

23rd North American



SHARED SERVICES &  
OUTSOURCING WEEK

READY TO JOIN US IN ORLANDO?

Learn more about how to take advantage of our discounts here!

# SSOW

TRANSFORMATION FOR COMPETITIVE ADVANTAGE

March 11-14, 2019 • Disney's Coronado Spring Resort, Orlando, Florida

BECOME  
BLOCKCHAIN  
CERTIFIED  
FROM GBA  
(GOVERNMENT  
BLOCKCHAIN  
ASSOCIATION)

☆☆☆  
EARN 17.5  
HRCI CREDITS

☆☆☆  
EARN UP  
TO 26 CPE  
CREDITS

# LETTER FROM YOUR CHAIR

Welcome to

# SSOW 2019!

## Transformation for Competitive Advantage

Last year, more service centers were created in North America and Europe than in low cost locations, like India. The reason – 47% said, “...the need for digital talent”. Our Centers of Expertise are now being run with one-fourth of the staff they were four years ago. The reason – better analytical tools and insights. Service has not gone by the wayside. Top-quartile Shared Services operations now allocate almost 25% of their staff to dedicated customer service roles.

Are we on the verge of fundamental shifts in our trusted Shared Service models? Will new automation completely change key processes that have held fast for the last twenty years? Do we need to recruit new talent with skills that have never set foot on Shared Service floors? In short, the answer is ... Yes. For some, it has already happened, and for others, it will happen over the next few years.

We are all entering a new era of Shared Services hyper-digitization! If you have not yet been initiated into the possibilities offered by chat-bots, blockchain, virtual agents, or robotic process automation... well, get ready! Come out of “the field” for a few days and trade a few of your experiences with your peers, and other Shared Services industry leaders. You can’t afford to stay on the sidelines and see how this plays out for your competitors. We’re simply moving too fast to catch up in a few years.

Welcome to the world’s largest Shared Services & Outsourcing conference! I look forward to meeting you and trading a few of our own consulting experiences and insights. There is no better opportunity than SSOW to stay current on advanced shared services models, absorb new automation possibilities, and learn how others are harnessing the power of the next-generation workforce. See you in March! Don’t miss it!

Regards,



Brad DeMent  
Partner  
**ScottMadden**



KEYNOTES & SPEAKERS

FUTURE OF BUSINESS SERVICES

2019 AGENDA

SSOW EXPERIENCE

SPONSORS & EXHIBITORS

VENUE

PRICING & REGISTRATION

# What is SSOW?

The Shared Services and Outsourcing Week North America is the world's largest event for shared services, GBS, outsourcing and intelligent automation leaders. With a combination of cutting edge content and one-stop-shopping for all your provider needs, this is where you will unlock your potential by converting industry disruption into competitive advantage.



# SSOW

## BY THE NUMBERS

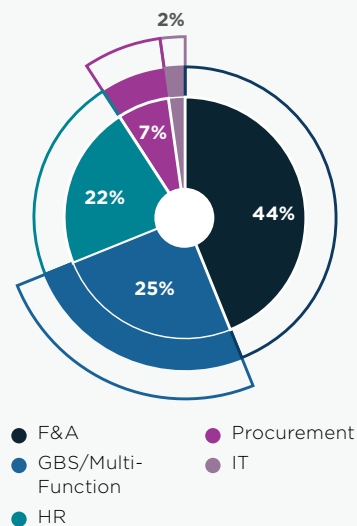
Get to know our attendees

**950+** Attendees

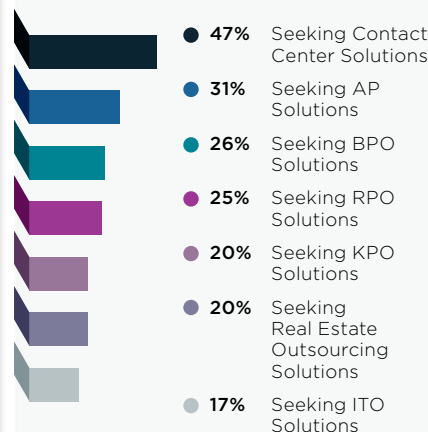
**3:1** Practitioner to Vendor Ratio

**60%** New Accounts YoY

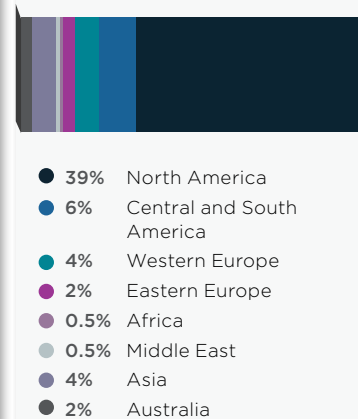
### ATTENDEE JOB FUNCTION



### OUR ATTENDEES ARE LOOKING FOR THE FOLLOWING SOLUTIONS IN THE NEXT 12 MONTHS



### OUR ATTENDEES ARE LOOKING INTO SOLUTIONS IN



### INDUSTRY BREAKDOWN



# Advisory Board



**Debbie Ballard**  
Vice President  
**McDonald's**



**Robert Cecil**  
Partner  
**KPMG**



**Graham Russell**  
Director BPO  
**WPP**



**Cindy Gallagher**  
CEO  
**LibertySource**



**Kapil Jain**  
SVP, Global Head of Sales  
and Enterprise Capability  
**Infosys BPM**



**Jay Desai**  
Senior Director of  
Outsourcing CoE  
**AbbVie**



**Lee Coulter**  
CEO, Shared Services  
**Ascension Health Ministry**



**Scott Manning**  
Partner  
**ScottMadden**



**Ed Hansen**  
Partner  
**Morgan Lewis**



**Deborah Kops**  
Founder  
**Sourcing Change**



*"At SSOW 2019 I am most looking forward to networking with other companies who are taking a similar journey as our GBS Organization as well as understanding how they may have solved the same problems we are facing. What I have learned over time is the value of learning from others who have gone before you and how those lessons learned can accelerate your journey."*

Debbie Ballard, Vice President, **McDonald's**



*"As always, looking forward to three great, action packed days at the shared services industry's flagship event where we will have tremendous opportunities to hear from street savvy speakers and network with our peers and partners! As our world adopts increasing levels of intelligent automation, this is our campus for learning the latest technologies and success stories."*

Graham Russell, Director BPO, **WPP**



*"The SSON awards provide a great opportunity to celebrate amazing accomplishments across a variety of industries and verticals. These prestigious awards offer insights into how the best-of-the best develop new capabilities and harness the talents of their teams to move their organizations forward. All of our award nominees demonstrate the power of teamwork, collaboration and dedication. The pride they have for their work product and accomplishments shines through in the amazing stories they tell."*

Cindy Gallagher, CEO, **LibertySource**

# Big Picture Keynotes



## Cathy O'Dowd

*1st woman to Climb Mt Everest from Both Sides & Author of Just For The Love Of It*

### Topic

*Think Like an Explorer*

**Doing What Has Never Been Done Before**

## Bettina Warburg

*Blockchain Researcher, Entrepreneur & Educator. One of the first TED speakers to unpack blockchain and describe how it will revolutionize enterprise transactions.*

### Topic

*Unleashing Blockchain*

**For the Enterprise**

## Robert Richman

*Culture Architect and Customer Experience Expert, Co-Creator of Zappos Insights*

### Topic

*The Game Changing Experience:*

**Building a Culture of Customer Service that Crutches It!**

# Industry Keynotes



**Kamila Grembowicz**  
SVP, Global Business Services  
**Adidas Group**



**Steven Jo**  
COO, Transformation Office  
**Silicon Valley Bank**



**Suzanne Leopoldi-Nichols**  
President of Global Business Services  
**UPS**



**Cathy Bilotta**  
Senior Director, Strategic Initiatives, GBS  
**Raytheon**



**John Standing**  
SVP & GM Global Servicing Operations  
**American Express**



**Alexander von Thielmann**  
SVP of Shared Services  
**Siemens**



**Tony Padilla**  
Director, Enterprise Services & Integration  
**Boeing**



**Kelly Litster**  
SVP, Financial Shared Services  
**MGM Resorts International**



**Rodney Bergman**  
SVP, Global Business Services  
**Celestica**



**Ryan Loy**  
CIO  
**EBSCO**



**David Naismith**  
Senior Director, Strategy & Operations - Employee Services  
**Cisco**



**Dan Barton**  
Senior Manager, Disney Financial Systems  
**The Walt Disney Company**



**Benjamin Greenberg**  
Director, Global Business Services  
**General Motors**



*"Business services organizations will be catalysts for their companies to pivot to the 21st Century enterprise in response to competitive and technology disruptors. The focus will move beyond transactional cost savings to providing enterprise wide transformational capabilities like analytics and process automation, adopting true end to end process solutions to deliver holistic business outcomes, and creating a seamless back to middle to front office customer experience through new talent, delivery, and automation models."*

Robert (Bob) Cecil, Partner, **KPMG**

# Industry Speakers



**Kris Ahrend**  
President of U.S.  
Shared Services  
**Warner Music Group (NEW)**



**James Alessandrini**  
Director, HR Analytics  
& Shared Services  
**Loews (NEW)**



**Juan Araya**  
Senior Lead, CoE,  
Latam  
**Uber (NEW)**



**Yazdi Bagli**  
SVP, GBS and Emerging  
Technologies  
**Walmart (NEW)**



**Nitin Batra**  
Managing Director,  
Global COO, Legal  
**Citi (NEW)**



**Doug Becker**  
Director, HR  
Technology  
**Trinity Health (NEW)**



**David Bedard**  
SVP, Finance Service  
Organization  
**New York Life (NEW)**



**Satish Bengeri**  
Senior Director of  
Global Robotic Process  
Automation  
**Cargill**



**Todd Blevins**  
VP, Shared Services  
**UL**



**Lori Bondar**  
VP, Controller & Chief  
Accounting Officer  
**Avery Dennison**



**Robert Bradford**  
SVP, GBS  
**Akzonobel (NEW)**



**Sue Brauer**  
VP, Strategy &  
Transformation,  
Finance Operations  
**Pearson (NEW)**



**Kym Burke**  
Director, HR Services  
**The Mosaic Company**



**Amy Burns**  
VP, Six Sigma  
**McKesson (NEW)**



**Kris Caskey**  
VP of Shared Services  
**PGA Tour (NEW)**



**Erin Champlin**  
VP, Global Services  
& Enterprise  
Transformation  
**Johnson & Johnson**



**Chuy Michel**  
Director, GBS  
**Herbalife (NEW)**



**Tracy Colosimo**  
Director-Optimization  
Services  
**Gap Inc**

# Industry Speakers



Gerard Dache  
President  
**Government  
Blockchain Association**



Sue Danino  
VP, of Finance  
**Hubbell Incorporated  
(NEW)**



Ryan Davis  
SVP, Procurement  
Management  
**Bank of America**



Daniel Davidson  
VP of Finance Shared  
Services  
**Equifax (NEW)**



Kristin Deegan  
VP, HR Shared Services  
and Technology  
**Cox Automotive Inc.  
(NEW)**



Sue Dempsey  
Sr. Director, NA GBS  
Services Lead  
**Kellogg Company  
(NEW)**



Nadia De Villa  
VP, Head of Digital  
Transformation &  
Business  
**Manulife (NEW)**



Tom Dewaele  
VP, Global HR Services  
**Unilever (NEW)**



Mark Etwaru  
Digital Transformation  
Leader  
**Estee Lauder (NEW)**



David Evangelista  
SVP, & General  
Manager  
**McKesson (NEW)**



Antoine Ezell  
VP, Enterprise  
Capabilities & Solutions  
**Eli Lilly and Company  
(NEW)**



Michael Frankel  
Executive Director and  
Head of GBS  
**Amgen**



Melissa Friedman-  
McCulloch  
Director HR Portal &  
Content  
**MGM Resorts  
International**



Girish Ganesan  
Head of Talent  
**TD Bank American's  
Most Convenient Bank**



Julie Harbert  
VP of Shared Services  
**Entergy**



Rogerio Hiramoto  
LATAM HR SSC Head  
**Samsung  
(NEW)**



Mary Agoglia  
Hoeltzel  
VP & Global CAO  
**Cigna**



Tonia Horton  
SVP HR Operations and  
Shared Services  
**MGM Resorts  
International**



# Industry Speakers



**Damon Isaacs**  
Head of HR Services  
Barrick Gold  
**Corporation**  
*(NEW)*



**Chad Keenen**  
Director of Shared  
Services  
**Corning Incorporated**  
*(NEW)*



**Fraser Kirk**  
VP, Global HR Shared  
Services  
**Brambles**



**Shelia Knuckles**  
Senior Manager  
**Daltile (NEW)**



**Michael Konstas**  
VP of Financial Shared  
Services  
**American Express**  
**Global Travel Business**  
*(NEW)*



**Manny Korakis**  
SVP - Corporate  
Controller and CAO  
**IQVIA Holdings**



**Qiana Levy**  
Head of Global  
Procurement and  
Strategic Sourcing  
**Learfield**



**Wendy Lucio**  
VP, HR Shared Services  
**Southwire Company**  
*(NEW)*



**Jeff Machols**  
VP, Head of Continuous  
Improvement Center  
**Voya (NEW)**



**Fernando Maffessoni**  
VP, Technology &  
Shared Services,  
LATAM  
**Anheuser-Busch InBev**



**Clemmie Malley**  
**Enterprise Automation**  
**COE Lead**  
**NEXTEra Energy**



**Chris McCann**  
Director of Strategy  
and Enablement, Global  
Business Services  
**Bose**



**Dan Melchior**  
VP of Global  
Enablement: Process &  
Capabilities  
**McCormick (NEW)**



**Marcia Moran**  
VP, Global Finance  
Shared Services  
**Mylan**



**Charles Morgan**  
VP, Finance Shared  
Services  
**Aetna**



**Lisa Murphy**  
VP, Global Shared  
Services  
**Whole Foods Market**  
*(NEW)*



**Tom Nesteruk**  
EVP, Shared Services  
**CACI**



**Eddie Northen**  
SVP, CFO and Treasurer  
**Rollins, Inc.**

# Industry Speakers



**Jose Ordinas-Lewis**  
Head Robotics  
Automation Centre  
**Swiss Re**



**Bill Parker**  
VP of GBS  
**AECOM**



**Cindy Pauls**  
Director of Shared  
Services  
**Borden Dairy  
Company**



**Claudia Petrocchi**  
Head of Global HR  
Customer Support  
Services and IM CoE  
**Ericsson (NEW)**



**Robert Phillips**  
AVP, Finance  
and Continuous  
Improvement  
**Canadian Tire  
Corporation**



**Shadi Rezvan**  
Senior Manager of  
Shared Services  
Transformation  
**Twitter**



**Xavier Rodriguez**  
Global Director,  
Finance Shared  
Business Services  
**Technicolor (NEW)**



**Ana Rogers**  
Senior Director of  
Shared Services  
**Syniverse**



**Tony Saldanha**  
VP, IT & GBS, **formerly  
P&G (NEW)**



**Ken Somers**  
VP & Head of Strategy  
and Governance -  
Enterprise Shared  
Services at  
**XL Catlin (NEW)**



**John Sparks**  
Senior Director,  
Shared Services  
Operations  
**World Vision**



**Kumar Subodh**  
Executive Director,  
Data, Analytics and  
Shared Service  
**JPMorgan Chase & Co**



**Victor Susman**  
Senior Director, GBS  
Global Delivery  
**Kimberly Clark (NEW)**



**John Transier**  
SVP, Finance  
**Harland Clarke**



**Marianela Urgelles**  
Shared Service Center  
Director  
**Intel Corporation  
(NEW)**



**Christian Yllescas**  
Business Service Head  
for the Americas  
**LEDVANCE (NEW)**



**Karla Younger**  
VP, HR Shared  
Services  
**Coca-Cola Company**



**Pamela Wolfe**  
Chief, Enterprise  
Services Division  
**NASA**



**Richard Varga**  
Global Process Leader  
of GBS  
**GE**



**Ruben Vargas**  
Sourcing Director  
**Thomson Reuters  
(NEW)**



**Pam Velcheck**  
Senior Manager,  
HR Global Service  
Delivery Lead  
**General Mills**

KEYNOTES & SPEAKERS

FUTURE OF BUSINESS SERVICES

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# Plenary and Keynote Overview

Tuesday, March 12, 2019

## DAY 1

**PANEL:** Using Transformation as an Opportunity in Shared Services and GBS

**PLENARY:** The Future of Work & Shared Services: Preparing Your Teams for Organizational Change & Untapped Opportunity

Hosted By: **ScottMadden**

**PLENARY:** 1300% Increase in Cyber Attacks: How to Protect Your SSO

**FIRESIDE CHAT:** Robotic Process Automation State-of-the-State: Where We Are and Where We're Heading

Hosted by: **AutomationAnywhere**

**PANEL:** Lessons from Deconstructed and Reconstructed Global Business Services



Wednesday, March 13, 2019

## DAY 2

**BIG PICTURE:** Unleashing Blockchain for Enterprise

Bettina Warburg, Blockchain Researcher, Entrepreneur & Educator

**PLENARY PANEL:** When Digital Meets Business Process Management

Hosted by: **Infosys BPM**

**PLENARY:** The Evolution Story: Intelligent Automation on Demand

Hosted by **Antworks**

**PLENARY:** Operating Models of the Future - What to Expect in 2030

Hosted by: **ISG**

**PLENARY:** The Disney Evolution Story: Digital Operations through AI-Driven Automation

Hosted by: **WorkFusion**

**BIG PICTURE:** The Game Changing Experience: Building a Culture of Customer Service that Crushes It!

Robert Richman, Culture Architect and Customer Experience Expert, Co-Creator of **Zappos Insights**

**PLENARY PANEL:** The Results Are In! Meet The Most Admired SSOs in the World

Hosted By: **SSON Analytics**



Thursday, March 14, 2019

## DAY 3

**BIG PICTURE:** Think Like an Explorer: Doing What Has Never Been Done Before

Cathy O'Dowd, 1st Female to Summit Mt. Everest

**PLENARY:** Five Ways Process Mining Can Help Streamline Your Business, Increase Transparency & Empower Faster Operations

Hosted by **Celonis**

**PLENARY:** Unleashing Intelligent Automation Across the Industry

Hosted by **BluePrism**

**PLENARY:** How Microsoft Uses Blockchain Technology to Revolutionize the Payments Process

Hosted by: **EY and Microsoft**

**KEYNOTE:** The Changing Landscape of Sourcing in a Post-Automation World

Hosted by: **HfS**



# WHAT WILL *tracks focus on* IN 2019?

## Brand New Tracks for 2019!

### Shared Services Essentials (No RPA Content in This Track)

You asked for it! More content focused on value creating opportunities beyond RPA. This track is VOID of any discussion around intelligent automation. What you will find, are loads of best practices for scope expansion, change management, metrics, continuous improvement and more!

### Disruptive Technology

RPA is the gateway drug to AI and true digital transformation. This track will explore what's next for SSOs who are looking to scale RPA, combine RPA with AI and explore new areas such as Machine Learning, cognitive technologies, chatbots and more.

## Empowering Woman

### Women in Shared Services

We are familiar with the typical issues regarding gender bias in the workplace. Despite these findings, there are still far too few women in leadership positions, especially those in shared services who should have a clear path to the C-suite. This track will suggest ways to identify and empower high performing women and provide specific examples on how to close the gender gap.

## Moving Up the Maturity Curve!

### Planning and Launching

Starting out on a journey towards developing shared services? This track will explore the key considerations, challenges and opportunities to building and sustaining a winning SSO!

### Evolving

You've made it past the first 18 months, and have your SSO up and running. What's next? Sessions in this track will offer guidance on strategy development and long-term value creation through functional expansion, end-to-end transformation, talent development and more!



## Spotlight on LATAM

Designed exclusively for business service leaders in the Latin America region, these sessions lay the groundwork for business service transformation through people, process, change and technology. LATAM leaders from Uber, Thomson Reuters, Ledvance, Herbalife and many others will talk RPA, IA, cultural transformation and more!

## Functional Focused Tracks!

### Finance & Accounting

The finance and accounting function is seeing tremendous change. Driven by automation and pressures to elevate the strategic nature of the business, F&A leaders are working tirelessly towards functional excellence. Take away best practices for achieving enhanced visibility, stronger compliance and a faster close. Learn how to optimize the vast array of digital technologies for modern day finance.

### Customer Experience

The difference between success and failure can commonly be found in how much time is invested in meeting the needs customers. This track will explore strategies to engage employees more effectively and elevate shared services within an organization.

## The Intelligent Enterprise

### Intelligent Automation Track

Hosted by Automation Anywhere this track features best practices and top-quartile case studies to begin and advance your digital workforce journey with Bots. Sessions focus on robotic process automation (RPA), cognitive automation and embedded analytics.

### Analytics in Shared Services

With meaningful data more readily available, SSOs have the opportunity to inform strategic and operational decisions. This track will focus on how to master data and use various analytics to move shared services up the value chain.

# Future Of Business Services

BY INVITATION ONLY

Hosted by: 

## Main Conference Day 1

Tuesday, March 12th, 2019 • 3:40 - 5:50

- 3:40 - 4:20 **Engineering a Culture of Customer Intimacy at Scale**
- 4:25 - 5:05 **How Business Services Enables Movement of 21st Century Enterprise**
- 5:10 - 5:50 **The Role of Outsourcing in an Age of Automation**

## Do I Qualify?

Access to the Future Business Services Room is available solely to individuals who meet all of the below, clearly defined criteria:

- Multi-Location (Minimum of 2 centers that are geographically diverse)
- Multi-Process (Minimum of 5)
- External Budget of at least 5 million
- Company revenue at least 5B+
- Has 5+ years experience in running a SSO

## Main Conference Day 2

Wednesday, March 13th, 2019 • 3:10 - 5:20

- 3:10 - 3:50 **Workforce of the Future**
- 3:55 - 4:35 **End-to-End Transformation**
- 4:40 - 5:20 **Analytics in Shared Services and Global Business Services**

To confirm eligibility and register to attend contact [Kayla.Ambrose@iqpc.com](mailto:Kayla.Ambrose@iqpc.com)

☆☆☆  
FAN  
FAVORITE  
IN 2018!

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SPEAKERS

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PRESENTING OUR 2019

# *Shared Services and Outsourcing Week*

OFFICIAL AGENDA

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FUTURE OF BUSINESS SERVICES

2019 AGENDA

SSOW EXPERIENCE

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VENUE

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# Pre-Conference Site Tour Day

Monday, March 11th, 2019

1:00 – 6:00 Site Tours Hosted By: Johnson & Johnson, Coca Cola, Citi & Bristol-Myers Squibb

SITE TOUR A	SITE TOUR B	SITE TOUR C	SITE TOUR D
<p><b>JOHNSON &amp; JOHNSON GLOBAL SERVICES TOUR: Elevating the Employee Experience</b></p> <p>As a global leader in healthcare, J&amp;J was challenged to adapt to the changing field, maximize competitiveness in their business sectors, and continue to benefit patients, customers, and consumers over the long term.</p> <p>Their Global Services Organization was created as part of an enterprise program. It focused on delivering simplified, standardized services and establishing 5 regional hubs to provide services across J&amp;J's HR, Procurement and Finance functions.</p> <p>Global Services and all five regional hubs have been created with the "employee experience" at the center. The impact? Employee engagement scores higher than the industry average, and increased productivity and greater value for our organization and customers.</p> <p>During this site tour, participants will explore J&amp;J's:</p> <ul style="list-style-type: none"> <li>National Hub in Tampa, which was founded on providing a "Great Place to Work" for employees</li> <li>Flexible working space, which has the latest technology and tools, healthy food options, fitness options, and "recharge" spaces</li> <li>Journey towards establishing a global services organization that operates with a defined culture and programs for sustainable growth.</li> </ul> <p><i>Limited to the first 50 people.</i></p>	<p><b>COCA-COLA: Into The World of HR Intelligent Automation and Beyond</b></p> <p>In 2009, Coca-Cola Enterprises opened a North American HR SSC. In 2010, it was acquired by The Coca-Cola Company amid company integration work to create a new business unit –Coca-Cola Refreshments. Now, after further internal company transformation, the HR SSC is part of a multi-function business service providing support to Coca-Cola franchise bottlers.</p> <p>The HR SSC has over has 200 employees and has put a focus on chatbots, robotic process automation and artificial intelligence to improve the employee experience, while continuing to drive process and technology improvement.</p> <p>This is an exciting opportunity to see firsthand how Coca Cola is using automation within HR processes.</p> <p>During this site tour, participants will explore:</p> <ul style="list-style-type: none"> <li>The Employee Contact Center</li> <li>Personnel Administration</li> <li>Payroll Operations</li> <li>Talent Acquisition</li> <li>HR Support (includes knowledge content and business process management solution)</li> </ul> <p>Hosted By: Karla Younger, VP, HR Shared Services, <b>Coca-Cola</b></p> <p><i>Limited to the first 70 people.</i></p>	<p><b>CITI: Shared Services Center Tampa</b></p> <p>The Citi Tampa site established in 1983 supports more than 30 unique lines of business including: a large Anti-Money Laundering Operations, Shared Services, Global Banking Functions, an Institutional Client Group and Technology operations. Citi maintains proactive relationships with 20 community partners and has donated nearly \$250,000 throughout the Tampa Bay community.</p> <p>With more than 7,400 employees, the Citi Tampa site has experienced a work evolution from a process-oriented site to a more client-centric and middle office roles today.</p> <p>As part of the tour of Citi Tampa visitors will:</p> <ul style="list-style-type: none"> <li>Learn how Citi processes and manages work across global locations.</li> <li>Get a first-hand look at a Global Security Operations Center</li> <li>Explore how employees work in a shared services environment</li> </ul> <p>Hosted By: Jennifer Suarez Jankes, Director and Associate General Counsel, <b>Citi Tampa</b> &amp; Sterling Ivey, Site Manager and Public Affairs Director, <b>Citi Tampa</b></p> <p><i>Limited to the first 50 people.</i></p>	<p><b>BRISTOL-MYERS SQUIBB: North American Capability Center Site Tour</b></p> <p>The Bristol-Myers Squibb North America Capability Center, which opened in January, 2014, recently expanded to a state-of-the-art facility in Tampa, Florida, and provides strategic assets for delivering end-to end process excellence and innovation.</p> <p>The center offers high knowledge-based capabilities and services across multiple disciplines and is part of our ongoing effort in continuous process improvement. The site has over 500 employees collaborating in R&amp;D, Business Operations, Finance, IT, Commercial and Marketing Services and Human Resources. At the North America Capability Center, BMS continues to explore ways to simplify processes and increase the efficiency and effectiveness of our operations.</p> <p>Hosted By: Wayne Lewis, Associate Director, Communications and Community Relations, <b>Bristol-Myers Squibb</b></p> <p><i>Limited to the first 30 people</i></p>
<p><b>6:30 PM</b></p> <p><b>Welcome Mixer!</b> Come Join the Outdoor Fiesta</p> 			

**SOLD OUT for 2019**

KEYNOTES & SPEAKERS  
FUTURE OF BUSINESS SERVICES  
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8:00 - 10:00 Interactive Workshops A-E

WORKSHOP A	WORKSHOP B	WORKSHOP C	WORKSHOP D	WORKSHOP E
<p><b>Shared Services 101: Setting A Course For Success and Avoiding Possible Pitfalls</b></p> <p>A clear strategy, a detailed business case, a phased approach and a focus on change management are critical to the success of a new shared service operation. This workshop will delve into the must haves for shared service success and explore the most common implementation pitfalls to keep you ahead of the curve.</p> <p>In this workshop, participants will:</p> <ul style="list-style-type: none"> <li>• Discuss the strategic drivers for attracting corporate budget/funding</li> <li>• Highlight the critical activities for design, implementation and stabilization</li> <li>• Review the key tech and automation available</li> <li>• Review the common design and implementation pitfalls</li> <li>• Pinpoint the practical change management techniques to win in business</li> </ul> <p>Brad DeMent, Partner, <b>ScottMadden</b></p> <p>Hosted By:</p> 	<p><b>Building Next Generation HR Shared Services: 5 Steps to Creating &amp; Delivering Higher Value Services</b></p> <p>With the emergence and maturity of self-service, integrated services, intelligent automation and analytics, how does your HRSSO navigate this ever-changing landscape? Figuring out what deserves the most focus in the next 18 - 24 months, developing a strategic framework and successfully carrying out new initiatives will set the course for greater value, enhanced employee experience, competitive advantage and greater ROI. Your leadership will thank you!</p> <p>In this workshop, participants will:</p> <ul style="list-style-type: none"> <li>• Examine the top priorities of top performing HR SSOs</li> <li>• Evaluate ways to stay current with customer needs and desires</li> <li>• Create a roadmap for the next 18 -24 months</li> <li>• Develop a guide to start implementing self-service options or refine those already in place</li> <li>• Build a step-by-step strategy to fully automate HR processes</li> </ul>	<p><b>Blockchain Implications &amp; Benefits for F&amp;A Processes</b></p> <p>Business blockchains are being used today to help reinvent how transactions are managed. They can reduce the time and cost of almost any process, enabling near real-time operations. Business Blockchains deliver a high degree of accuracy and with significantly less risk than many alternatives. So, how can SSOs begin integrating blockchain capabilities into their organizations? Learning about blockchain technology basics, assessing how blockchain is an opportunity for SSOs, and outlining the first steps towards blockchain implementation are a good starting points.</p> <p>In this workshop, participants will:</p> <ul style="list-style-type: none"> <li>• Develop a clear understanding Blockchain 101 and the advantages of adding it to processes</li> <li>• Examine where blockchain can have the most impact on end-to-end F&amp;A processes</li> <li>• Assess several use cases for blockchain and F&amp;A processes</li> <li>• Evaluate the limits of blockchain's applicability within F&amp;A</li> </ul> <p>Gerard Dache, President, <b>Government Blockchain Association</b></p> 	<p><b>Roadmap for Your First 12 to 18 Months of RPA Implementation</b></p> <p>Robotic Process Automation can provide significant benefits to SSOs seeking to automate processes, increase productivity and free up hours to take on more value added work. So, how do you get started? What do you do once you have your first bot in place? What comes next? What trends do you need to be thinking about in this evolving area? This session is ideal for those who are launching, or have their first few bots and are looking to increase their supply.</p> <p>In this workshop, participants will:</p> <ul style="list-style-type: none"> <li>• Explore the most common goals of implementing RPA as well as the risks involved</li> <li>• Discuss how to 'sell' RPA to stakeholders when launching and how to gain support for growing your program</li> <li>• Dissect lessons learned from planning and implementation</li> <li>• Examine how to select and assemble robots in a process with workflow and process orchestration</li> <li>• Outline the trends you need to be aware of for the next 12 to 24 months</li> </ul> <p>Phil Searle, Founder and CEO, <b>Chazey Partners</b></p> <p>Craig Ackerman, Global Head, RPA, <b>Chazey Partners</b></p> <p>Hosted By:</p> 	<p><b>Competencies for Effective Senior-Level Shared Services Leadership</b></p> <p>While the ability to cut costs and achieve revenue growth will always be important, today's leaders must exhibit skills sets way beyond a transactional executor. The current environment requires leaders to have cheetah-like speed and agility, to be a strategic visionary, to take calculated risks, and have the ability to break down silos while managing the change presented in geographic expansion. However, often leaders are reluctant to let go of what got them to their current state of success. For those leaders who make this expansion, the rewards are positive, their people grow, engagement increases, creativity emerges, and through greater alignment, more is achieved in shorter time.</p> <p>In this session, participants will:</p> <ul style="list-style-type: none"> <li>• Discuss the shared services competencies required in an ever-changing environment</li> <li>• Move from a management mentality to incorporate more complex leadership skills</li> <li>• Receive proven strategies to sharpen people-related skills</li> <li>• Receive a development plan to kick-start transformation efforts</li> <li>• Move from doing to influencing in complexity, setting direction, creating a culture and building alignment</li> </ul> <p>Cindy Haffafey, Managing Director, <b>UHY</b></p> <p>Hosted By: <b>UHY</b></p> 



# Main Conference Day One

Tuesday, March 12th, 2019

10:15 - 12:15 Interactive Workshops F-J

WORKSHOP F	WORKSHOP G	WORKSHOP H	WORKSHOP I	WORKSHOP J	MASTERCLASS
<p><b>Shared Services 501: Taking Your Service Delivery Organization to the Next Level</b></p> <p>Value creation falters when things are stagnate. So, it is essential to increase offerings in a manageable framework and rethink a traditional view of shared services.</p> <p>In this workshop, participants will:</p> <ul style="list-style-type: none"> <li>• Create an outline for digital strategy</li> <li>• Map out sustainable governance structures for RPA (Robotic Process Automation) and IA (Intelligent Automation)</li> <li>• Identify ways to continue to expand Centers of Excellence (CoEs)</li> <li>• Examine additional ways to expand to regional or global delivery models</li> <li>• Evaluate ways to launch predictive and prescriptive analytics</li> <li>• Dissect ways to achieve business customization without losing efficiency</li> </ul> <p>Brad DeMent, Partner, <b>ScottMadden</b></p> <p>Hosted By:</p> 	<p><b>Continuous Improvement 2.0: Embedding Into the Fabric of Shared Services</b></p> <p>As shared services structures, technologies and processes continue to evolve at a rapid pace, traditional CI programs may no longer suffice. To keep pace with advancements in automation, RPA, Machine Learning and BPM-based CI, now is the time to reassess our current programs, metrics, strategies and methodologies. The idea of CI in the digital age does not mean that the core goal is different. Rather, the path we take to get there must match up to a new strategy and set of goals.</p> <p>In this workshop, participants will:</p> <ul style="list-style-type: none"> <li>• Discuss how and where Continuous Improvement fits into a successful IA program</li> <li>• Understand how to identify processes for automation and their problem statements and risks</li> <li>• Develop a roadmap with a supporting business case showcasing the value of your automation program</li> <li>• Identify up and downstream processes from your process that are ripe for intelligent automation to ensure maximum success</li> <li>• Understand the advantages that customers and associates can derive from the typical improvement benefits that automation can provide</li> </ul> <p>Brent LaRoche, Principal, Operational Excellence, <b>LSSMBB MBA Agilify</b></p> <p>Darin Munn, Automation Implementation Lead, <b>Agilify</b></p> <p>Hosted By: </p>	<p><b>How Design Thinking Can Improve the Success of Your SSO</b></p> <p>The exploration of design thinking allows leaders to take a human-centric approach to defining, reframing, ideating, prototyping and testing solutions for issues that may face an organization. It is no wonder shared services owners are using it to develop and deliver superior customer experiences, and and to new and innovative ways to serve their customer base and reduce costs.</p> <p>In this workshop, participants will:</p> <ul style="list-style-type: none"> <li>• Conduct a careful assessment of the pros and cons to using design thinking to produce more disruptive solution ideas</li> <li>• Strategize ways to collaborate effectively with partners that to help increase capacity and capabilities to create successful transformation in various shared service functions</li> <li>• Align design thinking with cultural expectations of shared services stakeholders</li> <li>• Generate new and innovative solutions that can be implemented in HR functions and beyond</li> <li>• Outline strategies to use design thinking to solve daily issues</li> </ul>	<p><b>Beyond Implementation: Taking Your RPA Program to New Heights</b></p> <p>One bot is live, but you want multiple bots with the same status. It is time to reflect on what worked, what didn't work, what ROI the implementation provided, how future implementation might change governance structures and what technologies might be disrupting SSOs next.</p> <p>In this workshop, participants will:</p> <ul style="list-style-type: none"> <li>• Explore cases of top performing RPA implementation in SSOs</li> <li>• Hear what's next for organizations that have made it through pilot and implementation</li> <li>• Discuss expansion plans for multiple bot deployment</li> <li>• Review the different projects a robot can perform and what should be prioritized</li> <li>• Learn what future cycles might look like in a world with multiple bots deployed</li> <li>• Review the technologies that will be disrupting shared services organizations in the next 18 - 24 months</li> </ul> <p>Mark Davison, Global Partner, Robotic Process and Cognitive Automation, <b>ISG</b></p> <p>Scott Furlong, Partner, <b>Information Services Group</b></p> <p>Hosted By: </p>	<p><b>Building End-to-End Process Management, Governance &amp; Ownership</b></p> <p>End-to-end process management integrates a company's business activities to match the way external parties (customers, vendors, regulators) experience the company. This drives efficiency, fuels market-based innovation and facilitates collaborative problem solving.</p> <p>As transformational technologies provide new leverage for standard systems and shared service operations, end-to-end process governance provides a powerful means to integrate technology with the organization's business objectives.</p> <p>In this workshop participants will:</p> <ul style="list-style-type: none"> <li>• Review the design of an end-to-end process management approach</li> <li>• Build end-to-end process management</li> <li>• Structure governance models to drive operational performance improvements in business</li> </ul> <p>Kane Peschl, Robotic Solutions Specialist, <b>Redwood Software</b></p> <p>Hosted By: </p>	<p><b>Preventing Fraud and Managing Risk in P2P</b></p> <p>Fraud scams are growing both in frequency and in sophistication. The 2018 survey from the Association of Certified Fraud Examiners shows an estimated 5 percent of corporate revenues are lost to fraud scams annually. To protect your company's revenue, you need to be able to monitor for financial, reputation, compliance and geopolitical risks. During this MasterClass, attendees will learn how to improve supplier relationships, reduce fraud and risk, and drive strategic programs with the best possible vendor master data achieved through automated data scrubbing and enrichment, supplier self-service, and continuous monitoring. This session explores how you can:</p> <ul style="list-style-type: none"> <li>• Manage these risks with intelligent technologies</li> <li>• Consolidate and analyze previously incompatible information from all your procure-to-pay platforms, commercial or homegrown</li> <li>• Proactively detect, analyze and prevent issues before they lead to costly losses.</li> </ul> <p>Joni Geurts, Accounts Payable Manager, <b>JetBlue Airways</b></p> <p>Danny Thompson, Senior Vice President, Market and Product Strategy, <b>ApexAnalytix</b></p> <p>Hosted by: </p>

# Main Conference Day One

Tuesday, March 12th, 2019

11:00 **Main Conference Registration Opens & Networking**

12:30 - 12:40 **SSON Opening Remarks**

Heather King, Divisional Director, **SSON Americas**

12:40 - 12:50 **Opening Remarks from the Chairperson**

Brad DeMent, Partner, **ScottMadden**

12:50 - 1:30 **KEYNOTE PANEL: Using Transformation as an Opportunity in Shared Services & GBS**

Does it seem that every company is going through a transformation? There is no doubt that we are living in an increasingly transformative period, classified as the age of acceleration. This acceleration is illustrated by massive disruption happening at high velocity to our traditional business practices. It is an age in which entire industries are being reshaped with routine business models being rendered useless in favor of more agile people, plans and processes. It's a period where the premium for more innovative and effective shared services operating model design and execution has never been more important. Let's talk about how transformation can actually be the catalyst to finally move your SSC to multi-functional, or your multi-functional SSC to a GBS or your GBS into a truly valued business partner. We'll explore specific examples of what to do (or not do) during transformation with guidance on how to leverage new knowledge, processes, practices and talent. Don't miss this lively keynote panel to hear how several SSOs are capitalizing on their organization's transformation.

Moderator: Krishna Nacha, Head of GBS, **Wipro**

Suzanne Leopoldi-Nichols, President of GBS, **UPS**

Steven Jo, COO, Transformation Office, **Silicon Valley Bank**

Kamila Grembowicz, SVP, GBS, **Adidas Group**

Kelly Litster, SVP, Finance Shared Services, **MGM Resorts International**

Cathy Bilotta, Senior Director, Strategic Initiatives, Global Business Services, **Raytheon**

Hosted by:



1:30 - 2:00

**PLENARY: The Future of Work & Shared Services: Preparing Your Teams for Organizational Change & Untapped Opportunity**

With 50% of the global workforce being mobile by 2022 and a massive shift in generation leadership, SSOs must be ready to handle the next wave of change. It will be essential for SSOs to leverage the convergence of technological advancements and generational shifts that are transforming the way people work. This keynote will examine global workforce trends including: the shift to digital natives, the challenges and changes affecting rules relating to U.S. visas and gender diversity within business service; the upskilling of current talent to meet and exceed new expectations in a digital era; and how to effectively cope with "automation anxiety" amongst different populations.

Hosted by:



2:00 - 2:30

**FIRESIDE CHAT INTERVIEW: Robotic Process Automation State-of-the-Union: Where We Are and Where We Are Heading**

RPA is now mainstream - by 2021 the market will reach \$2.9 billion dollars. This does not mean that every organization has scaled RPA fully or that some have even started on their journey towards RPA implementation. However, what it does signify, is that there are plenty of lessons learned and numerous burning questions. What is the provider community doing to keep up with demand? How are they scaling up? How are they building in AI components into current offerings and how will this impact SSOs who are down the path with RPA? What does their innovation roadmap look like? How does it differentiate from a BPO? Acquisitions and IPO - how will they keep up with new demand and maintain a level of customer service? What are the innovative RPA org. models being developed within SSOs? This fireside chat will explore the biggest successes and the largest lessons learned from RPA implantation and what the future holds for our industry.

Interviewer: Mihir Shukla, CEO, **Automation Anywhere**

Hosted by:



For Track Sessions Click Here

# Main Conference Day One

Tuesday, March 12th, 2019

2:30 - 3:10 **Networking Break and Demo Drive**

3:10 - 5:20 **Concurrent Track Sessions**

Click on one of the tracks below to view full session information

PLANNING &  
LAUNCHING

EVOLVING

MATURING

SHARED  
SERVICES  
ESSENTIALS

DISRUPTIVE  
TECH

HR VISION



5:25 - 5:55 **PLENARY: 1300% Increase in Cyber Attacks: Leverage Shared Services to Protect Your Operation**

A few years ago, cyber attacks were considered a 'national emergency'. Not much has changed. Interestingly, the current administration suggested that shared services can be leveraged to help address some of the unique challenges faced by agencies, and communities that can lag behind in terms of cybersecurity capabilities. This plenary will explore strategies to improve cybersecurity in SSOs, what processes need to be in place, what data needs to be protected, how to create the infrastructure and foundation to protect it, how GDPR will change the way you are protecting your data, and strategies for avoiding fraud and phishing.

Ryan Loy, CIO, **EBSCO**

5:55 - 6:35 **PANEL: Lessons from Deconstructed & Reconstructed Global Business Services**

Global business services are put into place to help optimize E2E processes, create stronger frameworks and governance, deliver expanded value through multiple functional areas and enable speed and agility at scale. The model is proving successful for many, but for some centralized groups, the model is introducing greater organizational complexity without better performance. This panel will explore the reasons organizations have chosen to deconstruct their global business services or reconstruct them as pressures, drivers and needs have changed for their organization. Further discussion will be had on why and how the change is happening, and what the future value proposition and operating model is for GBS organizations.

Alexander von Thielmann, SVP of Shared Services, **Siemens**

Tony Padilla, Director, Enterprise Services & Integration, **The Boeing Company**

Rodney Bergman, SVP, Global Business Services, **Celestica**

David Naismith, Senior Director, Strategy & Operations - Employee Services, **Cisco**

Benjamin Greenberg, Director, Global Business Services, **General Motors**

6:35 **SSOW Welcome Reception**

KEYNOTES &  
SPEAKERS

FUTURE OF  
BUSINESS SERVICES

2019  
AGENDA

SSOW  
EXPERIENCE

SPONSORS &  
EXHIBITORS

VENUE

PRICING &  
REGISTRATION

7:15 **Coffee & Registration**

8:00 – 8:10 **Highlights From SSON's State of the Shared Services Market Report**

Heather King, Divisional Director, **SSON Americas**

Alyssa Kierkegaard, Deputy Divisional Director, **SSON Americas**

Barbara Hodge, Global Editor, **Shared Services and Outsourcing Network (SSON)**

8:10 – 8:20 **Chairman's Opening - Day Two**

Brad DeMent, Partner, **ScottMadden**

8:20 - 9:05 **KEYNOTE: Unleashing Blockchain for Enterprise**

Imagine a world where massive industries like banking, healthcare, and insurance are dramatically transformed - a world where trade is facilitated not by age-old models of commerce and finance. Instead, it is facilitated through a distributed, transparent, and trustable system. Would there be value in moving to a system like this and what would happen to shared services if this became the new model? In this session, Bettina will explore how blockchain will change the way business view the world, what still needs to change for it to be widely implemented, what regulations are hampering the market, and what organizations are already exploring the technology in much more depth and seeing the payoff.

Bettina Warburg, Blockchain Researcher, **Entrepreneur & Educator**

9:05 - 9:35 **PANEL: When Digital Meets Business Process Management**

Digital technologies are affecting the way that BPOs are conducting business with their clients. The focus on providing omni-channel experiences, leveraging efficiencies that are being seen by implementing intelligent automation – like using chatbots,, and creating customized experiences are not going anywhere. So, how are outsourcing trends affecting SS & GBS? This panel will explore the trends that are impacting service centers, the most current strategic imperatives for outsourcing, case studies of successful digital transformation with the assistance of BPOs, and where and what are the opportunities for growth in 2019.

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

Manny Korakis, SVP, Corporate Controller and CAO, **IQVIA Holdings**

Hosted by:



9:35 - 10:05 **PLENARY - The Evolution Story: Intelligent Automation on Demand**

Imagine a world where automation happens within a much shorter timeframe – a few months, weeks, days or even hours – depending upon on your level of robotic implementation. Then, imagine a world when a robot can adapt workflows as operations change. Is it possible? This session will explore what the next iteration of robotic process administration looks like, how it can adapt as your business grows and changes, what safety measures are implemented, how it will integrate with other software, and how to manage it all effectively.

Hosted by:



10:05 - 10:45 **Morning Coffee & Networking Demo Drive**

10:45 -12:25 **Interactive Discussion Groups – Pick Three!**

[Refer to Pages 19 - 22 for more details.](#)

## INTERACTIVE DISCUSSION GROUPS - PICK THREE!

During this part of SSOW, delegates will be sorted into groups of 20 to take part in Interactive Discussions around the topics below. Delegates will get the opportunity to select three topics and will rotate between their choices every 40 minutes. Discussion groups are kept small to ensure all delegates get the opportunity to ask their most pressing questions, ensuring a perfectly tailored experience

**1st Group:** 10:45 - 11:15 | **2nd Group:** 11:20 - 11:50 | **3rd Group:** 11:55 - 12:25 | *5 Minutes to Move to Each New Discussion Group*

### IDG 1: Is Your Talent Ready for Digital?

With new talent coming:

- What impact does the gig economy have on shared services?
- Which talents/ skills are SSOs seeking in today's environment?
- What work is best for short-term contractors?
- How are we preparing our organizations for rapid change and how are we handling resistance?
- What are examples of modern career paths?

Hosted by:



**Sold Out in 2018**

### IDG 2: Measure What Matters: Reassess Your KPIs for Ultimate Performance

With measurement being the biggest game in town:

- What metrics are you tracking?
- Which tracked metrics failed / succeeded?
- What is worth or not worth the investment?
- What metrics are most important for IT, HR and F&A SSOs to track?

### IDG 3: Next Generation Travel & Expense Management

With travel and mobility an essential part of business:

- What are you doing to support the mobility needs of your customers?
- How do you manage expectations during travel issues?
- How could you better support mobility and travel?
- What processes or technology do you use for assistance?

Ana Rogers, Senior Director of Shared Services, **Syniverse**

Allen Bloch, Regional Account Executive, **SAP Concur**

Hosted by: **SAP Concur**

### IDG 4: Business Continuity Planning (BCP)

As it is critical to test a BCP each year:

- What are other SSOs including in their communication plans in the event of emergencies?
- What is prioritized among facilities, personnel, systems, records, internal and external dependencies?
- What roles are assigned in the content of initial response, continuity plans and restoration?

### IDG 5: Change Management: Morphing into a Beautiful Butterfly

With change often being ugly:

- What does effective change management look like in an SSO organization?
- What are examples of processes that can withstand change and transformation?
- Which processes tend to get muddled during change? How do you avoid this?

Lisa Murphy, VP, Global Shared Services, **Whole Foods Market**

### IDG 6: Please Take a Seat at the C-Suite Table

As getting the ear of the C-Suite is a challenge:

- What are the biggest challenges / hurdles of getting a seat at the C-Suite table?
- Which metrics have helped you get in the door and stay there as an SSO?
- What processes need to be in place to ensure your SSO is noticed by the C-Suite?

Manny Korakis, VPS - Corporate Controller and CAO, **IQVIA Holdings**

### IDG 7: The Changing Value Proposition of Outsourcing

With re-upping of contracts and tech being the newest pressure on BPOs:

- Why are organizations investing in BPOs?
- What new offerings are BPO providers providing their clients?
- What do contracts look like and how are they changing in today's intelligent automation heavy space?

### IDG 8: Stop Herding Cats and Start Managing Your Vendors Effectively

With vendor management always being complicated:

- Which strategies do you employ for managing multiple vendors?
- What leads to vendor management failure?
- What helps you manage vendors along the way?

# Main Conference Day Two

Wednesday, March 13th, 2019

## IDG 9: Using Design Thinking For Business Process Innovation

You have 40 minutes to design a SSO model:

- What would it look like?
- What functions would be omitted?
- What processes would be included?
- What processes would be left behind?
- Who would run it?
- What technologies would be used?
- What technologies would not be necessary?

James Alessandrini  
Director of HR Analytics & Shared Services  
**Loews**

## IDG 10: Hack the Bot, Don't Let the RPA Bot Hack You

With bot implantation becoming more and more common:

- How is your bot ensuring that data is secure?
- How is your bot regression testing?
- How does your bot identify weaknesses?
- How are you identifying global best practices and communicating them to your bot?
- What is the real cost of implementation?

Jeremy Lehman, General Manager,  
**Softmotive**



## IDG 11: Process Mining for Process Efficiency

Improving process efficiency and understanding process should be goals of any shared service leader. To that end:

- Where can process mining be applied in shared services functions?
- What are the three classifications of process mining and when can they or are they applied?
- What pieces of information are needed to launch process mining?
- What information is optional when launching?
- What will make your process mining initiative successful?

## IDG 12: Destination: RPA Center of Excellence

The goal is an RPA Center of Excellence:

- How is the Center integrated into the organizational structure?
- How are roles, responsibilities and reporting lines defined?
- What does collaboration with IT architecture, infrastructure and security look like?

Hosted by:



**Sold Out in 2018**

## IDG 13: Strategies for Designing Global Payroll

With automation proving to be a game changer:

- What will global payroll systems look like in the future?
- What technology platforms are being used most?
- How are SSC automating and standardizing their global payroll systems?
- What compliance measures are of most concern?
- Who is primarily managing the data?
- Is the management of data sourced internally or externally?

Rogério Hiramoto, LATAM HR SSC Head,  
**Samsung**

## IDG 14: Benefits of Blockchain Applications Across Order-To-Cash, Record-To-Report & Procure-To-Pay

With blockchain being "the new cool kid in town", SSOs need to know:

- How blockchain be used in shared services?
- How blockchain can be useful outside of finance and accounting shared services?
- What other technologies apart from blockchain might have a real impact and why?

## IDG 15: Developing Global Process Owners

With global process ownership being advantageous:

- What are the best reasons to have global process owners?
- How does one design and implement a scalable structure for sustained success?
- How does a SSO change procedures and governance guidelines into helpful tools for GPO success?
- How do you implement and utilize global measurements and metrics?

## IDG 16: HR Excellence: Driving a Fanatical Focus on Employee Experience via Self-Service

With the employee experience key to the success of shared services:

- What common practices are SSOs employing to ensure that customers feel good about their experiences?
- What self-services are you adding?
- Which traditional models are no longer working or are still functioning?

# Main Conference Day Two

Wednesday, March 13th, 2019

## IDG 17: High-Performance Record-to-Report

With a clean record-to-report being the goal:

- How has record-to-report evolved in the last year?
- What are the biggest challenges in record-to-report?
- How can you achieve high performance record-to-report processes?

Michael Schultz, Director of Finance Transformation, **Blackline**

Hosted by:



## IDG 18: Branding Your SSO to Attract and Retain Talent

With turnover still a huge cost to an organization:

- What strategies are you employing to build a brand that helps attract millennials and retain them?
- What strategies are working or not working to bring in talent?
- How are you developing a vision that will inspire your customers today, tomorrow and in the future?

Amy Gallagher, Managing Director, **UHY Advisors**

Hosted by:



## IDG 19: The Future of Procure to Pay

With secure payments as a top goal:

- What are some of the benefits and challenges of procure-to-pay for in-house deployment, running in the cloud, and private SaaS hosting?
- How are you measuring ROI?
- How do you better maintain control and avoid security issues depending on how you deploy your procure-to-pay?

Hosted by:



## IDG 20: Evolution of Order-to-Cash

Finance functions have been seeing a great deal of change:

- How has order-to-cash evolved in the last year?
- What are the biggest challenges you face in processing documents in order-to-cash?
- How has automation helped in the processing of order-to-cash? What opportunities does automating create for a SSOs?

Jeff Segebarth, VP, Enterprise Sales, **WorkFusion**

Hosted by:



## IDG 21: The Latin America Shared Services Landscape

With today's sourcing landscape in flux:

- What are the benefits to looking towards the LATAM vs other global locations?
- What are the tax benefits of choosing a LATAM location?
- What value are SSOs in LATAM seeing in today's changing market?

Ruben Vargas, Sourcing Director, **Thomson Reuters**

## IDG 22: What Artificial Intelligence Can Do For Shared Services Processing

With value being at the core of what shared services stakeholders do:

- Can AI really create thousands of hours of saved time?
- How is AI helping finance, HR and other functions?
- What inefficiencies is AI helping to solve in shared services?
- How much is it actually costing to implement AI in shared services organizations?

Hosted by:



## IDG 23: GDPR Impact on Global Services Delivery

Since it is common knowledge that GDPR is here to stay:

- How are you ensuring compliance?
- How has GDPR changed processes?
- How has it affected the way that you gather data?

## IDG 24: Analytics Market Evolution & Trends

With core analytics capabilities remaining in demand, more SSOs invest in exponential technologies to gain a competitive advantage:

- What analytics are showing the most promise - AI and cognitive analytics, machine learning or predictive analytics?
- How will the Internet of Things (IoT) influence the work that SSOs are doing?

# Main Conference Day Two

Wednesday, March 13th, 2019

## IDG 25: Mobile as a Platform for Digital HR Shared Services

With the movement towards mobile platforms becoming more and more common:

- What processes are most common from a technological standpoint?
- What has seen failure to launch in the mobile shared services space?
- What are typical roadblocks to adoption and how do you overcome them?

## IDG 26: Using AI Chatbots in HR Shared Services

With more and more HRSSOs moving from transactional to transformational:

- How are HRSSOs using AI chatbots?
- How are chatbots proving to be an effective solution in HRSS?
- What processes do they handle well / not well?
- What outcomes can you expect from using chatbots?
- What customer service levels are increasing or decreasing?

## IDG 27: Commercializing Shared Services via Carve-Outs

The back-office hasn't been looked at as a solution to balance sheet problems, the "carve out" approach many provide a new way to create a promising future for an organization.

- What three core structural models – joint venture scenarios, selling assets outright, and outsourcing – are being used in carve outs?
- What opportunities are carve outs creating?
- What challenges have to be overcome to successfully implement carve outs?
- How can an SSO gauge readiness for using carve-out models to provide more revenue?

Debroah Kops, Founder, [Sourcing Change](#)

## IDG 28: The Growth of Digitally-Enabled Global Business Services - Are We Really Making Headway?

With technologies affecting the entire system:

- How are technologies affecting GBS processes?
- What does a digitally-enabled GBS look like?
- How do internal and external functions change once technology been deployed?
- What might a GBS of the future look like?
- How is technology governed in a GBS?
- Is it all working? if not, are we making our move back to shared services?

## IDG 29: Evolving Your Master Data Management (MDM) Strategy

With data reporting at the center of many decisions:

- How are SSOs governing data decisions?
- What are SSOs reporting on as it applies to data management?
- What data manipulations are more likely to happen if a function has a more vested interest?
- How are organizations tapping into analytics talent within their SSO?

## IDG 30: Using Business Process Management (BPM) Tech to Manage Workflow and Track Data

While monitoring, evaluating and maintaining a path towards process and project success:

- What BPM software has proven to be best in class and why?
- How can a SSO effectively find a BPM that meets its modeling, automation, execution, control, measurement, optimization and enterprise needs and goals?
- What can an SSO do after it has chosen a BPM software and goals and needs to change?

## IDG 31: Building a Latin America SSO

- Determine your readiness to pilot
- Discuss major points of failure (and how to mitigate) when launching your SSO
- Highlight methods for introducing a lean culture from the start
- Lay the framework to move from transactional to strategic services

Christian Yllescas, Business Service Head for the Americas, [LEDVANCE](#)



# Main Conference Day Two

Wednesday, March 13th, 2019

12:25 - 1:25 **Networking Lunch**

1:25 - 1:55 **PLENARY: Operating Models of the Future - What to Expect in 2030**

Ten years from now, what operating model will your shared services organization be focused on? Will it be a single function, multi-function or global business services operating model? Will the SSO of the culture be virtual or physical? What technologies will be part of the operating model? Or, will it be something different altogether? This plenary will explore and predict what the SSO of the future might look like as they seek to move higher in the value chain by improving and adapting models for better results and heightened ROI.

Hosted by:  **ISG**  
Imagine your future

1:55 - 2:35 **PLENARY: The Disney Evolution Story: Digital Operations through AI-Driven Automation**

The lifespan of established companies is declining while born-digital companies take market share and create new markets. Why is this? It isn't just that they're small and agile. It's that they're built on technology designed to continuously learn and adapt, which makes their people better equipped to make better decisions and execute faster. Leading enterprises in every industry are using AI-driven process automation to digitize their back and middle operations to provide the same speed, accuracy and efficiency of service delivery as born-digital companies. In this presentation, participants will learn how to mitigate the operational problems that limit growth and compromise customer service.

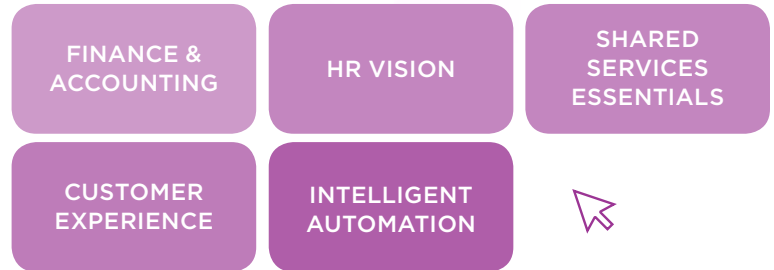
Dan Barton, Senior Manager, Disney Financial Systems, **The Walt Disney Company**

Hosted by:  **WorkFusion**

2:35 - 3:35 **Networking Break and Demo Drive**

3:35 - 5:35 **Concurrent Track Sessions**

Click on one of the tracks below to view full session information



- FINANCE & ACCOUNTING
- HR VISION
- SHARED SERVICES ESSENTIALS
- CUSTOMER EXPERIENCE
- INTELLIGENT AUTOMATION

5:40 - 6:20 **KEYNOTE: The Game Changing Experience: Building a Culture of Customer Service that Crushes It!**

Disruption is changing every market, at internet speed. And it all feels like chaos, until patterns emerge. Those who know the patterns can do more than predict the future. They can create it. Robert Richman was culture strategist for Zappos.com. He has spoken for Google, Toyota, Eli Lilly, and many other game changing organizations, including the National Security Agency. Robert will share with us how the speaking industry could be disrupted, and how we can get ahead of that curve. Zappos is the company most people think of when they hear the phrase "Culture eats strategy for breakfast." Culture is all the buzz, and there is one thing that drives it... "It all comes down to one factor. It doesn't matter the industry. Whether it's about staying at a hotel, buying a product online, or using a mobile app, experience trumps everything," Robert says. "Experience ultimately beats content and cost. It even beats time. People will stay on a waitlist for months for a better experience, as Tesla showed us." Robert will share how we can create great experiences for our customers and people alike. And rather than just talking about experiences, he will co-create an experience for us to take your company to the next level.


Robert Richman, Culture Architect and Customer Experience Expert, **Co-Creator of Zappos Insights**

# Main Conference Day Two

Wednesday, March 13th, 2019

## 6:20 - 6:50 **The Results Are in! Meet the Most Admired SSOs in the World**

Are you maximizing your shared services organizations metrics? Shared services have always been focused on monitoring KPIs and keeping close tabs on industry benchmarks and “best-in-class”. However, practical application of all those numbers is different, and it can be a challenge to know if you are even evaluating the right numbers. **This session will explore practitioner insights from SSON’s 2018 “Most Admired SSOs”** to derive what real business benefits can be driven from crunching the aggregated data of their peer set and beyond, key early journey compass-setting, how to normalize data collection as you mature, and using roadmap forecasting to establish a baseline for simulating future data for comparison.

Syazana Li., Data Research Analyst, **SSON Analytics** 


Karla Younger, VP, HR Services, **The Coca-Cola Company**

Rodney Bergman, SVP, Global Business Services, **Celestica**

## 6:50 **Champagne Toast**

7:45

## SSOW Impact Awards Gala

Hosted by: 

**Change Management Impact Award**


**Process Improvement & Value Creation Award**

**Customer Centricity Impact Award**

**Business Transformation Impact Award**

**Creative Talent Management Award**

**Automation Impact Award**

Presented by: 

See page 41 to  
FIND OUT MORE

KEYNOTES &  
SPEAKERS

FUTURE OF  
BUSINESS SERVICES

2019  
AGENDA

SSOW  
EXPERIENCE

SPONSORS &  
EXHIBITORS

VENUE

PRICING &  
REGISTRATION

7:30 - 8:00 **Coffee & Registration**

8:00 - 8:05 **SSON Opening Remarks**

Alyssa Kierkegaard, Deputy Divisional Director, **SSON Americas**

8:05 - 8:15 **Chairman's Opening – Day Three**

Brad DeMent, Partner, **ScottMadden**

8:15 - 9:00 **KEYNOTE: Think Like an Explorer: Doing What Has Never Been Done Before**

One of last great mountaineering challenges was the Mazeno Ridge of Nanga Parbat. Over three decades international climbing teams had tried 10 times over and all failed. When Cathy O'Dowd's team set out to concur this mountain, many thought that the team wouldn't be any different, but it turns out they were. They were able to adapt when their plan came up against complicated unexpected reality. This keynote will explore the challenges of trying to do what has never been done before, examine the pitfalls of operating in an unpredictable and high-risk environment, identify the key challenges of building high performing teams amid a stressful project, actively engage the audience in expedition decision making processes, and help the audience concur their own challenges.

Cathy, O'Dowd, **1st woman to Climb Mt Everest from Both Sides and Author of Just For The Love Of It**

9:30 - 10:00 **PANEL: Unleashing Intelligent Automation Across the Industry**

How do enterprises in varying states of automation maturity evaluating, leveraging, and rolling out solutions effectively? How do they deliver and govern Robotic Process Automation (RPA) thoughtfully and to support AI delivery?

This session will be demystifying RPA and hearing lessons learned from industry leaders as they take you through their automation journeys. These leaders will provide strategy and insight on how RPA – when combined with other intelligent automation solutions – reshape the way their businesses work.

Hosted by:  **blueprism**  
Robotic Process Automation Software

10:00 - 10:30 **Five Ways Process Mining Can Help Streamline Your Business, Increase Transparency & Empower Faster Operations**

In order to succeed in today's digital age, it's imperative for SS leaders to understand the massive amounts of data available to them through automation and analytics. This case study will demonstrate how Process Mining drives efficient, effective and compliant transactions.

Hosted by: **CELONIS**

10:30 - 11:00 **How Microsoft Uses Blockchain Technology to Revolutionize the Payments Process**

Hosted by: **EY** and **Microsoft**

11:00 - 12:00 **Demo Drive Raffle Prizes Announcement Break and Morning Coffee /Networking**

12:00 - 1:25 **Concurrent Track Sessions**

Click on one of the tracks below to view full session information

SHARED SERVICES ESSENTIALS

ANALYTICS IN SHARED SERVICES

LATAM

HR VISION

WOMEN IN SHARED SERVICES



1:30 - 2:00 **The Great Debate: Sourcing in a Post-Automation World**

The economic environment has changed the decision-making process and criteria weighting for enterprises selecting between onshore shared services, offshore captives, and outsourcing alternatives. Enterprises planning and operating global business services must ensure that their work with overseas partners is not put at risk due to a sea of ever changing political and economic rulings that are shaping global trade. This keynote will examine how the current geopolitical landscape is affecting the sustainability of many traditional shared services and BPO sourcing relationships and the impact on domestic vs. offshored centers.

1:55 - 2:35 **PLENARY: Digital Operations through AI-Driven Automation**

Dan Barton, Senior Manager, Disney Financial Systems, **The Walt Disney Company**

2:00 **Chairman's Close of Conference**

2:05 **Lunch**

EVEN MORE REASONS YOU CAN'T MISS

# SSOW 2019!



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FUTURE OF BUSINESS SERVICES

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## Additional Information on Concurrent Track Sessions

# Planning & Launching | 3:10 -5:20

Tuesday, March 12th, 2019

3:10 - 3:50

### **PANEL: Stairway to Success: From Buy-In to Launch of Shared Services in 18 Months or Less**

Time, resources and benefits will be at the core of a leader's decision to launch a SSO, because one must be able to connect the dots across the organization. What needs to be prioritized to 'make the sale' in order to avoid failure to launch is essential.

In this session, participants will:

- Examine strategies for roll-out, creating value-add services, and creating better controls through multiple business units
- Explore strategies for implementation across function and regions
- Outline ways to build basic road maps, change management practices, savings plans, risk management plans, agility practices, and processes to achieve an SSO within 18 months

David Bedard, SVP, Finance Service Organization, **New York Life**

Charles Morgan, VP, Finance Shared Services, **Aetna**

Julie Harbert, VP, Shared Services, **Entergy**

Eddie Northen, Senior Vice President, Chief Financial Officer and Treasurer, **Rollins, Inc.**

3:55 -4:35

### **View on the Location Paradox: From Setup to Maintenance**

Cost has been the primary measure of value in location decisions. However, the evolving political scene and impending tax regulations are changing the strategies that SSOs focus on when doing their due diligence. Location must be a competitive, environmental, cultural, and operational fit.

In this session, participants will:

- Discover the hot and new locations and why they are gaining in popularity
- Examine why several SSOs chose their location and the criteria used to make the decision
- Evaluate the role that operating conditions, talent availability, sustainability, access and physical infrastructure can play in decision making
- Identify hurdles, challenges and opportunities of immersing yourself in a different market and with different players

Sue Brauer, VP, Strategy Transformation, Finance Operations, **Pearson**

4:40 -5:20

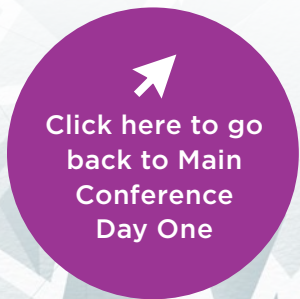
### **Transformative Change Management: Overcoming Resistance through Co-Creation**

A strong culture knows what the priorities and values are and lives by them. However, priorities and values sometimes need to change with the times. This can be even more challenging when you have a multi-function organization.

In this session, participants will:

- Examine ways to get buy-in from leadership and other teams to start the change process
- Explore structures and procedures needed to support the changes required
- Outline timelines and processes which are the most important when implementing change

Dan Melchior, VP of Global Enablement: Process & Capabilities, **McCormick**



## Additional Information on Concurrent Track Sessions

# Evolving | 3:10 - 5:20

Tuesday, March 12th, 2019

3:10 - 3:50

### **PANEL: Look Before You Leap: Defining Your Governance Structure for Today's Modern SSO**

Disconnected. Isolated. These are not words that should be associated with escalation management in an SSO. Avoiding issues and conflicts starts with governance. So, what can be done to make sure there is clarity at the operational, management and strategic levels?

In this session, participants will:

- Review various SSO governance roles, standards, rules, responsibilities and power structures
- Outline new strategies to align initiatives and create a value chain as a beacon for process management
- Explore strategies to become a more agile organization amidst changes

Ken Somers, VP & Head of Strategy and Governance - Enterprise Shared Services at **XL Catlin**

Chad Keenen, Director of Shared Services, **Corning Incorporated**

Tom Nesteruk, EVP, Shared Services, **CACI**

3:55 - 4:35

### **How We Can Use Theory of Constraints in a Shared Services Environment**

Theory of constraints (ToC) was made famous by Eli Goldratt's book, The Goal, since the 1990's. ToC has been used to drive FLOW in many domains such as manufacturing plants, supply chain and large projects.

In this session, participants will learn how to use ToC practices to drive breakthrough results in shared services.

Yazdi Bagli, SVP, Global Business Services, **Walmart**

4:40 - 5:20

### **Moving Farther Along the Value Continuum: How to Grow Your SSO from Single to Multi-Function**

As organizations become more complex the need to cross collaborate and leverage resources becomes even more important. This is especially true when evolving from a single function to a multi-function SSO.

In this session, participants will:

- Explore ways to reduce complexity and respond faster through collaboration
- Dissect ways to further distinguish between commodity and strategic services
- Outline how to create economies of scale when developing new connections

Todd Blevins, VP, Shared Services, **UL**



Click here to go  
back to Main  
Conference  
Day One

## Additional Information on Concurrent Track Sessions

# Maturing | 3:10 - 5:20

Tuesday, March 12th, 2019

3:10 - 3:50

### Delivering Multi-Functional Shared Services: Agility & Customer Value as Growth Enablers

At J&J, they are building agility, accountability and excellent service to deliver healthcare to one billion patients, customers and consumers every day.

This requires the highest levels of operational agility, accountability and excellence in execution.

In this session, participants will:

- Explore how the world's largest and most diversified healthcare company is transforming its approach in order to deliver multi-functional services.
- Pave the way for transformation and establish a global shared services organization
- Identify how to support employees to embrace new ways of working
- Evaluate ways to adapt to market dynamics
- Dissect what value J&Js new model is delivering for its businesses, its 130,000 employees and its customers around the world

Erin Champlin, VP, Global Services & Enterprise Transformation,  
**Johnson & Johnson**

3:55 - 4:35

### BPO Status Check: Now and in the Future

Provide solutions towards cost reduction and profit optimization. This has been the traditional role of the BPO. Now, BPOs are providing assistance by understanding big data, analytics, cloud computing options and cost savings, enhanced automated systems, and providing even more elevated customer experience support

In this session, participants will:

- Examine how BPOs are leveraging technology to meet the needs of their clients
- Explore how SSOs are redefining their relationships with their BPO provider
- Identify what BPO 2.0 will look like

Michael Konstas, VP of Financial Shared Services, **American Express Global Travel Business**

Shadi Rezvan, Senior Manager of Shared Services & Transformation, **Twitter**

Bill Parker, VP, GBS, **AECOM**

4:40 - 5:20

### How to Drive a 10X Digital Transformation at Low Cost By Using Winning Ecosystems

Digital transformation is an opportunity of historic proportions in the context of the Fourth Industrial Revolution. Unfortunately, tactical issues such as the lack of resources and time seem to get in the way of leaders who are determined to drive change. This gap between intent and action continues to be as wide as ever. Tony Saldanha, a change leader and author with over three decades of experience, shares practical guidance from having successfully driven transformation at extremely low cost at Procter and Gamble's best-in-class Global Business Services (GBS), among other Fortune 100 organizations. In this session participants will:

- Discover why digital transformations fail and what you can do about it
- Ensure that time and money are not on the critical path
- Review real-life success stories of 10X digital transformations in shared services
- Bridge the gap between successful pilot testing and deployment at scale

Tony Saldanha, Former VP, IT & GBS, **Procter & Gamble**

Click here to go  
back to Main  
Conference  
Day One

## Additional Information on Concurrent Track Sessions

# Shared Services Essentials | 3:10 -5:20

Tuesday, March 12th, 2019

### 3:10 - 3:50 **No Mandate, No Problem! Driving Successful Shared Services in an Opt-In Environment**

Being able to demonstrate the value and sell the benefits of shared services is a challenge unto itself. Now, consider what it takes to have success in driving a shared services strategy in an opt-in environment.

In this session, participants will explore how to:

- Engage business unit leaders and sell the value of shared services
- Develop a disciplined centralization and process improvement methodology
- Leverage third parties effectively
- Establish key metrics and consistently upgrade them

David Evangelista, SVP & GM, **McKesson**

Amy Burns, Vice President Six Sigma, **McKesson**

### 3:55 -4:35 **Unlocking Capacity: Bringing Non-Traditional Functions into Shared Services**

Interested in what your peers are doing to sell more services? How they are combating a fear of job loss by adding more opportunities to create value in SS? This session will present ways to serve your customers outside of the traditional Finance, HR and other areas. By adding innovative, higher value and knowledge based processes - like those seen in sales and marketing, strategic sourcing, real estate and analytics - SSOs can create greater value, increase employee engagement contribute to enterprise wide decision support.

### 4:40 -5:20 **Making the Leap from Shared Services to Global Business Services**

Many organizations are building their SSOs out, with the end goal of becoming a GBS organization. However, very few make it to full maturity.

In this session, participants will:

- Explore three stages of GBS evolution - from functional transactional excellence, to business service excellence, and to enterprise strategic enablement
- Examine what capabilities make a GBS world-class
- Outline how to successfully move your organizations from a mature SSO to a GBS
- Evaluate the most recent challenges that face GBS organizations and how to overcome them

Victor Susman, Senior Director, GBS, **Kimberly-Clark**

Click here to go  
back to Main  
Conference  
Day One



## Additional Information on Concurrent Track Sessions

# Disruptive Tech | 3:10 -5:20

Tuesday, March 12th, 2019

### 3:10 - 3:50 **PANEL: Beyond the Buzz: Use Cases on Reshaping the Value of Shared Services with AI, Machine Learning & Cognitive Computing**

Digitalizing and automating processes is the new normal for SSOs looking to add value and maintain a competitive edge in this 4th Industrial Revolution. Well beyond the proof of concept of RPA, we are focused now on scaling up, enhancing the CX and layering in AI to take RPA to new heights. We're even starting to see use cases of Machine Learning & Cognitive Automation in shared services. In this session, participants will:

- Hear how several SSOs are applying RPA, AI and other forms of advanced automation to SS processes
- Compare examples of where tech implementation fails and succeeds
- Examine where SSOs benefit the most quickly and obtain the greatest ROI
- Overcome resistance to change and gain buy-in

Tracy Colosimo, Director-Optimization Services, **Gap Inc.**

Mark Etwaru, Digital Transformation Leader, **Estee Lauder**

Jeff Machols, VP, Head of Continuous Improvements, **Voya**

Jose Ordinas-Lewis, Head Robotics Automation Centre, **Swiss Re**

Hosted by: **UiPath**

### 3:55 -4:35 **PANEL: Driving Automation Programs at Scale and Setting the Foundation to Implement AI**

By going broader than just RPA companies today are extending the creative problem-solving capabilities and productivity of human beings to deliver superior business outcomes. In this session, participants will:

- Hear how several companies are scaling their automation journey
- Examine how these companies are measuring and delivering outcomes through application of analytics
- Overcome resistance to change and gain internal buy-in
- Establish processes and governance to manage and mitigate risk across multiple lines of business

4:40 -5:20

### **What Piloting Machine Learning Means for Shared Services in a Multi-Billion Dollar Industry**

When combined together, AI and RPA create machine learning that has the ability to boost efficiency, improve productivity, provide essential analytics, and free up human work-force time to focus on value-adding activities like analysis, planning and decision making.

During this session, participants will:

- Hear how machine learning is driving continuous optimization and reinvention in SSOs
- Outline ways to create and pilot a machine learning project with the right tools and techniques
- Highlight which prescriptive analytics are proving to be most valuable within shared services
- Hear how learnings can assist management to act across a range of functions managed under SSO models
- Discover how machine learning is proving helpful in self-service learning, building frameworks and helping solve service problems

Satish Bengeri, Senior Director of Global Robotic Process Automation, **Cargill**

Click here to go  
back to Main  
Conference  
Day One

## Additional Information on Concurrent Track Sessions

# HR Vision | 3:10 - 5:20

Tuesday, March 12th, 2019

3:10 - 3:50

### HR Your Way! Leveraging the Power of Personalization to Drive a Digital HR Transformation

Welcome to the consumerization of HR service delivery. New strategies are needed to reach and truly engage the current and up-and-coming workforce. Especially when tech is at the forefront of everyday interaction for customers. In today's digital environment, Shared Services has a huge opportunity to evolve the HR service delivery model and build capabilities among the team!

In this session, participants will:

- Learn where and how to start a digital HR journey
- Bring together social, mobile, analytics and cloud (SMAC) technologies to radically transform the employee experience
- Receive examples of personalized service delivery
- Balance high tech and high touch

Melissa Friedman-McCulloch, Director HR Portal & Content, **MGM Resorts International**

Tonia Horton, SVP HR Operations and Shared Services, **MGM Resorts International**

3:55 - 4:35

### PANEL: Reaping the Benefits of Cloud Based HR Implementations

So many HR organizations are either evaluating or implementing cloud based apps for the massive benefits of simplification, enhanced employee experience and cost reduction. Yet, cloud-based systems also bring a host of challenges.

In this session, participants will:

- Highlight the opportunities and challenges of cloud-based HR systems
- Learn the best way to implement SaaS to meet business needs
- Ensure widespread adoption by employees
- Mitigate concerns with IT and security issues

Wendy Lucio, VP, HR Shared Services, **Southwire Company**

Kym Burke, Director HR Services, **The Mosaic Company**

Douglas Becker, Director of HR Technology, **Trinity Health**

Pam Velcheck, Senior Manager, HR Global Service Delivery Manager, **General Mills**

4:40 - 5:20

### Opportunities of AI/Technology in Hire-to-Retire

AI is changing the way work is being designed, completed and thought about - from recruiting, to employee management, to redeployment, to payroll, and even retirement. It's touching it all.

In this session, participants will:

- Explore how IA is and will change the way SSOs are looking at hire-to-retain
- Examine what SSOs need to know now to prepare for the future
- Hear how to use algorithms to find, recruit, engage, hire and retain talent better and faster than ever before

Tom Dewaele, VP, HR Services, **Unilever**

Click here to go  
back to Main  
Conference  
Day One

## Additional Information on Concurrent Track Sessions

# Finance & Accounting | 3:35 - 5:35

Wednesday, March 13th, 2019

### 3:35 - 4:05 **Finding a Seat at the Table through Blockchain Implementation**

Moving an organization from waiting weeks to settle payments to settling them in a matter of seconds could start the process of earning the ear of leadership. Additionally, it could assist the entire organization to addressing the mission and vision of their organization. Financial shared service leaders like the World Bank and CitiBank are doing just that right now with goal of better serving their customers and clients.

In this session, participants will:

- Identify how banks are experimenting with blockchain technology
- Evaluate the hurdles or challenges to implementing blockchain in an organization
- Dissect the initial steps to setting up blockchain transactions
- Examine the hurdles of breaking down silos to adopt blockchain

Ryan Davis, SVP, Procurement Management, **Bank of America**

### 4:10 - 4:50 **PANEL: Is Your Finance Function Ready for Digital? How to Unlock Growth Potential & Drive Value**

The finance function is transforming due to increased automation, strengthened data and analytics capabilities, and improved controls to support the strategic vision and direction of the business.

In this session, participants will:

- Examine existing F&A frameworks
- Explore the benefits of implementing new technologies into F&A
- Outline ways to leverage innovative frameworks to maximize F&A potential

Xavier Rodriguez, Global, Finance Shared Business Services, **Technicolor**

Daniel Davidson, VP of Finance Shared Services, **Equifax**

Mary Agoglia Hoeltzel, VP & Global CAO, **Cigna**

Kris Caskey, VP of Shared Services, **PGA Tour**

### 4:55 - 5:35 **PANEL: Do More With Less: Building a Lean Finance SSO to Increase Operational Efficiency & Unlock Capacity**

Do more with less. Find innovative strategies to cut costs. These are all typical drivers for F&A stakeholders. SSOs must identify where tech, process improvement and process change will bring the most impact. In this session, participants will:

- Outline where F&A is seeing the most ability to cut costs
- Define what strategies are providing the biggest ROI for F&A SSOs
- Examine strategies to secure a seat at the executive decision making table

Lori Bondar, Vice President, Controller & Chief Accounting Officer, **Avery Dennison**

Cindy Pauls, Director of Shared Services, **Borden Dairy Company**

Hosted By:  **nintex promapp**

  
Click here to go  
back to Main  
Conference  
Day Two

## Additional Information on Concurrent Track Sessions

*HR Vision* | 3:35 - 5:35

Wednesday, March 13th, 2019

3:35 - 4:05 **PANEL: Talent Management: Six Strategies to Future-Proof Your Shared Services Workplace**

To keep pace with rapidly changing business needs, SSOs are redesigning their talent management strategies and approaches. They are creating new opportunities to attract/retain the best possible talent, while balancing human and digital labor and resistance to change.

In this session, participants will:

- Highlight the developing career paths in shared services. How is automation opening opportunities for shared services and other parts of the business?
- Discuss strategies to hire/upskill talent. What are the new skillsets needed. Are SSOs utilizing the gig economy, creating CoE s for RPA and Analytics?
- Discuss the escalating problem of attrition. When you concentrate all your resources in certain centers, whether that be regional or global, you can often lose your ability to drive business acumen

Kris Ahrend, President of U.S. Shared Services, **Warner Music Group**

Chuy Michel, Director of GBS, **Herbalife**

Sue Dempsey, Senior Director, GBS Service Center Lead, KNA, **Kellogg Company**

4:10 - 4:50 **Finding Your Way Through the HR Analytics Maze**

Shifts in the world of work are opening up exciting new opportunities – and challenges – for HR professionals. Being able to unpack the possibilities of people analytics, diversity and inclusion analytics, and even predictive analytics could mean the difference of success and failure for an organization.

In this session, participants will:

- Examine how analytics can boost hiring, management and retention
- Evaluate the innovative technologies being used by HR SSOs
- Dissect how what metrics HR SSOs are focused on

Damon Isaacs, Head of HR Services, **Barrick Gold Corporation**

4:55 - 5:35 **Key Considerations and Lessons Learned from Global Payroll Shared Services Leaders**

Regardless of the methodology being used – a centralized system, a regional cluster or a capability-lead 'Center of Excellence' – payroll must be able to find a way to keep pace with the evolution of the business.

In this session, participants will:

- Examine continuous improvement strategies that global payroll SSCs are employing
- Evaluate how global payroll SSC are prioritizing their focus on technology, automation and standardization, aggregation, compliance, and co-location competencies
- Outline strategies to navigate acquisition and maintenance costs and concerns
- Review current KPIs that are in place – like on a balanced score card – to determine if new solutions process are needed



Click here to go  
back to Main  
Conference  
Day Two

## Additional Information on Concurrent Track Sessions

*Customer Experience* | 3:35 - 5:35

Wednesday, March 13th, 2019

3:35 - 4:05

**Customer First: Leveraging Front Office CX Strategies to Boost Back Office Service Levels**

Developing a pleasant experience for customers should be at the center of every decision that is made. However, identifying what issues get prioritized can sometimes get derailed by other issues that arise. So, SSOs must expand, standardize, diversify and create new offerings all at the same time.

In this session, participants will:

- Examine pitfalls project-based efforts around elevating customer experience
- Identify the proper channels for customers to improve the customer experience process
- Outline ways to engage the entire organization towards improvement and problem solving
- Evaluate ways to leverage front office strategies to boost back office service levels.

Richard Swan, President, **Koch Business Solutions**

4:10 - 4:50

**PANEL: Measuring Customer Success and Satisfaction in Shared Services**

Are your services meeting or surpassing a customer's expectations? How do you know? Understanding and meeting the needs of customers is key to moving beyond the basics of service and expanding services – whether they are growth or investment related.

In this session, participants will:

- Examine case studies of organizations that are using in-app, post-service or email surveys
- Evaluate how you can use Net Promoter Scores to evaluate satisfaction
- Identify additional strategies for proactively interacting with your customers, humanizing your brand and showing you value a customer centric approach

Moderator: James Simonian, VP of Customer Success, **HyperScience**

Nadia DeVilla, VP, Head of Digital Transformation and Business Development, **Manulife**

Pamela Wolfe, Chief, Enterprise Services Division, **NASA**

4:55 - 5:35

**Embracing User Centric Design to Create a Culture of Continuous Improvement with Shared Services**

Shared services leaders are often faced with a puzzle - how can I deliver excellent customer experiences and make users happy, while finding ways to be more efficient and deliver savings? In an industry where service excellence means everything, a focus on user experience can help, rather than hinder, shared services leaders in understanding their stakeholders needs. A user centric design can uncover waste and inefficiency, identify improvement opportunities, and enable more effective decisions, ultimately being more efficient. With the end goal of improving customer and stakeholder interactions with your Shared Services team we will highlight:

- What is user centric design and what difference can it make to Shared Services delivery?
- How can user experience mapping deliver insights and help create a culture of continuous improvement?
- What benefits can I expect, and how can I quantify the impact of a user centric continuous improvement approach?

Robert Phillips, AVP of Financial Shared Services and Continuous Improvement, **Canadian Tire Corporation**



Click here to go  
back to Main  
Conference  
Day Two

## Additional Information on Concurrent Track Sessions

# Intelligent Automation | 3:35 - 5:35

Wednesday, March 13th, 2019

Hosted by:  **AUTOMATION ANYWHERE**  
Go be great.

### 3:35 - 4:05 **Building & Scaling-Up Your Bot CoE**

Bots have the ability to reshape the future of work. They can help with application processing, quote-to-case, procure-to-pay, data migration and entry, report preparation and much, much more. Now, there are great case studies of organizations that have implemented all types of bots.

In this session, participants will:

- Explore what are the most common types of bots to be implemented in SSOs
- Identify areas of opportunity related to bot implementation
- Dissect case study examples of how organizations evaluated the work they wanted bots to conduct
- Examine how shared services scaled up the work of bots

Gary Burke, VP, Finance Transformation, **Honeywell**

### 4:10 - 4:50 **Bot Down! Developing & Implementing Your Crisis Management Strategy**

Bots aren't perfect or all knowing. They can fail. It's well worth the time to do a risk assessment and father more tools to ensure that when the inevitable happens - or perhaps it already has - you are ready.

In this session, participants will:

- Evaluate the different ways that bots can fail
- Explore ways you can extract value from bot failure
- Examine strategies to get user feedback when a bot does not know an answer
- Outline ways your SSO can communicate and leverage existing customers to get feedback before an incident happens

### 4:55 - 5:35 **12 Lessons Learned from 12 Months of RPA Engagement**

Millions of dollars have been spent by shared service organizations to implement RPA (Robotic process automation), and now organizations are seeing their ROI and identifying key learnings. This means those that are thinking about implementation or are in the process of implementation have a lot they can learn about it what models work, how to meet or exceed expectations, and even know what technology to use.

In this session, participants will:

- Dissect what success and failure looked like when implementing RPA
- Outline strategies for getting internal buy-in from key stakeholders when implementing this technology
- Evaluate the ROI of setting up bots in an organization
- Identify the next steps on the tech roadmap once RPA has been implemented

Kristin Deegan, VP, HR Shared Services and Technology, **Cox Automotive Inc.**



## Additional Information on Concurrent Track Sessions

# Shared Services Essentials | 3:35 - 5:35

Wednesday, March 13th, 2019

3:35 - 4:05

### Your Competitive Edge: Embracing “Customer Experience” Strategy for Shared Services

Imagine a world where you were able to square the circle between customer service, colleague engagement and keeping your shareholders happy with re-engineering? Self-service, efficiency and speed. This session will talk about how we use a suite of different technology capabilities with process redesign to create outstanding customer service, efficiency, capacity and enhanced control.

John Standring, SVP & GM Global Servicing Operations,  
**American Express**

4:10 - 4:50

### Process Mining for Shared Services: The Case for Double-Digit Savings & Speed to Market

Data science is the profession of the future, because organizations who are not able to use big data in smart ways will not survive. With that in mind it has become essential that shared services stakeholders are able to extract the information that will inform leadership to assist them in making strategic decisions for the entire organization.

In this session, participants will:

- Examine the three types of process mining - discovery, conformance and enhancement
- Evaluate how process mining can create a bridge between data minding and business process management
- Outline the initial steps to launch a process mining project in a structured manner
- Explore real-life applications of process mining

Robert Bradford, SVP, GBS, **Akzonobel**

4:55 - 5:35

### Building a Winning Culture in the Age of Digital Disruption

In a culture of digital disruption many people lack confidence that their jobs will not exist in five to ten years. Alleviating those fears can mean the difference between success and failure. However, a successful organization must still equip their employees with new skills if their jobs really are change significantly.

In this session, participants will:

- Examine how organizations are creating award winning innovative cultures - through non-technical means
- Explore how organizations closing engagement gaps through personalized training initiatives
- Identify how important agile leadership has become in being successful in today's shared services marketplace

Chris McCann, Director of Strategy and Enablement, Global Business Services, **Bose**



## Additional Information on Concurrent Track Sessions

Thursday, March 14th, 2019

# Shared Services Essentials

11:30 - 12:50

### 11:30 - 12:10 **The Best of Both Worlds: Ways SSOs Create Value During M&A**

Accelerated de-duplication, accelerated revenue synergies, enhanced customer retention, early engagement of operational expertise, reduced operational risk, and a reliable and proven path to follow are all values that SSOs can create during M&As.

In this session, participants will:

- Evaluate how SSOs is uniquely positioned to assist during M&As
- Explore what the most common challenges are for an SSO during M&As
- Identify what processes are essential to have in place during a M&A

Richard Varga, Global Process Leader of GBS, **GE**

### 12:10 - 12:50 **Rotate 90 Degrees: Change Your Point of View from Vertical Functions to Horizontal Processes in Order to Define, Design, and Deliver End-to-End Processes**

Many of us have been exposed to the Lean Six Sigma idea of flow...one of the core principles for operational excellence. Hand-offs between people or departments are the enemy of flow and greatly contribute to inefficient and ineffective processes. But even in our global, cross-functional, process-oriented world, functional hierarchies continue to dominate organizations. While most project teams are cross-functional, few operations team are. Shared Services is the perfect opportunity to rotate your organization to create & sustain end-to-end processes.

- See how a process view changes everything
- Learn from practical examples that most companies experience
- Develop a vision for creating sustained success with your end-to-end processes

John Sparks, Senior Director, Shared Services Operations & Implementation, **World Vision**

# Analytics In Shared Services

11:30 - 12:50

### 11:30 - 12:10 **PANEL: Mastering Data and Not Letting Data Master You**

The implementation of technology has resulted in large amounts of data being available to organizations. These data points could potentially help a shared service organization get a seat at the leadership table.

In this sessions, participants will:

- Identify the most effective ways to gather and synthesize data in a shared service organization
- Explore what data provides the best ROI
- Outline quantitative techniques on how to use data to predict future scenarios
- Evaluate where they stand on the analytical data maturity scale

Sue Danino, Vice President of Finance, **Hubbell Incorporated**

John Transier, SVP, Finance, **Harland Clarke**

### 12:10 - 12:50 **How One Company Used Analytics to Move Shared Services and GBS Up the Value Chain**

A study from Deloitte in 2015 said, "65 percent of SSCs said they are investing in building analytics capabilities and will offer Insight Services by 2018." If anything, it seems that this trend will continue for a long time into the future, and it's important that evaluate you are able to move your SSC from conducting bit sized projects, where you are building knowledge in a 'safe environment' to full scale implementation.

In this session, participants will:

- Evaluate case study examples of how organizations are using analytics as a centralized function
- Examine how to make your SSO an insight driven organization to support the front-line with back-office data
- Assess how you can use data across multiple towers - like finance, HR and procurement - to deliver great insights

Kumar Subodh, Executive Director, Data, Analytics and Shared Service, **JPMorgan Chase & Co**

 [Click here to go back to Main Conference Day Three](#)



## Additional Information on Concurrent Track Sessions

### LATAM

11:30 - 12:50

11:30 - 12:10 **PANEL: No "One-Size-Fits-All" Approach: Navigating Latin America Shared Services Unique Strengths, Weaknesses, and Opportunities**

Highlight the leading economic and political issues affecting the SS&O industry in Latin America

- Explore the current level of maturity of the Latin America market and examine how -and if - the economic instability is impacting upon operations in the region
- Hear how SS leaders in the LATAM region can effectively enable trust in organizations

Moderator: Kirk Laughlin, Managing Director, **Nearshore Americas**

Juan Araya, Senior Lead, CoE, LatAm, **Uber**

Fernando Maffessoni, VP, Technology & Shared Services, **LATAM**

12:10 - 12:50 **How to Think Like a Start Up & Use Alliances & Partnership to Scale Like an Enterprise**

A successful HR pilot could result in full company implementation, happier customers, and cost savings. The failure of a pilot could mean wasted money and time. In this session, participants will:

- Explore how to measure shared services readiness to pilot and what tools are most effective
- Identify major points of failure that can take place when launching HR shared services
- Measure the success of technology implementation
- Outline how your organization can win with strategic alliance partnerships

Christian Yllescas, Business Service Head for the Americas, **LEDVANCE**

### HR Vision

11:30 - 12:50

11:30 - 12:10 **Agile HR: Utilizing Case & Knowledge Management to Deliver Next-Generation HR Shared Services**

Utilizing new human resource technologies to give your employees best-in-class services quickly and conveniently is a focus of many a HR shared services stakeholder.

In this session, participants will:

- Evaluate the benefits of new technologies and downfall of these new technologies
- Explore how to manage the digital workplace with HR Case & Knowledge Management software
- Examine the benefits of including enhanced HR efficiency, knowledge capture and improved services in a SSO strategy

Fraser Kirk, VP, Global HR Shared Services Programme, **Brambles**

12:10 - 12:50 **Harnessing Digital Innovation & Enablement in HR**

This session will present a successful journey ignited by HR to build the optimal employee experience.

- Learn where and how to start a digital transformation journey, bringing together a SMAC stack to transform the employee experience
- Hear how to effectively apply the principles of change management for internal buy-in
- Learn how to leverage the voice of the employee
- Align the transformation with the company's mission and values

Girish Ganesan, Head of Talent, **TD Bank America's Most Convenient Bank**

Thursday, March 14th, 2019

[Click here to go back to Main Conference Day Three](#)

## Additional Information on Concurrent Track Sessions

# Women In Shared Services

Thursday, March 14th, 2019

11:30 - 12:50

### 11:30 - 12:10 **PANEL: Recruiting, Developing, Retaining - and EMPOWERING - Female Leaders**

In a widely publicized initiative few years ago, eBay embarked on a journey to bring more women into its top ranks. Senior executives at the firm discovered the investment yielded substantial bottom-line and cultural benefits. Despite these findings there are still far too few women gaining entry into the C-suite. It appears a contributing factor to this reality is that women are not receiving enough opportunities to gain the key work experiences viewed as necessary to gain entry into the C-suite.

In this session, participants will:

- Examine how companies are identifying and empowering high powered women
- Outline the contributions and cultural benefits of promoting talented women
- Evaluate how to embark on a continuous plan to close the gender gap

Cindy Gallagher, CEO, **LibertySource**

Marcia Moran, VP, Global Finance Shared Services, **Mylan**

### 12:10 - 12:50 **The Path Less Traveled: How One F500 Shared Services VP Achieved Success Unconventionally**

- Highlight one of your biggest mistakes. What could you have done differently?
- Describe your career path, how did you get where you are, and what continuing education opportunities are you personally taking advantage of?
- What's your advice for impressing the CFO/CEO? Any advice on how to improve the chances of getting a raise and promotion?
- Talk about the worst job you've had. How did you endure?
- Who has made it possible to access the technology you need to be successful?
- Discuss the emerging skill sets for tomorrow's Female Shared Services Leaders



[Click here to go back to Main Conference Day Three](#)

# Interactive Discussion Groups

## Overview

Refer to Pages 20 - 23 for more detail.

CHOOSE 3 TOPICS. ROTATE BETWEEN EACH CHOICE EVERY 30 MINUTES. ONLY 20 ATTENDEES PER IDG. Wednesday, March 13th at 10:45 to 12:25

<b>IDG 1</b> Is Your Talent Ready for Digital?	<b>IDG 2</b> Measure What Matters: Reassess Your KPIs for Ultimate Performance <i>Almost Sold Out</i>	<b>IDG 3</b> Next Generation Travel & Expense Management	<b>IDG 4</b> Business Continuity Planning (BCP)	<b>IDG 5</b> Change Management: Morphing into a Beautiful Butterfly	<b>IDG 6</b> Please Take a Seat at the C-Suite Table
<b>IDG 7</b> The Changing Value Proposition of Outsourcing	<b>IDG 8</b> Stop Herding Cats and Start Managing Your Vendors Effectively	<b>IDG 9</b> Using Design Thinking for Business Process Innovation	<b>IDG 10</b> Hack the Bot, Don't Let the RPA Bot Hack You	<b>IDG 11</b> Process Mining for Process Efficiency	<b>IDG 12</b> Destination RPA Center of Excellence
<b>IDG 13</b> Strategies for Designing Global Payroll	<b>IDG 14</b> Benefits of Blockchain Applications Across O2C, RTR & PTP	<b>IDG 15</b> Developing Global Process Owners	<b>IDG 16</b> HR Excellence: Driving a Fanatical Focus on Employee Experience via Self-Service	<b>IDG 17</b> High-Performance Record to Report	<b>IDG 18</b> Branding Your SSO to Attract and Retain Talent
<b>IDG 19</b> The Future of Procure to Pay	<b>IDG 20</b> Evolution of Order to Cash	<b>IDG 21</b> The Latin America Shared Services Landscape	<b>IDG 22</b> What Artificial Intelligence Can Do for Shared Services Processing <i>Almost Sold Out</i>	<b>IDG 23</b> GDPR Impact on Global Services Delivery	<b>IDG 24</b> Analytics Market Evolution & Trends
<b>IDG 25</b> Mobile as a Platform for Digital HRSS	<b>IDG 26</b> Using AI Chatbots in HR Shared Services	<b>IDG 27</b> Commercializing Shared Services via Carve-Outs	<b>IDG 28</b> The Growth of Digitally-Enabled Global Business Services - Are We Really Making Headway?	<b>IDG 29</b> Evolving Your Master Data Management Strategy	<b>IDG 30</b> Using Business Process Management (BPM) Tech to Manage Workflow & Track Data
					<b>IDG 31</b> Building a Latin America SSO

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Take a break from the hustle and the bustle of our 60+ sessions in the Work Hard, Play Harder Expo Hall! This is where you can not only recharge with a quick massage, but blow off some steam with games guaranteed to make you nostalgic for when playing during recess was an every day experience! So in between visits to our 70+ provider showcases, make sure to uncover all the surprises we have in store!



### Impact Awards And Gala

Apply for the SSOW Impact Awards or join us to see who is making the biggest impact in shared services today.



### Welcome Mixer!

Come and grab a cocktail, network with early arrivals and enjoy the fiesta.



### SSON Impact Awards Entertainment

#### "Full House" in the House!

Dave Coulier, Stand-Up Comedian, Impressionist and Television Personality; Best Known for "Full House"



### Book Signings

Don't forget to meet our authors and grab a signed copy of their book.



### The Imagination Station

Let your creative juices run wild! Build your dream machine with our Lego™ station, draw on our design wall, or just sit with a colleague and consider all the new things you've learned during sessions in the midst of our colorful creations!



### Demo Drive And Raffle

Meet with best-in-class service providers and win top-notch prizes.



### The Rest Nest

Do you need a nap after so much hard work? We wish! But this is the next best thing. Feel the stress of the excitement melt away with a massage, or take a load off and literally smell the fresh flowers while gazing into our relaxation fountain. You'll feel rejuvenated and ready to take on the next hours of quality content!



### The Playtorium

Let your inner child and your competitive spirit out! Everyone loves a good game and this is where the fun begins. From Cornhole to giant Connect 4, you'll have a blast beating your competition!



# 2019 Impact Awards

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**Finalist Decisions:**  
January 14, 2019

**Awards Gala:**  
March 13, 2019

**Interested in attending the SSOW Gala?**  
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## Awards Entertainment! "Full House" In the House!

Entertainment for the night will be brought to you by America's favorite Uncle Joey!

Join us for non stop laughs at the SSON Impact Awards Gala to live like a celebrity for a night.

**Get the details**



### Process Improvement & Value Creation Impact Award

Process improvement can take many forms: Eliminating waste in operations, eliminating friction points for customers, process redesign as part of six-sigma, innovations in process outcomes or even training related processes. Value creation means delivering shareholder value in terms of either top-line growth, bottom-line improvements or even experience related value.



### 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.



### Business Transformation Impact Award

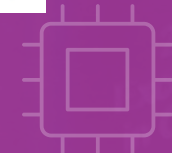
Today's shared services operating models are the engine behind transformation. As companies transform themselves along the key pillars of the 21st Century Enterprise - Customer Engagement, Changing Nature & Value of Assets, Everything-as-a-Service and Workforce of the Future - how are companies successfully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



### 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.

Hosted By:



### 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.



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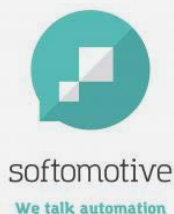
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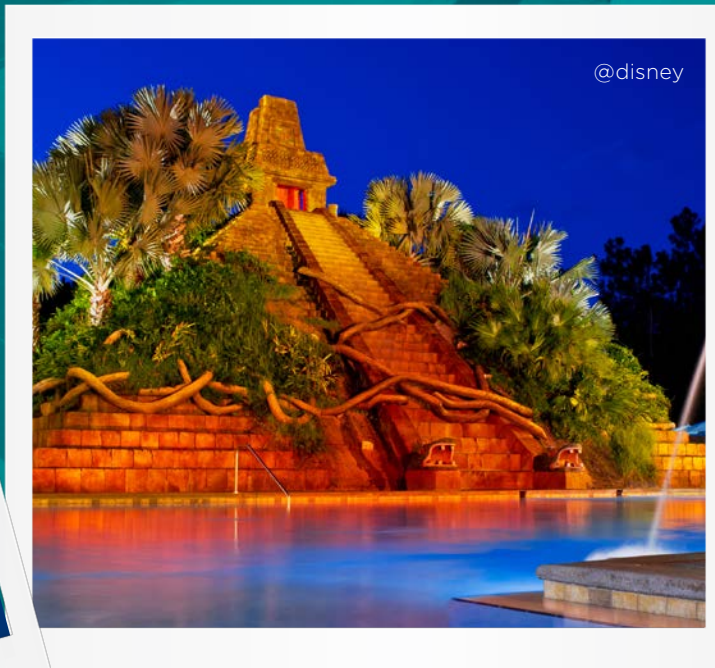
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Discounted Flight Information: Call Delta Meeting Network® at 1.800.328.1111\* Monday-Friday, 7:00 a.m. - 7:30 p.m. (CT) and refer to Meeting Event Code NMSQP or visit this [link](#).

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**How to Book:** To book your room, please identify you are part of the IQPC SSOW 2019 group to ensure the special rate (based on availability). The group rate is available three days pre and post event based on group rate availability. Please make your reservation before Friday, February 15th, 2019 in order to ensure you are eligible for the group rate. After Friday, February 15th, 2019, hotel rooms will be offered on a space-available basis at the prevailing rate.

**Reservations Phone:** (407) 939-4686

**Reservations Link:** <http://book.passkey.com/go/SSOW2019>



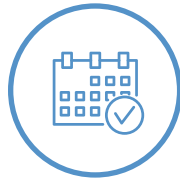
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9 Annual Online Events

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

SSON operates under two 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:

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- Visual Analytics Workbooks** present data in easily digestible visual formats to help you make decisions about your shared services organization as they shed light on current trends.
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- The SSON Analytics Blog** features commentary on all of our latest research findings. Updated weekly, make sure you stay ahead of the industry developments.
- Data Tools:**
  - Metric Benchmark** - Benchmark your SSO across 31 metrics against 2 different data sets, from industry function to cost of living.
  - Intelligent Automation Universe** - A database of software vendors that provide technology within the RPA to AI spectrum to business support services. Explore their customer footprint and the number of IA projects worldwide.
  - City Cube** - Compare shared services locations around the world across a variety of metrics.
  - Shared Services Atlas** - Locate shared services hotspots around the world at country, state and city level from our global database of 7800+ delivery centres.
  - SSON Salary Index** - Wondered how much your shared services peers are earning across the world or in your own city? Find out with our crowdsourced salary benchmarking tool.

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None of the packages include the Awards Gala Dinner. Passes are only available a-la-carte

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