</b></p> <p>According to SSON’s 2018 Report, over 50% of European SSCs have yet to start to test or implement RPA, despite all of the hype surrounding this exponentially growing industry. Given the enterprise-wide benefits, efficiency savings, and increases in productivity associated with automating mundane, repetitive tasks, what is holding them back? In this session, learn how:</p> <ul style="list-style-type: none"> <li>▶ RPA should be considered in the wider context of your intelligent automation strategy</li> <li>▶ How to kickstart “digital” – understanding what to prioritise when it comes to automation</li> <li>▶ “Bot PR” – the importance of getting buy-in from your human workforce, and how to tackle the “fear factor” associated with automation</li> <li>▶ Training, development, and setting up a centre of excellence – how to harmonise your human and bot teams</li> <li>▶ Do processes need to be standardised and simplified before you can “take the plunge”?</li> </ul>	<p><b>Next Generation Future Finance Business Services – Tips and Tricks to Expand Your Scope</b></p> <p>Of the 2,000 SSOs in Europe, over 60% of them hold some form of F&amp;A activity. Finance and Accounting has historically been the first function transferred into a Shared Services framework, and the first to see efficiencies when it comes to automation and process transformation. But with nearly half of European SSOs focussing 75% of their activity in transactional activities, how can Finance SSO leaders move up the value curve to focus on less transactional work and add ever greater value back to the business?</p> <p>In this session, hear from a leading Finance Shared Service Centre leader about how they have successfully:</p> <ul style="list-style-type: none"> <li>▶ Expanded into non-traditional areas, such as tax, treasury and analytics</li> <li>▶ Extended the scope of finance within Global Business Services</li> <li>▶ Harnessed big data and analytical tools to drive predictive decision-making, and how they are delivering exponential value back to their business</li> </ul>	<p><b>Global Business Services Transformations – Creation of Global Mind-set Shifts</b></p> <p>For years, Global Business Services has been hailed as being the Holy Grail of the SSC model, offering unparalleled saving in efficiency and increased process efficiency. And yet, with only 5% of European centres operating or moving towards a Global Business Services model, it seems that many organisations are struggling to realise the benefits.</p> <p>In this session, hear from Global Business Services leaders about the strategies that they have employed to:</p> <ul style="list-style-type: none"> <li>▶ Successfully transform to become Global Service entities</li> <li>▶ To manage their end-to-end processes on a global scale</li> <li>▶ Address the challenges associated with this transition, and learn how, for these centralised groups to succeed in a digital era, leaders must focus on agility, customer service, and talent development, in addition to cost reduction and process efficiency.</li> </ul>	<p><b>Forward-Looking People Services – Creating Value-Added HR Shared Services</b></p> <p>HR Services now have the ability to play an integral role in supporting the C-suite in their people strategy. Far from being “back office” solutions, GBS and SSO HR leaders are now innovating, optimising, and crucially, delivering savings and knowledge-based work at an unprecedented level. These organisations have pulled ahead, recognising the positive impact of a best practice approach. In these pioneering “People Services” organisations, HR provides valuable problem solving and analytic capabilities which support business success.</p> <p>In this session, hear from leading HR SSOs about how they are:</p> <ul style="list-style-type: none"> <li>▶ Driving innovation within their business</li> <li>▶ Utilising data analytics</li> <li>▶ Ensuring that they improve their customer service, leveraging innovative technologies, and delivering enhanced people operations which impact every member of their organisation.</li> </ul>

10:00 Morning refreshments

10:15 Workshops F-J start

Workshop F	Workshop G	Workshop H	Workshop I	Workshop J
<p><b>Interpreter, Adapter, Leader or Expert? Creating a Strategy for Your SSO Career</b></p> <p>It takes years of effort to effectively position a career, and yet, many SSO leaders fail to put the time and effort into their careers that they need to succeed. If we accept that careers don't "just happen" but that they take years of effort and positioning in order to achieve your career goals.</p> <p>In 2018, SSON conducted a survey in the US Business Services industry which uncovered four types of Shared Services professional, and in 2019, we are bringing the survey to Europe!</p> <p>In this session, join leading industry influencer, Deborah Kops, as she unpicks the different personality types attracted to SSOs, and together, you uncover tips and tricks for your leadership style and your career.</p> <p>Hosted by <b>Deborah Kops</b>, Industry Expert, <b>Sourcing Change</b> and Friends</p> 	<p><b>Creating A Customer Excellence Strategy</b></p> <p>As the distance between consumers and companies narrows, so too does the distance between service providers and their Business Units. When it comes to buzzwords, the term "customer-centricity" has never been used more, and yet there remains confusion as to how to balance exceptional service with ongoing efficiency savings. In this session, learn how one organisation is putting the customer at the heart of its 2025 strategy, transcending the "servant/master" relationship in order to deliver enhanced, trusted service which has a tangible value to the business.</p> <p>In this session learn how to</p> <ul style="list-style-type: none"> <li>▶ Balance your CX strategy with your targets</li> <li>▶ Harness employee satisfaction to deliver great service, every time</li> <li>▶ Listen to and learn from your most important stakeholders in order to deliver enhanced operations.</li> </ul>	<p><b>Stepping Beyond the Bots – Why Order to Cash Business Services Need More than RPA</b></p> <p>SSC are perfectly placed to be testers and adopters of new technology. Nobody could have anticipated the impact of RPA on the SSC industry, but there is growing dissatisfaction among GPOs and finance leaders about maintenance and the constant requirement of manual input and supervision. A perfect segue to the frontier of Artificial Intelligence and Machine Learning. Discover how pioneering SSC/GBS are already combining RPA and AI for the next level of process efficiency and effectiveness.</p> <p>Key Takeaways from this session:</p> <ul style="list-style-type: none"> <li>▶ Understand the impact that an RPA and AI combination would have on more than 30 staple activities across key order-to-cash functions</li> <li>▶ Understand the activities where off-the-shelf RPA solutions gain an edge over maintenance-intensive, custom-built RPA solutions</li> <li>▶ Real life examples of how "machine-life" is already stepping into knowledge-based work OTC activities.</li> <li>▶ Discover how skillset upgradation could help achieve the balance between your human and virtual workforce.</li> </ul> <p>Hosted by <b>HighRadius</b> and client</p> 	<p><b>Employee Engagement – Work Life Balance</b></p> <p>According to Aon's 2018 Global Trends in Global Employee Engagement report, Europe is once again the lowest scoring region in the world when it comes to engagement, and is 5% below the global average. With numerous studies showing a clear link between engagement and productivity, European SSO leaders need to be prioritising engagement in order to deliver value back to the business...if you aren't prioritising this, you are hurting your bottom and your top line.</p> <p>In this session, discover:</p> <ul style="list-style-type: none"> <li>▶ The numerous factors that impact upon employee engagement outside of salary</li> <li>▶ What you need to do to create a culture that delivers high productivity, and retention</li> <li>▶ How to encourage a work/life balance with your employees</li> </ul> <p>Hosted by <b>Krystian Bestry</b>, Chief Executive Officer, <b>Adaptive Group</b>, and client</p> 	<p><b>AI Powered Decision Making – What Comes Next After You Have Implemented RPA?</b></p> <p>According to SSON's 2018 Report, 63% of European SSCs are either testing or planning some form of Artificial Intelligence within their BSO. However, as the lines between "traditional automation", RPA, and AI become more and more blurred, what are the key criteria Business Services leaders need to establish in order to kick-start an Artificial Intelligence programme?</p> <p>In this session:</p> <ul style="list-style-type: none"> <li>▶ Do you need to have embarked upon an RPA programme before you can start looking into AI?</li> <li>▶ A discussion on the opportunities and limitations of AI (Chatbots, NLP, and beyond)</li> </ul> <p>Hosted by <b>Simon Robinson</b>, Founder and Chief Executive Officer, <b>Level</b></p> 

12:00 Networking Lunch

# MAIN CONFERENCE BEGINS

13:00 **SSON Opening Remarks & SSON Analytics Polling Questions**

13:10 **Opening Remarks from Chairperson**

13:20 **A Strategy For the 2020s And Beyond – Envisioning Digitally Empowered, Demand Driven Service**

In this opening Keynote address, take a look into the future of the Business Services industry. Hear one business services leader's vision for the DNA of the Business Services Organisation of the future - driving transformation and leveraging technology in an entrepreneurial and market driven spirit, focussing on not just RPA, but a plethora of other new technologies including workflow automation, cognitive computing and data analytics. It is undeniable that Digitalisation and Process Expertise are becoming ever closer, and in this session, hear about how digital services and value add solutions will add even greater business value and customer satisfaction.

**SIEMENS** Alexander von Thielmann, SVP Business Services, **Siemens**

13:45 **Delivering Complex Business Change – Creating Global Business Services Which Drive Leadership and Value**

In this session hear how the third-largest retailer in the world, with revenues of £60bn, is in the process of setting up GBS from scratch. Understand how the mantra "everything starts with the customer" is driving Tesco's GBS strategy, and how GBS reports into the Group executives, ensuring a seat at the table when it comes to truly owning and delivering upon business transformation initiatives. Discover the challenges posed with setting up a Target Operating Model for a FTSE 100 organisation, and, looking towards 2025 and beyond, what the vision of the "future state" of operations looks like for this global giant.

**TESCO** Sumit Mitra, CEO Tesco Business Services, **Tesco**

14:10 **The Intelligent Automation Presidential Debate - Bridging the Gap Between Reality & Expectation**

It has been four years since RPA and Intelligent Automation exploded onto the Business Services scene in Europe, and despite the substantial up-take of robotics automation projects over the last 18 months, the level of scepticism amongst GBS and Shared Services practitioners remains high. Despite numerous case-studies showing the benefits of IA, there continues to be a high degree of confusion, hesitation, and doubt about the role of automation, with widespread uncertainty continuing to delay investment and extend POCs. Many late adopters are still reluctant to pull the trigger.

The IA Presidential Debate will cut straight to the chase and tackle customers' distrust in an increasingly crowded software vendor market. This debate comes at an opportune time as companies are at a critical juncture, trying to figure out if they're doing it all right or all wrong.

**HFS Research** Hosted by **Phil Fersht**, CEO, **HFS Research**

15:00 **The Evolution Story: Leveraging Intelligent Automation to Optimize End-to-End Processes**

The last step in the RPA evolution story is establishing and implementing an enterprise-wide RPA operating model that is inline with your digital strategy. A strong model lays the groundwork for future advances in automation by creating a strong foundation that includes critical elements like governance, standard processes and effective communication. This plenary session will examine how one organisation has moved from to piloting and evaluating the process scope and activities, to establishing an RPA programme, and to full-enterprise wide adoption.

**WorkFusion** Hosted by **Workfusion**, client to be confirmed soon!

15:25 **Afternoon coffees**

16:00 **Stream Sessions – Maturity Curve Groups Begin**

	Planning & Launching	Evolving	Adding Value	SSO Transformations	GBS Evolutions Forum
16:00	A quick-fire networking opportunity for you to find out who is at the same stage of maturity as you!	A quick-fire networking opportunity for you to find out who is at the same stage of maturity as you!	A quick-fire networking opportunity for you to find out who is at the same stage of maturity as you!	A quick-fire networking opportunity for you to find out who is at the same stage of maturity as you!	A quick-fire networking opportunity for you to find out who is at the same stage of maturity as you!

16:05

## SSC Set Up –Securing the Foundations to Building Business Value

Telia, the 10Bn EUR telecommunications company, is only one year into its SSC journey. However, with 300 people onboarded, 500 robots deployed, and ambitious growth initiatives (they aim to have 1000 FTEs in the next three years) this organisation is setting itself up for success from the outset. In this session, learn:

- ▶ How to fast-track your service strategy
- ▶ Becoming an employer of choice in a relatively small market
- ▶ Intelligent Automation from the outset

**Marius Ivanauskas**, Head of Global Services & Operations, Telia Company




## ONESOURCE Case Study: Streamlining the statutory reporting process

Many businesses are looking to drive efficiency and reduce cost in their statutory reporting process through centralisation and standardisation. However, there are some major challenges to overcome including a lack of country specific knowledge and local language requirements. Hear how Thomson Reuters ONESOURCE Statutory Reporting, with local country best practice reporting templates covering over 40 jurisdictions and a translation functionality that mitigates the need for language skills, enabled the streamlining of the statutory reporting process and helped drive efficiencies in the global business of a large MNE.

## The New Future of Operational Excellence in Shared Services

In the five years since Raiffeisen SSC was created from scratch, this service organisation has developed into a multifunctional 1,400 FTE customer-centric hub which works 24/7 and specialises in high-value operations. In this session, learn how they have shifted from the "efficiency first" mind-set, and are now re-evaluating their ways of working with the customer in mind. Discover how they are continuously adapting to customer feedback, looking at implementation and an agile approach to deliver business objectives, and understand how "self leadership" is helping them to prepare their teams to support the future vision of shared services.

**Marina Kabirova**, Head of Operations and Shared Services, Raiffeisen Bank



## Target Operating Model Transformation – What to do when "Going Global" hasn't gone to plan

Many global organisations hold GBS up as the "holy grail" of shared services, but it's not the right course of action for everyone. Hear how Telenor Group has made the strategic decision to "de-globalise" GBS, divesting IT from shared services. In this session, discover:

- ▶ When to address the strategic rationale of TOM transformation
- ▶ How this transformation is leading to a challenging of the negative perception of SSC
- ▶ When to notice and how to address the need for change

**Anton Blokland**, VP - Head of Global Business Process Services, Telenor Group



## Global Service, Global Talent – How Getting the Basics Right has Led to Attrition Dropping by 20%

In this session, hear from Todd Naughton, VP GBS about how following on from the leading the business transformation, GBS set up, and company integration at Zebra, he now spends most of his time on global talent. Understand how under his leadership:

- ▶ Attrition has decreased from 38% to under 10%, and how employee engagement has risen to 88%
- ▶ GBS is guided by the strategy "everyone deserves a good leader"
- ▶ How the organisation is employing innovative R&R programmes, and is creating a culture where people can raise issues to leadership.

**Todd Naughton** - Vice President, Global Business Services, Zebra Technologies



16:20

## 5 minute changeover

16:25

## Lessons Learnt Panel: Lift & Shift, Location Strategy, Addressing the Scope of Your SSO

There are so many things to consider when setting up a SSC/ GBS organisation from scratch, and whether this is your first time or your fifth, there are still lessons to learn. In this session, learn from SSO leaders about their top tips and tricks regarding SSO launch:

- ▶ How to decide which TOM is right for you
- ▶ Understanding key drivers – what is the catalyst for business service?
- ▶ Linking location strategy to your long-term goals

## Lessons Learnt Panel: After Stabilisation, What's Next?

You've picked the location, you've onboarded your first FTEs, and you've lifted and shifted your processes. Your SSO is up and running and stabilised, but before you get too comfortable, remember that there is no BAU within Business Services. What's next? In this session, hear from panelists who are looking at optimising their service offering.

- ▶ What are the best practices for measuring your performance
- ▶ Deepening and widening your SSO scope – which to tackle first
- ▶ Getting the buy-in for enhanced operations

## Lessons Learnt Panel: What is "Value Add" Anyway?

Tapping into the experiences of senior SSO professionals understand what you can be doing to support your SSO and the wider organisation. Stepping beyond the jingoistic term of "value-add activities" leaders share what they are actually doing to drive their SSC forward and challenge the perception that SSOs are transactional process factories.

## Lessons Learnt Panel: 10 Reasons Transformations Fail...And What You Can Do About It!

In this frank panel discussion that comes from a refreshing perspective, hear from transformation and SSO leaders about ensuring your SSO transformation delivers on its targets. Whether your transformation programme is floundering or you are about to embark on a new project, hear firsthand the key things you need to get right:

- ▶ Training your team for change management

## Lessons Learnt Panel: Gaining a Seat at the Strategy Table

Everyone knows that SSOs are no longer the places for solely transactional work, but for many, the term "shared service" still holds negative connotations. Hear from SSO leaders who are successfully challenging the established perception of business services and have become truly valued business partners. Points covered will enable you to:

- ▶ Prove the value of your service
- ▶ Raise the profile of Business Services within your organisation

**Ghassan Ashkar**, CFO,   
**Azadea Group**  
**Albano Magalhães**,  
 Vice President and  
 General Manager   
**SEG Automotive**  
**Jurgen Van Eetvelde**,   
 Director Shared Services  
 Center, **Arvesta**

- ▶ The importance of communication
- ▶ How imperative it is to get your leadership on board, and how to do so

- ▶ Uncover the emerging role of social media in employee engagement and BSO usines development
- ▶ Should you be customer-centric or business partner focussed?

16:45 **5 minute changeover**

16:50 **Overcoming Objections and Starting the Engine of Change - Accelerating Towards Multifunctional Business Services**

In this transformative case-study, hear how £26bn turnover automotive giant Jaguar Land Rover is revolutionising its organisational set up to incorporate a multifunctional business services organisation which can scale and deliver at pace. Discover how this organisation is combating objection handling and is successfully leveraging the maturity of its parent company's GBS organisation, Tata Motors, through knowledge sharing, automation, and a focus on end-to-end ownership

- Discover:
- ▶ How to build a SSC brand, vision and values, internally and externally
  - ▶ Getting buy-in...getting senior leaders to support transformation and change
  - ▶ How to successfully implement enhanced processes to time, scale, and delivery.

**Sandeep Kulkarni**, Senior GBS Expert, **Jaguar Land Rover**



**No Mandate, No Problem: Establishing a Global Service Framework for Fragmented Business Services**

So much has been written about the benefits of Global Business Services, but what happens when an organisation doesn't have a global sponsor, mandate or leader to support and drive forward a single vision? Fresenius-Kabi have done just this -adopted a strategy for greater cohesion between their global shared services hubs without a central mandate. Learn how, up until very recently, these centres were operating differing target operating models, processes, and delivering a range of activities to their organisations, but how the centres are now collaborating to develop a single vision for expansion.

**Agnieszka Kuzmicka**, Vice President, **Head of Fresenius Kabi Business Services**



**From the Bottom to the Top of the League: A Tale of Cultural Change and Digitalisation**

Santander Operations Shared Services in the UK has undergone a huge transformation over the last 5+ years going from being at the bottom of the league on customer satisfaction to being in the top 3. This in addition to saving £70m+ via the deployment of c300 robots and a robust command centre approach has helped the organisation to grow significantly. This is all underpinned by a cultural change with the main focus being on bringing people along the journey with a core set of values.

**Jasmeet Narang**, Governance & Control Director, **Santander Operations**



**People Enabled Change - Modernising Corporate Services Through Customer Satisfaction Focus**

Every SSC Transformation has an element of politics, but at the European Bank for Reconstruction and Development, this is more the case than most. Within the EBRD, Corporate Services is seven years old, and is undergoing a change to modernise the service. EBRD give insight into::

- ▶ How the organisation has embarked on a transformation "from functional to integrated"
- ▶ How processes are being transformed across functions
- ▶ Dealing with "employees for life" alongside large-scale transformation
- ▶ How they are focussing on advanced analytics within CS in order to add enhanced value back to the business

**Fernando Pons**, Vice President and Chief Administrative Officer, **EBRD**



**Elevating the Stature of Business Services - Building a Brand for Your Organisation**

With global employees, global processes, and global customers, it can be difficult for GBS organisations to create a single brand and culture. And yet, taking the time to invest in your brand leads to increased engagement, retention, and trust in the quality of your service. In this session, discover how one GBS organisation has successfully stepped away from the sometimes negative connotations of outsourcing, creating a trusted brand which has a seat at the strategy table.



# Day One | MONDAY, 13TH MAY 2019

17:10 5 minute changeover

## 17:15 Going Global? Tips & Tricks to Successfully Implement Global Business Services

According to SSON's 2018 Report, 31% of Shared Services Organisations in Europe are currently operating a GBS model but at vastly different stages of maturity. Hear from one Global Business Services leader who has successfully set up and led GBS organisations for multinational conglomerates, on the specific challenges associated with setting up a GBS structure. Understand her lessons learned for setting up a global service framework, and crucially, what comes next after "planning and launching" in order to ensure maximum value is created.

**Kathleen Terjesen**, Head of Global Business Services, **Bose** 

## 17:55 SSON Impact Awards

Your 2019 Judging Panel:

**Bobby Abrahams** Vice President Finance Transformation, **AstraZeneca**

**Joanne Griffin**, EMEA Accounting Operations Director, **LinkedIn**

**Kay Flynn**, General Manager Global Business Services, **Eli Lilly**

**Phil Priest**, Senior Vice President, Global Business Services, **Smith and Nephew**

**Grace Winters**, SSC Director, **Abbott**

**Andrew Parris**, Director of Shared Services, **Tarmac**

**Kamila Grembowics**, Senior Vice President Global Business Services, **Adidas**

**Chris Gunning**, Global Functional Owner – Centres Of Excellence, **Apollo Tyres**

**Mike Stops**, Group Director Service Centres, **NSG**

**Irina Chernousenko**, GBS Consultant, **JLL**

**Fraser Kirk**, Vice President Global Human Resources Shared Services Programme, **Brambles**

**Sarunas Suipis**, Vice President Operations and Managing Director, **Western Union Processing Lithuania**



18:30



## SSOW Cocktail Reception

If you are staying at the Palacio Estoril, you might already be aware that in the midst of World War Two it was the international spy headquarters for the Allied Powers. You might also know that it was the inspiration for one of those spies, Ian Fleming, to create a character that would remain a British and global icon over 75 years later, and the setting of the now infamous Casino Royle.

To celebrate the history of Estoril, join us at our "007 Casino" themed party, directly following our SSON Impact Awards.



# Day Two | TUESDAY, 14TH MAY 2019

7:30 **Coffee & Registration**

7:45 **SSON Opening Remarks & Polling**

7:50 **Chairman's Opening Day Two**

8:00 **From "Back Office" to "One Office: How Mars Global Services is Pole-Vaulting to Maturity**

Hear from Angela Mangiane, President of Mars Global Services (MGS), about they have overhauled and redefined an organisation which for years was struggling to mature and to add tangible business value.

Understand how, over the past two years, Angela and her teams have re-energised the 2,400 employee-strong business services organisation, challenging the perception that a role in MGS equals being subservient to the wider organization, and how they have created a culture of continuous, grassroots improvements. Learn how, through their "we are all digital" campaign, they saved 300,000 hours in 2018 through automation, and how through a targeted hiring campaign they are creating a culture whereby business services is seen as a vital part of the wider organisation and not a separate entity.



**Angela Mangiapane**, President, Mars Global Services, **Mars**

8:25 **Case Study Session: Plug & Play Robotics - Enabling Key Delivery for a Forward-Looking Business Services Organisation**



A multinational organisation will shed light on their robotic journey, highlighting 3 key objectives for the survival of SSCs - Flexibility, Leanness & Scalability. They have selected a path that some research analysts call "Accelerated Robotics" which encompasses Plug'n Play robots with process knowledge (Finance, HR, IT, Supply Chain, etc.) and pre-built integrations with enterprise systems such as ERP.

Key to success is:

- ▶ Flexibility: quickly & effectively integrate new market opportunities into existing operations
- ▶ Leanness: operate at high efficiency by robotising both simple and complex processes by as much as 100% end-to-end
- ▶ Scalability: the Plug'n Play nature of these robots and the ability to manage 1000s of robots across the globe will allow you to change the size of operations up or down at speed, in the face of downturn or recovery, divestments or acquisitions



Hosted by **Redwood Robotics**, client to be confirmed soon!

8:50 **Digitalising Outsourcing Transformation - The Future of the Industry**



It is undeniable that the rise of automation, analytics, and artificial intelligence (AI) have had vast implications for the future of the outsourcing industry. The pace at which these industries have ballooned has led to the death of the FTE model, but the theory that outsourcing and digitization are mutually exclusive, is false. Focussing on omni-channel experiences, leveraging efficiencies through implementing intelligent automation, and creating customized experiences is becoming the norm, but precisely how are outsourcing trends impacting the SS/GBS industry? This panel will explore the key trends impacting business services; highlighting successful digital transformation with the assistance of BPMs, the trends impacting SSCs, and where the key areas of growth and collaboration are for 2019, and the 2020s.



**Grace Winters**, EMEA Shared Service Director, **Abbott**

**Adrian Maciszewski**, Managing Director GBS, **QVC**

**Mike Webb**, EVP, Head of Operations, **Solvay Business Services**

Moderator: **Kapil Jain**, Senior Vice President and Global Head of Sales and Enterprise Capability, **Infosys BPM**

9:30 **Intelligently Automating at Scale - Have We Reached a "Tipping Point?"**



A few years ago RPA adoption was seen as a radically innovative strategy to drive business profitability, increase visibility of particular processes and to shift the bulk of employees away from transactional, mundane tasks and into advanced activities. In 2019, automation is increasingly becoming a central strategy for Business Service organisations that need to stay ahead of the curve and harness technology to deliver top and bottom line savings. However, as the world learns more, the rush to AI based tools is increasing. RPA seems like yesterday's news; that is until you speak to some of the people leading the RPA evolution at some of the biggest brands in the world. These innovators are using terms like, 'just getting started' and they're already at 10,000 bots.

Hear from one leading Business Services organisation about how they are prioritising next-generation automation as a key pillar of their 2025 strategy. Learn about the key considerations made when deciding what to automate, and the successes and challenges associated with enterprise-wide implementation.



Hosted by **Automation Anywhere**, client to be confirmed soon!

9:55 **Panel Discussion: Future Service & The Move to Digital - What are the impacts on your Human Workforce?**



The World Economic Forum estimates that by 2025, 52% of tasks will have been taken over by some form of robotics or automation. Against this backdrop, we will examine the

# Day Two | TUESDAY, 14TH MAY 2019

advanced automation and technological innovations such as chat bots, interactive agents, natural language processing that some BSOs are deploying and the potential implications of this activity on the human workforce. It will discuss how businesses need to be preparing for the age of automation and how they have a duty to ensure their "human workforce" has all the necessary tools at their disposal to support this change.



**Mike Webb**, Executive Vice President, Solvay Business Service, **Solvay**  
**Vincent Vloemans**, Group Business Process and Technology Director, **Heineken**  
**Bob Kupershoek**, Director Innovations and Strategic Initiatives, **NBC Universal**

10:30 **Demo Drive (25 minutes) & Networking Coffee Break**

11:20 **The A-Z of Shared Services Interactive Discussion Groups – Pick Three Sessions**





During this part of the summit, delegates take part in Interactive Discussions about the topics below. Delegates will get the opportunity to select three topics most pertinent to them and will rotate between their choices every 40 minutes. Discussion groups are kept small to ensure all delegates get the opportunity to discuss their most pressing questions and challenges to their peers...collaborative discussion is essential to ensure you get the most out of your experience!

<b>IDG A</b> SSC Starter Pack- Setting up from scratch to deliver maximum business value	<b>IDG B</b> Blockchain & Business Services – A Discussion on Future Application & Innovation	<b>IDG C</b> Change Management – Cope with Transformation Execution Challenges & Drive Through Your Agenda	<b>IDG D</b> Automating your Human Resources Service – Establishing Harmony between Bots & People Jim Macdougall, Global Director, <b>amazon</b> HR Services, <b>Amazon</b> Orla Weare, Senior Manager, Operational Excellence for HR Services, <b>Amazon</b>
<b>IDG E</b> Expanding the Scope of Business Services	<b>IDG F</b> Finance Process Automation in Business Services –Where to start?	<b>IDG G</b> RPA Is One Part Of The Puzzle Of Digitalisation – What Are The Others?	<b>IDG H</b> Hire-to-Retire Process Excellence <b>adidas</b> Ann-Katrin Kackur, Senior Director Global Business Services, Hire-to-Retire, <b>Adidas</b>
<b>IDG I</b> Global Service, Global Problem? How important a factor are global issues on Business Services	<b>IDG J</b> Order-to-Cash Process Excellence	<b>IDG K</b> Procure-to-Pay Process Excellence	<b>IDG L</b> Record-to-Report Process Excellence
<b>IDG M</b> Business Process Management and Workflows	<b>IDG N</b> Automation vs Robotisation...knowing what form of "digital" will best enhance your operations	<b>IDG O</b> Onboarding process transformation – why getting the process right from the start will lead to an engaged & loyal workforce	<b>IDG P</b> Creating a Culture of Continuous Improvement & Constant Value Add
<b>IDG Q</b> Artificial Intelligence in Business Services... Re-imagining the boundaries	<b>IDG R</b> Customer Centric Service – Manage & Delight Your Customer	<b>IDG S</b> Workplace Discussions – Creating Exceptional, Inspirational Places of Work to Drive Productivity	<b>IDG T</b> Outsourced Service – How to get the most out of your hybrid model
<b>IDG U</b> Setting up Centres of Excellence	<b>IDG V</b> Digital Talent, Future Workforce Trends	<b>IDG W</b> Owning your 2.0 Process Transformation – Are we at the End of "End-to-End"?	<b>IDG X</b> Adding Value in the HR GBS of the Future – From Set-Up to Data, Bots, and Talent Acquisition
<b>IDG Y</b> Transformation Challenges – When "Going Global" isn't going to plan	<b>IDG Z</b> What is the Optimum level of Attrition Within Business Services?		

# Day Two | TUESDAY, 14TH MAY 2019

13:05 **Networking Lunch (Private Women in Business Services Lunch for those signed up to the Masterclass)**

14:05 **Functional Fast Tracks Begin**

	Finance Innovators Summit	HR Transformation Summit	Multi-Functional Excellence Summit	Intelligent Automation Disruptors	Developing Business Services
14:05	Functional Speed-Dating	Functional Speed-Dating	Functional Speed-Dating	Functional Speed-Dating	Functional Speed-Dating
14:15	<p><b>Creating a "SWAT" Team for Finance Innovation</b> Accountants will know that the Finance function is not one that has been historically associated with creativity. Hear how Fortune 500 organisation Mol Group's diversification into areas such as renewables, consumer service and car sharing is leading to back office transformation, with the finance function coming up with creative solutions to solve enterprise-wide problems and transformation initiatives. Understand how this Oil &amp; Gas giant has moved away from "the cost" discussion and are now focussing solely on value - acting similarly to in-house consultants to the wider business.</p> <p><b>Lorant Besnyi</b>, Head of Accounting &amp; Tax, <b>MOL</b> </p>	<p><b>Setting the Foundation for HR Innovation - People Remain Key</b> In this session, hear how NYSE-listed \$20bn biotechnology company Thermo Fisher is moving from a traditional HR structure into a "scalable standardised service" by actively engaging with its stakeholders to harmonise processes and technology, removing a tangle of legacy systems and varying processes. Learn about the tips and tricks Wendy has used to get senior sponsorship and buy-in for the HR transformation programme, breaking down the "us and them" dynamic that is often typical of SSC set-ups, and how she has successfully established relationships with her wider business to establish the key processes and behaviours that need to change. Learn how she is utilising process-mapping and new technologies to facilitate this, but how ultimately, she believes it is the ability to build strong relationships that will determine the success or failure of any transformation.</p> <p><b>Wendy Allardes</b>, Senior Director HR Operations, <b>Thermo Fisher</b> </p>	<p><b>Establishing Trust in Service - The Journey from Back Office to Front Office</b> In this session, hear from Kay Flynn about how Eli Lilly's 750 person-strong GBS organisation have successfully created a business that is truly customer-centric, successfully shifting into a multifunctional SSC that directly interacts with patients and internal customers alike. You can't deliver customer excellence without exemplary employee experience, and in this session, hear how Kay has created a culture of value creation and innovation to ensure that both productivity and service delivery remain high.</p> <p><b>Kay Flynn</b>, General Manager Global Business Services, <b>Eli Lilly</b> </p>	<p><b>"Digitalisation has Fundamentally Transformed How Our Business Services Organisation is Perceived"</b> Hear how RPA and other forms of automation have been the driving force for changing how EDP Valor's SSC is viewed by the wider business, and how the SSC is now seen as the key to digital transformation. Discover how, through "embracing digital" EDP Valor have transformed into becoming an award-winning business services organisation, with this innovation hub winning awards for employee productivity, and how they are utilising multiple aspects of Intelligent Automation (RPA, AI, and cognitive) to achieve this goal.</p> <p><b>Nuno Chung</b>, Executive Board Member, <b>EDP Valor</b> </p>	<p><b>Expanding the Scope of Business Services - Looking Outside of the "Traditional Functions" to Design "What's Next?"</b> With nearly 2/3 of European SSOs planning to expand their service offering by 2020, it is clear that "next gen" SSOs will have a broader and deeper range of service, closer to the "front office" than ever before. In this discussion, hear how one SSO has moved beyond the "traditional" service model, and is now offering a wider scope of service than ever before. Discover:</p> <ul style="list-style-type: none"> <li>▶ How to establish trust in service</li> <li>▶ Setting up new functions, do you have the capability?</li> <li>▶ How to establish your costing structure</li> </ul>

14:40 5 minute changeover

14:45 **Leading Finance – Becoming a Strategic Business Partner PANEL**

As finance leaders get closer to their businesses and to their customers, there is a need for them to be retrained into strategic partnership positions. In this session, hear how senior finance leaders are:

- ▶ Utilising big data effectively to focus on delivering maximum impact
- ▶ Developing trust in service
- ▶ Value-add activities...moving away from the transactional and towards knowledge-based activities.

**Srinidhi Rao**, Director of Financial Planning and Analysis, **Juniper Networks**  
**Massimo Cecchi**, Financial Services Director, **Barilla**



**HR Transformation Panel Discussion – is automation now a prerequisite to automation?**

Senior HR leaders with a wealth of experience in HR transformation programmes give exclusive insight into their top tips and tricks for success including:

- ▶ Establishing the foundations of HRSSC transformation
- ▶ Next-gen innovation – putting the “Human” back in human resources
- ▶ Technology and HR discussions – is automation proving a “solve all” solution for HR?

**Nadia Hutchinson**, Global HR Operations Director, **KANTAR**  
**Russell Sowden**, HR Programme Manager, **UCL**

**Breaking Down The Silos – Establishing A Culture Of Cross-Functional Collaboration Within Business Services**

In this panel session, hear from leaders of multifunctional SSOs about how they are encouraging a collaborative approach for their business services organisational deployment. Learn how they are:

- ▶ Creating a cohesive technological programme
- ▶ Creating a cross-functional culture
- ▶ Delivering on organisational-wide continuous improvement initiatives.

**Interactive Panel Session: Stepping beyond the Bots – Cognitive Learning and Artificial Intelligence within Business Services**

RPA is seen by many as the “first step” of a wider automation approach, and with separate budgets, access to vast amounts of data, and standardised processes, SSCs offer the perfect microcosm for technological innovation.

This session will delve into the wider world of intelligent automation, exploring artificial intelligence, chat bots, NLP, and the implications of the rapid growth of automation on the business services organisation of the future.

**Establishing a Framework for Cost of Service – Negotiating with Your Businesses to Establish a Pricing Structure for New Service**

As the rate and complexity of the service you provide increases, it may become necessary to explore your pricing structure, and to renegotiate with your business units. In this session:

- ▶ Learn about the complexities of difference change-back models
- ▶ Discuss how to negotiate your pricing model.
- ▶ Is your centre running as a profit, or a breakeven?

16:10 5 minute changeover

16:15 **Creating a Continuously Improving Organisation: 20% Black Belt by 2021!**

In this case-study session, hear from one of SSON Analytics top 20 most admired SSOs about how their talent and continuous improvement strategies are enhancing employee experience, productivity, and the quality of their service delivery. Through embracing a lean culture, Experian has the goal that 20% of its organisation will be trained Six Sigma black belts within the next three years, with the rest of the organisation trained to either green or yellow belt level. This investment in people (alongside a wider talent strategy involving alternative career paths, mentoring portals, and additional

**The Journey From SSC to GBS: Establishing the Development of People-Centric, Value-Added Services**

In this session, hear from Claus-Peter, Senior Vice President of HR Special Services at Deutsche Telekom Services Europe about how they have successfully migrated 75% of their organisation to GBS, servicing over 140,000 employees. Discover how through GBS transformation they successfully delivered significant headcount reductions and have developed an automation programme which has delivered savings of 60 FTEs. Beyond this, however, learn how DT have remodelled their customer experience through utilising workflow management

**Understanding the Possibilities for Future HR Innovation**

Hear how Leiden University has set up its new HR SSC in 2019 Q1, and how it is using the lessons learned from its finance SSC to embrace automation and CI from the outset. They will cover:

- ▶ The vast improvements that are being put in place to drastically alter how HR will run,
- ▶ How continuous improvement initiatives are at the heart of the organisation.
- ▶ Employing Artificial Intelligence initiatives from the outset to facilitate value add

**Rob van den Wijngaard**, Finance Shared Service Centre Leader & Programme Manager HR Next Level, **Leiden University**



**Next Level Automation – Robotics in a Hybrid Model**

Robotics takes automation in shared service to the next level. The challenge lies in moving to an automation-enabled operating model and adapting to ever-changing business needs in order to ensure:

- ▶ What are the future capabilities of robotics?
- ▶ What is the impact of robotics on the shared service market
- ▶ How do humans and machines work together to enable maximum business impact?

**Andreas Leykauf**, Director Global Business Services, **Bosch**



**Marketing within Business Services – Establishing Advanced Operations within Non-Traditional Service**

training) is leading to decreased attrition, and is helping embed a culture of CI which, in 2018, contributed to 300 days saved through automation.

**Helen Emmett**, Operations Director Global Financial Services, **Experian**



tools, incorporating bots, Artificial Intelligence, and a new focus of simplification and digitalisation.

**Claus-Peter**, Senior Vice President of HR Special Services at **Deutsche Telekom Services Europe**



16:40 5 minute changeover

## 16:45 **Transforming the Finance Function of the Future for the Digitalised, GBS Age**

Discover how Ingram Micro, 45bn turnover technology company, has transformed its finance shared service centre into a GBS model with 80% process coverage. Discover how they kicked off the SSC journey with a lift-and-shift approach but without a global mandate, but how, in the last two years, they have established a clear mission, strategy and vision which is connected to culture and end-to-end processes ownership and accountability. Understand their plans for further standardisation, further bot automation (targeting 100 by the end of 2019) and their future plans to establish GBS as a strategically imperative part of the business.

**Thomas Haseneder**, Global Head Global Business Services Finance Services, **Ingram Micro**



## **Understanding the Possibilities for Future HR Innovation**

Session reserved for **Credit Suisse**



## **Workforce and Workplace Transformation - Establishing Strategies for Generation Y, Z, and Beyond**

Everyone knows that employees' expectations of their roles and their workplaces are changing. With an ever mobile workforce, and reallocating generational leadership, organisations need to be proactively addressing this challenge. Today's (and tomorrow's) employees demand more flexibility, enhanced employee experience, and more opportunities for progression and development than ever before, and it is essential that organisations are prioritising this, as it relates to financial strategy. This keynote will examine global workforce trends, the upskilling of talent, and the innovative strategies that organisations are employing to win the war for talent.

## **"RPA has Fundamentally Transformed How Our Business Services Organisation is Perceived"**

## **Constructing a charge-back strategy for Business Services**

Running a Business Services Organisation as a standalone business, and inputting more and more complex "knowledge based activities" will ultimately lead to a discussion about cost. With automation now mainstream, the FTE-model has long been redundant, but how do you go about negotiating a pricing model that works?

- ▶ Hear from SSO leaders that are operating on a P&L
- ▶ Showcasing your value to the top and bottom line of businesses
- ▶ Opening discussions about changing your charge-back model

# Day Two | TUESDAY, 14TH MAY 2019

17:10 **Big Ideas Keynote from**

**Patrick Levy-Rosenthal:** Founder & CEO at **Emoshape Inc.** & Architect of **The Emotion Processing Unit for AI, Robots, IOT and Gaming**

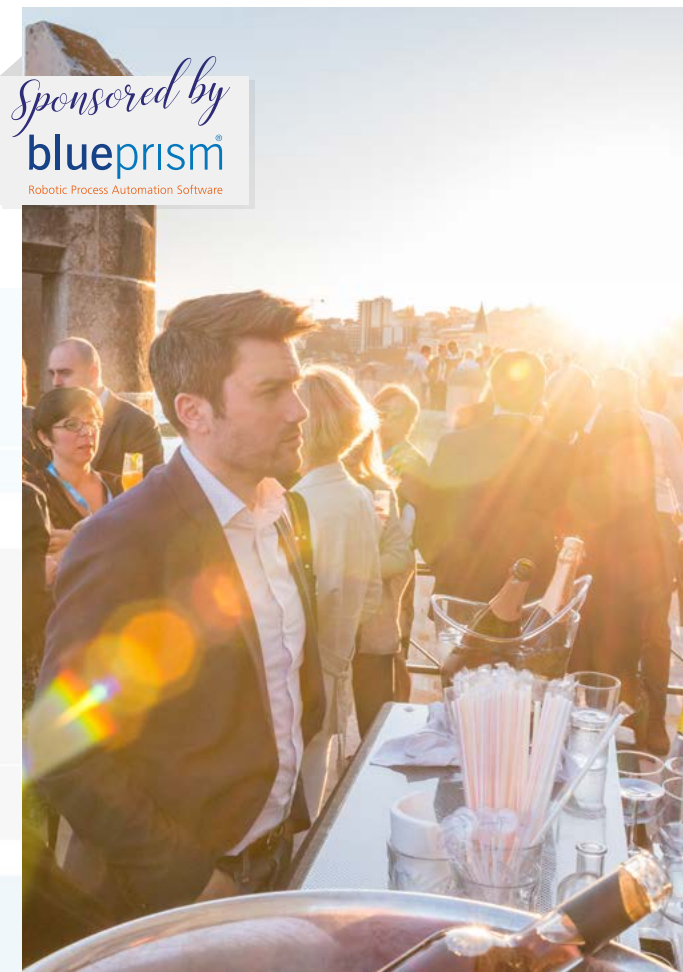
17:40 **Structured and Unstructured Data - RPA Case Study**

**blueprism** Hosted by **Blue Prism**, client to be confirmed soon!

18:10 **Chairman's Closing Remarks and invitation to offsite drinks**

## SSON Sunset Party!

For the second year in a row, SSOW will be returning to the stunning Forte de Cruz on Tamariz Beach in Estoril for our SSOW Party! Enjoy a glass of bubbly overlooking the ocean with us!



# Day Three | WEDNESDAY, 15TH MAY 2019

8:20 Coffee & Registration

8:30 SSON Opening Remarks

8:40 Chairman's Opening Day Three


8:50 Big Idea's Speaker - Mandy Hickson

9:20 **HIGH IMPACT Service!**  
**Introducing your 2019 European Award Winners**

Celebrating excellence has always been at the heart of SSON events, and in this panel session, you will hear from 2019 Award Winners about the project and programmes that have led them to be celebrated as industry leaders. Not merely a session for bragging rights, but an opportunity to hear what innovative, leading SSOs are doing across the topics of customer centricity, automation, process excellence, and more. Will you be joining us on stage?


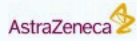

9:50 **Service Transformation: Developing the Global Business Services Model of Tomorrow (A Continuation of the 2017 Story)**

In 2017, Discovery presented their GBS strategy at SSOW Europe, discussing how they were turning the GBS model on its head to leapfrog the maturity curve. Two years on, discover how this organisation from a traditionally non-process driven industry has continued to innovate the traditional model and has established an agile, trust-based organisation with people management as a key component of the journey. Discover how culture and company values have been instrumental in driving this change, and how they have delivered a phased approach to centralisation.

 **Maciej Piwowarczyk**, Vice President, Global Business Services, **Discovery**

10:15 **Metric Maximisation - Game-Changing Tips from the Top 20 Most Admired SSOs**

Shared Service Organisations have always focussed on monitoring KPIs and on keeping tabs on best practice, however practical application of these numbers can be challenging. In this session, practitioners from the Top 20 Most Admired SSOs will explore the true business impacts and benefits which can be driven from deep-diving into their data, and will discuss how to make data collection a key factor to aid maturity and deliver enhanced value back to your business.

 **Helen Emmett**, Operations Director Global Financial Services, **Experian**  
 **Bobby Abrahams**, Vice President Finance Transformation, **AstraZeneca**  
 **Eric Riego de Dios**, People Director, **Baker McKenzie Global Services**

10:40 Morning refreshments

11:10 Streamed Sessions Begin: Case-Study Discussions





	Employee-Engagement Case Studies	Customer Experience Case Studies	Future of Business Services - Artificial Intelligence Case Studies
11:10	<p><b>Millennial Panel Session - What do Millennials Really Want?</b></p> <p>We hear a lot about the challenges of dealing with the millennial generation, but this dialogue ignores the fact that many millennials are now stepping into senior positions with global remit. In this panel session, hear from millennials from some leading SSOs about what they really want and need to succeed, to remain engaged, and to get the best out of the two way "employer-employee" relationship.</p>	<p><b>Aligning Customer Centricity with the Ability to Deliver Globally at Scale</b></p> <p>In this session, hear how Smith and Nephew have in the last two years, transitioned from a 27 person to a 1000 FTE GBS organisation which has now become a truly pivotal part of the business. Learn how they completely reshaped their organisational structure, insourcing finance and reimagining HR and procurement service, to become a multi-functional support to the business. Understand how, through approaching customer service differently from the outset, they have been able to transform GBS from a unit that wasn't delivering to one which is now seeing increasing pull from the business to take in additional operations. Discover how, through using digital techniques, there is not a trade-off between customer centricity and efficiency, and how GBS will continue to leverage this into 2020 and beyond.</p>	<p><b>Your New Chatbot Employee...Just How Far Can AI Take Us?</b></p> <p>How can you ensure your company processes and business culture is ready for the myriad of opportunities Artificial Intelligence and Machine Learning will bring to your business?</p> <ul style="list-style-type: none"> <li>▶ Become an early AI adopter - what frameworks and processes do you need in place before you step into the futuristic world of AI?</li> <li>▶ What can be learnt from big data and automating processes</li> <li>▶ Combine technology with humans for better decision making and execute data extractions earlier to make better decisions</li> <li>▶ Ensure your employees have the capabilities to succeed with artificial intelligence</li> </ul>
11:30	5 minute changeover		
11:35	<p><b>Motivated Employees are 30% More Productive...3 Top Tips to Ensure Engagement</b></p> <p>Having an engaged workforce not only means you save costs on hiring and retraining, studies have shown that engaged workforces can be up to a third more productive than their disengaged counterparts. But with some studies suggesting that over half of European employees are not engaged with their jobs, how do you create a culture whereby your employees are invested in your company, your values, and your culture? In this session, hear from Karen, former SSOW Germany Award Winner, about her top tips to ensure successful engagement. Understand the role of leadership, of customer service, and of culture. Discover how technology can help leverage people engagement, and how it is crucial that needs to remain a priority for SSO leaders - despite all of the innovative automation opportunities at their fingertips.</p> <p><b>Karen Schulz-Kiske</b>, Head of Operations,  <b>Resolution Life</b></p>	<p><b>Customer Centricity Panel - How Should you Measure Satisfaction?</b></p> <p>In this panel session, discover how leading organisations are prioritising customer experience, truly putting excellent service at the heart of what they do. Discover how they are:</p> <ul style="list-style-type: none"> <li>▶ Redesigning operations with the customer in mind</li> <li>▶ Leveraging technology platforms to make the customer experience as seamless as possible</li> <li>▶ Utilising data to help understand where the gaps are</li> </ul>	<p><b>Getting Started With AI - Moving Beyond the Hype</b></p> <p>In this panel, hear from technologically advanced SSO leaders about their top tips for getting started with AI. Discover the stumbling blocks they made, their lessons learned, and what they would do differently, knowing what they know now.</p>
12:00	5 minute changeover		

# Day Three | WEDNESDAY, 15TH MAY 2019

## 12:05 **Shifting the Paradigm –Tackling Employee Engagement from an End User Perspective**

In this session, hear from Colin Leigh about how he is driving increased engagement by understanding how transformation impacts those at all organisational levels. Understand how he is tackling attrition levels through a grassroots approach, and how his predominantly millennial workforce understand their value, and how they fit into the wider business strategy. Discover how developing vision and purpose has led to increased role clarity, increased engagement, and increased productivity.

**Colin Leigh**, General Manager, Tele2 Shared Service Centre, **Tele2**



## **Satisfied Customer? How Engie Increased its CS from 65-90%**

In this case-study, hear from an award-winning SSC leader with operations that service 15,000 employees about how they have created a winning customer-focussed culture.

Learn how:

- ▶ Engie have created a strong, values-based culture
- ▶ The SSC has created the highest level of employee engagement within the entire UK business
- ▶ The SSC is now entering year 4, and what the future holds.

**Dave Hughes**, Shared Services Director, **Engie**



## **From Chat Bots to Machine Learning – Harnessing the power of “Artificial” to Augment your Centre**

In this session, hear from one SSO leader about how they have embraced digitalisation, establishing not only their robotic capabilities, but also the impact of machine learning and Chatbots. Hear about the savings made, the value that adopting AI has unleashed, and what their predictions are for the technologically enabled SSO of the future...

12:30 **What’s going in here?**

13:30 **Prize Give-Away!**

13:45 **Chairman’s Close of Conference**

## 14:00 **Masterclass Sessions Begin**

Want to get the full SSON experience? Join us for our intensive masterclass sessions, to really deep-dive into one of your core issues and challenges. Pick one of the three below tracks, and really delve into key issues, such as diversity, digital transformation, and leadership!

	<b>Masterclass A</b> <b>Leadership and Team-Building in Shared Services</b>	<b>Masterclass B</b> <b>Intelligent Automation and Digital Disruption Masterclass</b>	<b>Masterclass C</b> <b>Women in Shared Services</b>
14:00	<p>In today’s agile, customer-centric world, SSO leaders need to be able to exhibit skill sets beyond the traditional and transactional. The ability to respond quickly to fast-changing external factors, to create collaborative, innovative and cultures across global organisations is critical for a forward-looking Business Services professional. In this session, discover how to create a team and a culture of business innovators, and how to create not only a culture of continuous improvement, but a company culture that thrives off of service excellence.</p> <p>In this session, participants will discuss the core competencies required in an ever-changing SSO environment, and will leave the conference with solid takeaways about how to build a SSC team that excels, and how to develop your own leadership capabilities into the 2020’s.</p>	<p>Digital disruption is more than just RPA, it is about how technology can impact every aspect of your way of working. Despite all of the hype about RPA, if we are to treat it a tool to achieve the goal of creating an empowered, digital service, we must acknowledge that a wider digitalisation strategy is needed as a central pillar for SSO transformation.</p> <p>Hear from leading SSO practitioners about how they have embraced the digital, and how they are continuing to innovate and transform their organisations in order to embrace the fourth revolution</p>	<p>Given that as much as 70% of the workforce in some SSOs are female, there’s no question that shared services on the whole do well when it comes to the number of women employed. However, when analysing the number of women in senior leadership positions, these figures drop dramatically. This masterclass is unique in that it is not just a learning opportunity, but a forum to create an informal network with your peers and understand how other companies are practically going about diversifying their workforce. Areas covered:</p> <ul style="list-style-type: none"> <li>▶ Panel discussion: Best practice approaches to recruitment and retention</li> <li>▶ Creating women leaders: practical approaches to upskilling and developing those with leadership capacity</li> </ul>

# Day Three | WEDNESDAY, 15TH MAY 2019

“ I have been involved with SSON for a number of years, and have found their Shared Services and Outsourcing Events not only very well organized but an incredibly rich learning place and useful resource to help me network, grab new ideas and share best practices from the field. I am delighted that this year, SSON have decided to come to Lisbon and that I can share my GBS captive centre «living» experience with delegates first-hand.

Guy Mercier, Former Head of Worldwide Services Strategy and Delivery Operations, **Solvay Business Services** ”



## VISIT 3 OF PORTUGAL'S LEADING SHARED SERVICE CENTRES, AND GO HOME WITH SOLID TAKE-AWAYS ON HOW TO IMPROVE YOUR CENTRE!

Full day site tours include a tour of THREE 'Best in Class' Shared and Business Service Centres, transport between the venues plus a networking lunch or dinner.

Site tours range from 1.5-2.5 hours at each site and include:

- ▶ Corporate Presentation
- ▶ Shared Service Presentation
- ▶ Challenges and Q&A
- ▶ Walking tour of the operating premises
- ▶ Refreshment (for great networking opportunities)

### Benefits of attending:

- ▶ Understand the operational ins and outs of running a 'best in class' Shared Services Centre
- ▶ A first-hand look at how companies operating in this space use innovative methods to create company culture, attracting and retaining millennial staff
- ▶ Acquire first-hand knowledge by speaking to those who head up the operational SSCs
- ▶ Share your thoughts and questions about the technological solutions and their practical ROI
- ▶ Network with SSC professionals from across Europe in a more relaxed setting following the conference

*You will be visiting:*

### Grünenthal Financial Services: The Role of Company Culture in the Success of an Organisation



Grünenthal is a multinational pharmaceutical company, specialized in the area of pain and women health, with affiliates in Europe, Latin America and United States of America, as well as a commercial presence in more than 155 countries.

In 2016, the group decided to centralize its accounting and financial operations. Taking into account the relative weight of the group's business in both Europe and Latin America besides Germany, Portugal was the chosen destination since it served in perfection the role of bridge, linking the operations in Europe to the other side of the Atlantic, both in cultural and linguistic terms.

Grünenthal Financial Services, and its sister company in Portugal, were awarded, by the Great Place to Work Institute, as one of the 25 Best Places to Work, in Portugal in 2018.



**As part of the tour, participants will have the opportunity to:**

- ▶ Learn more about the engagement initiatives in place that make us one of the 25 Best Places to Work, in Portugal in 2018.
- ▶ Hear firsthand insights from our employees about the company culture of Workiness.
- ▶ Experience our vibrant workplace.

### Your hosts:

**Isabel Duarte**, Head of Global Financial Services, Lisbon  
**Suzanna de Coster**, Head of Order to Cash & Master Data  
**Andreia Rodrigues**, Head of Purchase to Pay

### Santander Global Operations: Agile, Collaborative Service, and Continuous Efficiency



Santander Global Operations is a company within the Santander Group that manages all operations conducted by its Banks and Financial Institutions.

In December 2012 SGO decided to launch the Data Quality Global Center in Portugal, providing Global Reconciliation Services across all the financial products and Global Data Analysis directly from Portugal. We work as an extension of our mother DQGC area in Madrid, working side-by-side, despite the 632km distance between both sites. We are continuously sharing best practices and creating inventive ecosystems, to drive excellence in relation to our customers in Portugal, Spain, Brasil, USA and UK.



**As part of the tour, participants will have the opportunity to:**

- ▶ Witness first-hand the experience of a multicultural environment in a Corporate Area, providing Global Services on a daily basis;
- ▶ Learn more about our Methods: Agile, Customer Experience and Continuous Efficiency;
- ▶ Experience our workplace atmosphere.

### Your hosts:

**Mayte Valverde Elices**, Director Data Quality Global Centre  
**Jasmeet Narang**, Governance & Control Director

### Third centre to be confirmed!



# 2019 Sponsors

## SPONSORSHIP OPPORTUNITIES

Event sponsorship is an excellent opportunity for your company to showcase its products and services to senior-level, targeted decision makers attending the 18th Annual Shared Services & Outsourcing 2018 event. SSON helps companies like yours achieve important sales, marketing and branding objectives by setting aside a limited number of event sponsorships – all of which are tailored to assist your organisation in creating a platform to maximise its exposure at the event. For more information on sponsoring or exhibiting at this year's conference, contact Sean McVeigh at [sponsorship@iqpc.co.uk](mailto:sponsorship@iqpc.co.uk).



# Who Is SSON... And How Can We Help You?

**The Shared Services & Outsourcing Network (SSON)** is the largest and most established community of shared services and outsourcing professionals in the world, with over 120,000 members.

Established in 1999, SSON recognised the revolution in business support services as it was happening, and realised that a forum was needed through which practitioners could connect with each other on a regional and global basis.

SSON operates under three distinct brands, each offering shared services professionals the information, tools and connections they need to do their jobs.



SSON is a one-stop shop for shared services professionals, offering unrivalled learning and networking opportunities both face-to-face and online through:

- ▶ 40+ industry leading events across the world
- ▶ SSON Excellence Awards Programme
- ▶ Cutting edge editorial and industry news
- ▶ Exclusive interviews with industry leaders
- ▶ Surveys, reports and white papers
- ▶ Online events and webinars
- ▶ Vendor directory
- ▶ Jobs board

[www.ssonetwork.com](http://www.ssonetwork.com)



SSON Analytics is SSON's global data analytics centre, offering visual data insights that are simple, accurate, and digestible to the global shared services and outsourcing community, through a variety of tools and reports:

- ▶ Visual Analytics Workbooks focus on specific countries or regions to give you a 50,000ft view of the shared services landscape
- ▶ The City Cube compares shared services locations around the world across a variety of metrics
- ▶ The Shared Services Atlas locates shared services hotspots around the world from a global database of 7000+ centres

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

# SHARED SERVICES & OUTSOURCING WEEK

13 -16 MAY, 2019 | THE ESTORIL CONGRESS CENTER, PORTUGAL

CONFERENCE CODE:  
11114.013

Package Options For Practitioners	SSON DATA PLUS PASS	PLATINUM PASS	GOLD PASS	SILVER PASS
Register and Pay By 25th January 2019	€3349+VAT SAVE €800	€2499+VAT SAVE €800	€2099+VAT SAVE €800	€1699+VAT SAVE €800

Pass includes				
2 Main Conference Days	✓	✓	✓	✓
Welcome Networking Reception	✓	✓	✓	✓
Awards Gala Ceremony	✓	✓	✓	✓
SSON Networking App	✓	✓	✓	✓
Post-Show Access to Conference Presentations	✓	✓	✓	✓
Interactive Discussion Groups (Choice of three)	✓	✓	✓	✓
Workshops (Choice of two)	✓	✓	✓	✓
Access to deep dive training afternoon	✓	✓	✓	✗
On-Demand Access to Filmed Conference Session (Video)	✓	✓	✗	✗
Access to site tour day	✓	✓	✗	✗
12 month premium subscription to SSON Analytics	✓	✗	✗	✗
Access to the GBS Evolutions Track	Contact us at <a href="mailto:events@ssonnetwork.com">events@ssonnetwork.com</a> for eligibility.			

Team discounts on standard rate	Teams of 3-4	Teams of 5-7	Teams of 8+
Book by 25th January 2019	30% off - from €1679 per person!	35% off - from €1559 per person!	40% off - from €1439 per person!

Solution Providers & Consultants	Options
Standard Price - Conference Only Pass	€3599+VAT

Pass includes	
2 Main Conference Days	✓
Welcome Networking Reception	✓
Awards Gala Ceremony	✓
SSON Networking App	✓
Post-Show Access to Conference Presentations	✓
Interactive Discussion Groups (Choice of three)	✗
Workshops (Choice of two)	✗
Access to deep dive training afternoon	✗
On-Demand Access to Filmed Conference Session (Video)	✗
Access to site tour day	✗
12 month premium subscription to SSON Analytics	✗
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Access to deep dive training afternoon	€530+VAT
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\*To qualify for early booking discounts, payment must be received by the early booking deadline. All prices are exclusive of Portugal VAT at 23% Portugal VAT. VAT registration no. 9803 44123

KEYNOTES & SPEAKERS

SSOW EXPERIENCE

2019 AGENDA

SPONSORS & EXHIBITORS

WHO IS SSON?

PRICING & REGISTRATION

# SHARED SERVICES & OUTSOURCING WEEK

13 -16 MAY, 2019 | THE ESTORIL CONGRESS CENTER, PORTUGAL

My registration code

PDFW

To speed registration, please provide the priority code located on the mailing label or in the box below.

## DELEGATE DETAILS - SIMPLY COMPLETE THIS FORM AND CLICK SUBMIT

Please photocopy for each additional delegate

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Job Title

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Yes I would like to receive information about products and services via email

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Fax

Approving Manager

Please note: if you have not received an acknowledgement before the conference, please call us to confirm your booking.

Name of person completing form if different from delegate

*I agree to IQPC's cancellation, substitution and payment terms*

Special dietary requirements: Vegetarian Non-dairy Other (please specify)

Please indicate if you have already registered by: Phone Fax Email Web

(Please quote 1114.013 with remittance advice)

Account name: IQPC Ltd Bank: HSBC Account number: 59090618 Sort code: 40 05 15 IBAN: GB98MIDL40051559090618

SWIFT: MIDLGB22 Bank: HSBC Bank Plc 67 George Street, Richmond Surrey TW9 1HG, United Kingdom

## VENUE & ACCOMMODATION

Lisbon, Portugal.

For updates on the venue and accommodation information, please visit: [www.ssoweeek.com](http://www.ssoweeek.com)

Travel and accommodation are not included in the registration

## FREE ONLINE RESOURCES

To claim a variety of articles, podcasts and other free resources please visit [www.ssoweeek.com](http://www.ssoweeek.com)

## TERMS AND CONDITIONS

Please read the information listed below as each booking is subject to IQPC Ltd standard terms and conditions.

**Payment Terms:** Upon completion and return of the registration form full payment is required no later than 5 business days from the date of invoice. Payment of invoices by means other than by credit card, or purchase order (UK Plc and UK government bodies only) will be subject to a €65 (plus VAT) per delegate processing fee. Payment must be received prior to the conference date. We reserve the right to refuse admission to the conference if payment has not been received.

### **IQPC Cancellation, Postponement and Substitution Policy:**

You may substitute delegates at any time by providing reasonable advance notice to IQPC.

For any cancellations received in writing not less than eight (8) days prior to the conference, you will receive a 90% credit to be used at another IQPC conference which must occur within one year from the date of issuance of such credit. An administration fee of 10% of the contract fee will be retained by IQPC for all permitted cancellations. No credit will be issued for any cancellations occurring within seven (7) days (inclusive) of the conference.

In the event that IQPC cancels an event for any reason, you will receive a credit for 100% of the contract fee paid. You may use this credit for another IQPC event to be mutually agreed with IQPC, which must occur within one year from the date of cancellation.

In the event that IQPC postpones an event for any reason and the delegate is unable or unwilling to attend in on the rescheduled date, you will receive a credit for 100% of the contract fee paid. You may use this credit for another IQPC event to be mutually agreed with IQPC, which must occur within one year from the date of postponement.

Except as specified above, no credits will be issued for cancellations. There are no refunds given under any circumstances.

IQPC is not responsible for any loss or damage as a result of a substitution, alteration or cancellation/postponement of an event. IQPC shall assume no liability whatsoever in the event this conference is cancelled, rescheduled or postponed due to a fortuitous event, Act of God, unforeseen occurrence or any other event that renders performance of this conference impracticable, illegal or impossible. For purposes of this clause, a fortuitous event shall include, but not be limited to: war, fire, labor strike, extreme weather or other emergency.

Please note that while speakers and topics were confirmed at the time of publishing, circumstances beyond the control of the organizers may necessitate substitutions, alterations or cancellations of the speakers and/or topics. As such, IQPC reserves the right to alter or modify the advertised speakers and/or topics if necessary without any liability to you whatsoever. Any substitutions or alterations will be updated on our web page as soon as possible.

**Discounts:** All 'Early Bird' Discounts must require payment at time of registration and before the cut-off date in order to receive any discount.

Any discounts offered whether by IQPC (including team discounts) must also require payment at the time of registration.

All discount offers cannot be combined with any other offer.

Please do not pass my information to any third party

KEYNOTES & SPEAKERS

SSOW EXPERIENCE

2019 AGENDA

SPONSORS & EXHIBITORS

WHO IS SSON?

PRICING & REGISTRATION