



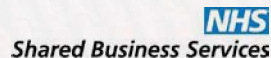
SHARED SERVICES &
OUTSOURCING WEEK

14-17 MAY 2018
LISBON, PORTUGAL

SSOW

FAST-TRACK YOUR SERVICE STRATEGY

EXPERT INSIGHT FROM MARKET-LEADING COMPANIES, INCLUDING:



Welcome to the 18th Annual European Shared Services and Outsourcing Week!

The warmest of welcomes to the 18th Annual Shared Services and Outsourcing Week, the longest running and largest shared services event in Europe! Over the past 18 years, SSON has been at the forefront of Shared and Business Services innovation, and our SSOWs provide the perfect forum for learning, networking, and discovering **how to fast track your service strategy, accomplishing customer excellence through digital transformation and next-generation talent development.**

Regardless on where you are on your SSC journey, now is the time to revisit, review, and recalibrate your operations. New business service organisations who are setting off on their SSC journey have the opportunity to not only learn from their more established counterparts, but to also benefit from technical enablers and a workforce who have never known anything other than a digital way of working. There are more opportunities than ever before to harness technology and people to accelerate service delivery through to SSC and GBS maturity.

Both established GBS centres and new leaders are harnessing intelligent automation to do a hundred hours worth of work in just one day, and deploying analytics to fast-track their companies, improving customer service delivery and providing real value to their business.

The days of Shared Service Centres acting purely as a cost centre are long-gone. Multi-tower Business Service Centres, Innovation Hubs, and virtual centres of tomorrow will be responsible for enabling business-critical decision making, and for providing advanced and valued services to their organisations. Wherever you are on your journey, you cannot afford to be left behind.

Join us in Lisbon to listen to and interact with some of the world's foremost experts in Shared and Business Services transformation, and develop your strategies for future service success!

Best Regards,

Hannah
SSON Europe Event Director

sson
THE WORLD'S LARGEST SHARED
SERVICES & OUTSOURCING NETWORK



The Shared Services & Outsourcing Network (SSON) is the world's largest and most established community of shared services and outsourcing professionals, with over 120,000 members. For the past 20 years, SSON has been providing shared services professionals with the resources and connections they need to succeed, through **industry-leading events; digital content** such as reports, surveys, interviews, editorial, white papers, videos, and infographics; and **data analytics.**





“ In terms of pure Shared Services content, SSOW is the region’s leading event. The delivery of that content, surrounded by hundreds of practitioners who are facing the same challenges as you, simply isn’t something you can find elsewhere. Having shared Discovery Communications’ journey with last year’s audience, I am delighted to have been invited back to SSON’s European Advisory board, and to co-chair the longest-running and largest Shared Services event in Europe.”

Cindy Gallagher,
Senior Vice President Global Business Services,
Discovery Communications

Meet SSON’s European Advisory Board!



Alexander Von Thielmann
Senior Vice President
Siemens Shared Services



Bobby Abraham
Managing Director and
Chief of Transformation
Barclays



Mike Stops
Global Director Service
Centers
NSG



Philip P. Whelan
Head of Sourcing &
Transformation
BP Global Business Services



Cindy Gallagher
Senior Vice President Global
Business Services Controller
Discovery Communications



Jean-Claude De Vera
President of AgileGBS,
Former VP GBS
LafargeHolcim
Lafarge Holcim



Julie Harbert
Senior Vice President Head of
Global Business Services
Royal Philips



Chris Gunning
Global Shared Services
Finance Operations Lead
VEON

CHECK OUT SOME OF SSOW'S 100+ SPEAKER LINE UP



Caroline Basyn
Global Business
Services Officer
Mondelez Business Services



Stephen Caulfield
VP Dell Global Services
Dell EMC



Gary Critchley
Head of UK Shared
Services
National Grid



James Bruce
EVP Unilver Global
Business Services
Unilever



Guy Mercier
Head of Worldwide
Services Strategy &
Delivery Operations
Solvay



Maria Salvatore
SSC Programme Director
NBC Universal



Morten Lillelund
Vice President of Business
Services Operations
(Shared Services)
LEGO Group



Kathryn Heywood
Senior HR Director
Global Business Services
Smith and Nephew



Alex Frazer
Global Business Services
Lead **McDonalds**



Cindy Gallagher
Senior Vice President
Controller, Global
Business Services
Discovery Communications



Bjorn Bergabo
General Manager -
GE Global Operations
General Electric



Alex von Thielmann
Senior Vice President
Shared Service Centre
Siemens



Bobby Abraham
Managing Director and
Chief of Transformation
Barclays



Phil Gillingham
Director, Global Human
Resource Operations
Microsoft



Sam Horton
Global Services
Finance Strategy and
Operations Director
Johnson & Johnson



Fred Stierlin
Vice President Shared
Services **Burberry**



Rob Bradford
Senior Vice President
Global Business Services
AkzoNobel



Sandy Khanna
Managing Director,
Group Business Services
BT



Geeta Malhotra
Vice President, Head of
Global Business Services
Avon



Andrea Schaffell
Vice President EMEA
Shared Service Centres
Ricoh



Anna Falbogowska
Director, End User
Systems and Services
GSK



Nicolas Louit
Director of IT and Services,
Europe. Global Leader for
Business Process &
Information Optimization
P&G



Holger Sigloch
Transition Leader Bose
Global Business Services
Bose



Kamila Grembowicz
Senior Vice President
Global Business Services
Adidas



Ekkehart von Roda
Senior Director Finance
Transformation, Shared
Services **DHL Supply Chain**



Rositia Vasilkeviciute
Senior Vice President,
Group Operations
Danske Bank



CHECK OUT SOME OF SSOW'S 100+ SPEAKER LINE UP



Stephen Sutcliffe
Director of Finance and Accounting
NHS

New To
SSOW
Europe



Cathy O'Dowd
Adventurer



Jens Knoblauch
Head of BPO and LGS Controlling
Linde Group

New To
SSOW
Europe



Ina Schreckenberger
Programme Stream Lead for Organisation and People
Swarovski

New To
SSOW
Europe



Chris Wright
Global Business Services Director
SSP Group

New To
SSOW
Europe



José Pedro Anacoreta
Global Personnel Administration & Payroll
Sonae

New To
SSOW
Europe



Isabel Duarte
Head of Global Financial Services, Lisbon
Grünenthal Group

New To
SSOW
Europe



Alastair Collier
Head of Strategy, Solutions and Sustainability
National Grid

New To
SSOW
Europe



Julie Harbert
Senior Vice President Global Business Services
Royal Phillips



Andreas Mayer
Vice President Global HR Shared Services
Teva



Dave Hughes
Shared Services Director
Engie

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Europe



Katerina Vranovska
Contact Centre Director
Johnson & Johnson

New To
SSOW
Europe



Andrzej Kinastowski
Operations Delivery Strategist
Lufthansa

New To
SSOW
Europe



Devi Kencki
Global Project and Programme Management Lead – Vice President
Swiss Re

New To
SSOW
Europe



Kim Leandersson
Shared Service Centre General Manager
Tele 2

New To
SSOW
Europe



Alf Franzoni
Shared Services Centre Director
Siemens

New To
SSOW
Europe



George Garbero
HR Solutions Director
Levi Strauss & Co



Lars J Christophers
GBS Head of Operations
ABB

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Angus Kidd
Head of Business Delivery Centers
Credit Suisse

New To
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Europe



James Bull
Director of Accounting Shared Services
Escada

New To
SSOW
Europe



Maciej Piwowarczyk
Global Senior Vice President Finance and Accounting
Discovery Communications

New To
SSOW
Europe



Balint Bacso
Director of Enterprise Human Resources Operations EMEA
Johnson Controls

New To
SSOW
Europe



Jason McGovern
Head of Shared Service Centre
National Rail



Mark Linden
Global Head of Talent Acquisition
Mondelez Business Services

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SSOW
Europe



Chris Gunning
Head of Shared Services
Veon



Jennifer Sturch
Shared Service Centre Director
McDonalds

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Europe



Carlos Guimaraes
Senior Director FSS
Adidas

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SSOW
Europe

CHECK OUT SOME OF SSOW'S 100+ SPEAKER LINE UP



Michael Van der Steen
Director Global Process
Order to Cash
Bose



Stig Rutving
Vice President – Group
Business Services
Lundbeck



Nuno Oliveira
Head Of GBS Business Service
Center Bose Corporation



Mike Stop
Global Director
Service Centers
NSG



Susana Hilario Alves
Head of Process Excellence
HR Global Operations
Ericsson



Paulina Wydra
Change Leader
UBS



Patricia Stone
Head of Customer
Experience and Analytics
Swiss Re



Suzanne Barrie
Strategy and Transition
Programme Manager
Shell Business Services



Jamel Ziani
SVP Integrated Business
Operations
Bayer



Phil Woodburn
VP Finance Global Shared
Services and Operations
Schneider Electric



T.J. Wolfe
Vice President Finance
Shared Services and
Transformaiton
Coca Cola



Craig Foster
Global HR Operations
Manager
Microsoft



Piotr Andryszak
Director HR Services Europe
Philips Lighting



Tobias Unger
Head of Innovation,
Digitalisation and
Benchmarking
Siemens



Christina Zhang
General Manager,
McDonald's APMEA
McDonalds



Rajesh Sanon
Director - Global HR Service
Delivery and Vendor
Partnership Management
Amex



Tomasz Bortlitz
Director HR Solutions
Arrow



Irina Chernousenko
Former Director of Shared
Services Transformation
Coca-Cola Company



Rene Jensen
Head of Process Excellence
Maersk



George Connell
Vice President Strategy -
Finance Operations
Shell Business Services



Milosz Aleksander
Vice President, Global
Head of Global
Business Services
Tate & Lyle



Robert Soja
Senior Vice President
Global Financial Services
Grünenthal Group



Marcin Nowakowski
Programme Director
BNP Paribas Securities Services



Andrew Parris
Director of Shared
Services
Tarmac



Sarunas Suipis
VP Operations and
Managing Director
Western Union



Loretta Franks
Global Process Owner
Finance
Kellogg Company



SSOW 2018 – WHAT'S HAPPENING, WHEN?

Engaging content, unparalleled experiences

Monday 14th May

Workshop Half Day and Main Conference Day 1

Tailor your SSOW experience straight from the start, and choose up to two deep-dive workshops which reflect your current challenges, including mastering shared services fundamentals, creating a culture of service excellence, setting a strategy for automation, and more....

After lunch, join us for our keynote opening addresses from P&G and AkzoNobel, and hear from our inspirational "Out-of-the-Box" speaker Cathy O'Dowd, the first women ever to scale Everest from both sides. Join us for our industry-leading SSON Awards Ceremony, and then party SSON-style at our Eurovision-themed drinks reception



Wednesday 16th May

Main Conference Day 3 & Deep-Dive Sessions

A morning focusing on the macro issues, such as Blockchain and geo-politics on shared services, followed by a keynote from Solvay. Utilise all you have learned in our challenge-based stream sessions, before joining us for our intelligent automation and leadership Masterclasses in the afternoon.



Tuesday 15th May

Main Conference Day 2

Hear from our inspirational keynotes from Mondelez and Unilever; get tactical with our A-Z of Shared Services Interactive Discussion Groups, and join us at our offsite drinks reception at the stunning Forte da Cruz!



Thursday 17th May

SSOW Roadtrip!

Back by popular demand, this year our roadtrip will take us through the beautiful streets of Lisbon, stopping off at Bose, Siemens and Solvay! Tickets are strictly limited to 30 people, and are allocated on a first-come, first-served basis, so don't miss the bus!



The SSON logo features the letters 'sson' in a white, lowercase, sans-serif font. The letter 'o' is replaced by a stylized blue globe icon with white latitude and longitude lines.

Parties

Eurovision Party - Monday 14th May

With all the excitement of SSOW, you'd be forgiven for forgetting that another important European party is happening in May in Lisbon...Eurovision! Join us on Monday 14th May for SSOW's Eurovision-themed party!

Cocktails on the Beach - Tuesday 15th May

We couldn't bring you to Lisbon without taking you to the beach, could we? This year, SSON and our drinks reception partners, Blue Prism, have pulled out all the stops to ensure that you network and party...in style!

Join us at the beautiful and historic Forte Da Cruz, on Tuesday 15th May, and network with your peers at this stunning location!



With thanks to our
exclusive drinks partners

blueprism



Excellence Awards

SSON Awards Ceremony - Monday 14th May

SSON's Excellence Awards are the perfect opportunity to mark your team's progress and achievements within the shared services and outsourcing world. Winners are announced live on-stage by our panel of expert judges.

DATES FOR YOUR DIARY:

- Applications open now!
Please visit www.ssoweb.com for further information
- Application Deadline: March 31st 2018
Awards Finalist Announcement: May 30th 2018
- Winners Announcement: 14th May (in Lisbon!)

The Categories:

- Best Shared Services Team
- Best Process Improvement & Innovation
- Excellence in Transformation
- Excellence in Culture Creation
- Excellence in Automation

Psst!
Nominations for our awards are now open!
Check our website for more details on how to register!



sson Roadtrip!

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

Full day site tours include a tour of THREE 'Best in Class' Shared and Business Service Centres, transport between the venues plus a networking lunch or dinner. Site tours range from 1.5-2.5 hours at each site and include:

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

Benefits of attending:

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

"I'm so glad I took the time to go on the site tours. We get so wrapped in what we're doing in our own center that we miss out on innovation taking place all over the world. These visits certainly opened my eyes to a few best practices and I would highly recommend them to anyone planning on maturing, expanding or locating a centre. Time well spent!"

Adam McCoy, HR Director, Arrow Electronics








7:45 Registration and Breakfast

8:15 Workshops A-E Start

10:00 Morning Refreshments

10:15 Workshops F-J Start

Workshop A	Workshop B	Workshop C	Workshop D	Workshop E
<p>Workshop: SSC 101 – Designing, Planning and Implementing Global (or Regional) Business Services</p> <p>Setting up a GBS is enabling organisations to benefit from improved agility and scalability, meeting the needs of the business, reduced costs, better analysis of existing data, and impact on the top and bottom line. In this Masterclass, learn more about getting the concept right, building the business case and taking the business with you.</p> <p>In particular, the workshop will enable you to:</p> <ul style="list-style-type: none"> • Discover the “need to know” for location strategy • Establish a clear roadmap for change, and clarity and vision for your transformation • Understand your new market, the talent capabilities and the opportunities for future growth • Develop a blueprint for your organisational model • Importance of stabilisation (and not just focussing on Go Live) • Build effective governance models • Learn from companies who have set up in the region about what they did, and crucially, what they would do differently <p>Rakesh Sangani, CEO, Proservartner</p> 	<p>Build Your New FTE – Bringing Bots to Life!</p> <p>How can Robotic Process Automation drive transformational business process improvement?</p> <p>In this session:</p> <ul style="list-style-type: none"> • Master Robotic Process Automation on an enterprise scale • Build your bot – witness first-hand how a leading RPA provider builds a bot that is tailored to your needs • Interact and integrate with the system to enable your bot to solve your business needs 	<p>Customer Excellence 101</p> <p>World class customer service has never been more critical, as today’s businesses continue to be disrupted with new technologies and competition. Within the SSC world, customer operations enablement and engagement is essential, as more and more SSCs become more commercially driven.</p> <p>Learn how to:</p> <ul style="list-style-type: none"> • Establish your customer engagement strategy • Digitising your customer journey • Developing a customer centric culture • How great does service need to be? <p>Patricia Stone, Head of Customer Experience and Analytics, Swiss Re</p> 	<p>GBS Transitions</p> <p>Global standardisation, increased agility, improved visibility over your operations...these are just some of the many cited benefits of adopting a GBS model.</p> <p>However, the transition from multi-centre SSCs to GBS is a tough one to make, how do you evaluate if it would work for your organisation? And if you are already on the GBS journey, do you have a clear plan on how to progress forward?</p> <p>In this session, hear from Business Services leaders who have made the jump and hear expert insights about the “do’s and don’ts” of the GBS journey.</p> <ul style="list-style-type: none"> • Capitalise on your economies of scale by standardising further • Address the challenges of having a ‘one-size-fits all’ approach • Support GBS whilst ensuring Shared Services still works for your business and team • GPOs: Creating cross-functional management and new accountability lines 	<p>Millennial Talent – Strategies to Attract, and Retain Generation Y....and Z!</p> <p>With the average age of a SSC/GBS professional being mid-twenties, and a marked and well-documented shift in how the incoming generation views work, what strategies should innovative SSC and GBS organisations be adopting?</p> <p>In this session:</p> <ul style="list-style-type: none"> • Discover how Dell EMC has placed employee Net Promotor Scores and Corporate Net Promotor Scores at the heart of its business strategy • Effectively create a cohesive strategy for talent – building relationships with government and education pillars to ensure a continued flow of talent • Identify leadership pathways • Driving engagement – the essential role of company culture <p>Stephen Caulfield, VP Dell Global Services, Dell</p> 



Workshop F

Eliminate 30% of AP Errors With Trusted Supplier Data

Supplier data is the foundation of the source-to-settle process – from who you do business with to how and when you pay them. But capturing and maintaining accurate vendor data can be a challenge.

In this collaborative session:

- Explore the business impact of poor data.
- Discover three easy steps for scrubbing, supercharging and continuously improving vendor master files.
- Learn how to use artificial intelligence and 3rd-party databases to validate, score and enrich supplier records.
- Hear how improved vendor master data can transform shared services.
- Walk away with a how-to plan for your business.

apexanalytix

Workshop G

The Customer Journey is Changing – Are You?

In today's omnichannel world, it is customers, not businesses, which decide when, where, and how they purchase and get the service they need. Businesses therefore need to be able to quickly adapt to the self-directed journeys that customers are creating for themselves, every day. Now, with the advent of the latest digital technology, combined with automation, analytics and machine learning, businesses have the ability to do this.

Learn how major brands are now using the latest technology to transform themselves by reimagining and modernising every aspect of the customer journey:

- Streamlining purchase consideration
- Transforming the buying experience
- Enhancing the product use experience

CONDUENT

Workshop H

Power Up Your Leadership Capabilities - Developing a Business Services Institute

The role of SSC/GBS professional has changed drastically in recent years, as more value-add and complex activities become integrated into SSC. Adaptability is key, and employees and leaders need to be able to adapt to changing circumstances and to provide insight to the rest of the business, quickly and coherently.

In an industry increasingly made up of millennials where automation is booming, how do you establish exceptional training for the SSC leaders of tomorrow?

In this session:

- Learn how National Grid is placing training and development at the heart of the GBS structure, ensuring higher skill levels and levels of engagement for years to come.
- Discover how to establish a GBS Institute
- Continuous Improvement and ongoing training for your staff
- Develop a strategy and retrain your team as their careers, and your services, evolve

Alastair Collier, Head of Strategy, Solutions and Sustainability, **National Grid**

nationalgrid
HERE WITH YOU, HERE FOR YOU.

Workshop I

Construct Your Next Stage Service Strategy - Transforming to a Culture of Dynamic Innovation and Harnessing Data to Advance your HR Shared Service Capability

In this deep-dive workshop, discover how Microsoft has transformed its Global HR Service Delivery model, which supports 83,000 employees across 65 countries, in order to support its company transformation objectives. Learn how it is utilising a variety of technological initiatives, but balancing this with the talent and expertise of people and process within digital opportunities.

In this session:

- Discover how to develop a strategy to enhance your operational capabilities, moving up the value-chain and delivering enhanced results back to your business.
- Deploy amplifying service center technology, in order to innovate and become an agile business partner, responding to evolving business needs.
- Establish and maintain a customer-orientated culture
- Data mining – how to use analytics to provide real business value

Phil Gillingham, Director Global HR Operations, **Microsoft**

Craig Foster, Global HR Operations Manager, **Microsoft**

Microsoft

Workshop J

How to evaluate use cases and calculate the ROI on Intelligent Automation (cognitive + RPA) in shared services

64% of shared services operations have leveraged RPA in some capacity, but of those who have, only 9% report meaningful scale and nearly all report technology, licensing, and enablement challenges in their deployments. It's time to remove the bottlenecks and make a real impact.

In this deep-dive workshop, learn how to construct a cohesive strategy surrounding RPA, which will enable you to deliver maximum returns to your business in the shortest possible timeframe. Establish and elevate your intelligent automation rulebook, and develop a clear strategy for 2018... and beyond.

In this session you will:

- Benchmark your RPA progress against peers in a frank, collaborative discussion
- Identify roadblocks you have faced in achieving true scale and transformational benefit
- Discuss new use cases for cognitive automation (e.g. document-intensive O2C, P2P, AP and onboarding)
- Plan an illustrative roll-out of cognitive automation that aligns with your RPA efforts

Adam Devine, SVP Marketing, **WorkFusion**

WorkFusion

CONFERENCE DAY ONE | MONDAY, 14TH MAY 2018



12:00 **Lunch and Main Conference Registration Opens**

13:00 **SSON Opening Remarks**

13:10 **Opening Remarks from the Chairperson**

13:20 **Envisioning the Future of Shared Services**



Join this keynote session to hear from one of the world's largest and most established GBS organizations. P&G is designing the next generation of shared service operations in a digital world, driving innovation and disrupting the status quo through their unique GBS strategy and philosophy without increasing their budget. Learn how GBS within P&G continues to evolve, reinventing its operational capabilities to ensure a customer-centric organisation within this Fortune 500 company. Discover how GBS is using disruptive capabilities like AI, automation and machine learning to power an entirely self-funded global operation that better enables regional and local teams to serve billions of consumers around the world, transforming the role GBS plays for the business and the company's bottom line.

Nicolas Louit, Director of IT and Services, Europe. Global Leader for Business Process & Information Optimization, **Procter & Gamble**

13:50 **The Art of GBS – Generating Value to Your Business**

In this keynote session, hear how multi-billion turnover chemicals giant has reinvigorated its faltering GBS programme through a dedicated and concerted effort to change the way in which business services was viewed by the wider organisation. With a commitment to 150M EUR savings year-on-year for the next three years, discover how this organisation is integrating GBS objectives in order to transform not only GBS, but the wider business as a whole.

In this session:

- Codifying change –transforming GBS into a senior business advisor
- Top-line benefits realisation – develop a strategy to impact business operations
- Integrating GBS as an integral part of the business



Rob Bradford, Senior Vice President Global Business Services, **AkzoNobel**

14:20 **Fireside chat: Plug'n Play Robots, Helping You to Deliver the Key Target Operating Models (TOMs) Expected from a Modern SSC Organisation**

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

In this session:

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



Hosted by: **Shak Akhtar**, Global SVP Robotic Solutions, **Redwood**

Watch this space, additional panelists to be confirmed soon!

15:00 **Industry Bingo – Networking Break**

CONFERENCE DAY ONE | MONDAY, 14TH MAY 2018



15:15

RPA Panel – Embrace the Bot!

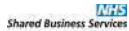
Last year, 70% of you were in “RPA exploration” phase, either conducting pilots or due diligence surrounding the potential benefits of RPA. In this interactive panel discussion – learn from those who have taken the plunge, and who are now reaping the rewards. Discover how expert-level practitioners on how they are operationalising RPA and embedding it within the DNA of their companies, and walk away with the confidence and insight to take your operations to the next level.

In this session:

- Hear from an expert panel of end-users at different stages of their RPA journey who are reaping the rewards of the RPA revolution
- Implementing robotics, the stumbling blocks and key issues
- A frank discussion surrounding the benefits reaped through utilising RPA
- Tackling the “fear-factor” – are robots going to steal all of our jobs?
- Developing an RPA Centre of Excellence – best practice and governance



Hosted by **Ui Path**



Stephen Sutcliffe, Director of Finance and Accounting, **NHS Business Services**



Maria Salvatore, SSC Programme Director, **NBC Universal**



Bjorn Bergabo, General Manager for Europe, **GE**



Andrzej Kinastowski, Operations Delivery Strategist, **Lufthansa**



CONFERENCE DAY ONE | MONDAY, 14TH MAY 2018



15:45 Stream Sessions – Maturity Curve Groups Begin

15:45

Stage 1 – Emerging	Stage 2 – Evolving	Stage 3 – Adding Value	GBS Evolutions Forum
<p>Lessons Learnt Hit the Ground Running - Enabling SSC Success Right from the Start, Whilst Fast-tracking to GBS.</p> <p>In this expert-led panel session, learn from SSC practitioners who have a wealth of experience in SSC set up.</p> <p>Discover:</p> <ul style="list-style-type: none"> • The biggest challenges re SSC set-up • How to develop a Target Operating Model for SSC • A framework to establish senior leadership engagement with your BUs • How to set your location strategy - balancing cost and future growth • Tips and tricks to accelerate those wins – quickly! <p>Holger Sigloch, Transition Leader for Global Business Services, Bose</p> <p>Isabel Duarte, Head of Global Financial Services, Grünenthal Group</p> <p>Lars. J Christophers, GBS Head of Operations, ABB</p> <p>Morten Lillelund, Vice president of Business Services Operations, Lego Group</p>	<p>Lessons Learnt Increased Value Matched with Better Service - Delivering Improved Results to your Business</p> <p>You have set up your SSC, have realised the initial cost-savings, and your centre has stabilised. What's next?</p> <p>In this session, learn how to:</p> <ul style="list-style-type: none"> • Embed Continuous improvements into the heart of your shared services centre to continue to add additional value • Navigate internal politics – how to encourage trust in your operations, and further SSC growth • Explore your future operations - simplification and standardisation • Challenge your employees' BAU mindset – develop initiatives to strive for excellence <p>Chris Wright, Global Business Services Director & Group Treasurer, SSP Group</p> <p>Phil Gillingham, Director, Global HR Operations, Microsoft</p> <p>Alex Frazer, Global Business Services Lead, McDonalds</p>	<p>Lessons Learnt Next Level Service - Continuing to Evolve Beyond the Back-Office Box</p> <p>We have come a long-way from SSCs being seen purely as a back-office offering, and with ever more complex activities and functions being incorporated into SSCs, discover what could be the next addition for your centre...</p> <ul style="list-style-type: none"> • What have innovative and advanced GBS centres already centralised? • How has this expansion up the value curve impacted hiring? • Teething issues- how to build business unit support and build confidence in advanced and new service lines. • The sky's the limit!- can anything not be centralised? <p>Angus Kidd, Head of Business Delivery Centers and Compliance & Regulatory Affairs Effectiveness, Credit Suisse</p> <p>Sarunas Suipis, Vice President Operations and Managing Director, Western Union</p>	<p>Lessons Learnt The Never Ending Story of GBS... What Does the Future Hold?</p> <p>As RPA and cognitive become more main-stream, there are a myriad of options available for GBS leaders to optimize their service. Whilst there will never be one "one size fits all" approach, in this session discover the models that others are deploying, what is working (and perhaps more importantly, what isn't!) in order to shape your future delivery.</p> <p>Discuss:</p> <ul style="list-style-type: none"> • What is the optimum service TOM for your company? Are captive, hybrid, or virtual centres right for you? • How to leverage the successes of automation to optimize your service provision <p>Sam Horton, Global Services Finance Strategy and Operations Director, Johnson & Johnson</p> <p>Geeta Malhotra, Vice President, Head of Global Business Services, Avon</p> <p>George Connell, Vice President Strategy – Finance Operations, Shell</p> <p>Rob Bradford, Senior Vice President Global Business Services, AkzoNobel</p> <p>Sandy Khanna, Managing Director, Group Business Services, BT</p>

16:15 5 Minute Changeover



16:20

Stage 1 – Emerging

Dressed for success – Stitching Together Tradition and Innovation

In this case-study presentation, learn how an iconic, FTSE-listed brand is kick-starting its pioneering GBS journey.

Discover how to:

- Use GBS as an innovation driver
- Accelerate to GBS – harnessing technology to elevate up the maturity curve
- Embrace digital innovations to drive service performance

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



Stage 2 – Evolving

Adidas Business Services – Born with a Sports Mentality

After years of stable growth, Adidas Business Services is now rapidly expanding the scope of its operations. How to continue to engage its FTEs during this period of service transformation?

- Employee branding strategy
- Developing a team ethos and mentality
- “Daily-huddles” and quick wins
- Fighting attrition levels whilst scaling rapidly

Carlos Guimaraes, Senior Director Finance Shared Services, **Adidas Business Services**



Stage 3 – Adding Value

The Energy Inside your Business – Expanding the Perception of Business Services

National Grid has embarked upon a Business Services overhaul – completely redefining and transforming the way in which the Business Services Organisation interacts with the business units.

In this session:

- Develop a strategy for raising the profile of business services
- Implement a TOM “eliminate, automate, or outsource”
- Drive digital engagement – harnessing the power of technology to transform customer touch points
- Optimising service levels

Gary Critchley, Head of Business Services, **National Grid**



GBS Evolutions Forum

Global Standardisation vs Diversity of Service...GE’s GBS Transformation

Discover how global conglomerate and Fortune 500 company GE is embracing technological innovations in order to catapult its GBS operations into the future

Learn how to:

- Cope with the diversity vs standardisation problem
- How GE has utilised internal robotics to create an internal centre of excellence for robotics
- Drive process improvement and enhancement initiatives - discover how crowdsourcing initiatives have identified new opportunities for robotics

Bjorn Bergabo, General Manager for Europe, **GE**



16:50

5 Minute Changeover

16:55

Kitting Out an Ambitious SSC

In this session, learn how embedding automation and best practice from the outset is essential in order to land that jump to GBS success

- Leading revolutionary business transformation – keep your metrics in green whilst embedding change practices!
- Accelerating your standardisation processes

Service Modernisation – Agile, Elastic Services

Like many, NBC has been running shared services for years, and has gone through stages of evolution, growth and expansion. Discover how this organisation is remodernising its SSC offering, consolidating strategy across the group, incorporating automation, and aligning is the SSC strategy with the business to provide enhanced value.

In this session, learn:

- The importance of adaptability – how to create elastic service that can quickly respond to changing business needs.
- The “need to knows” - top tips to transforming your SSC whilst overhauling and modernizing your operations
- Process and adaptability – are end-to-end processes still relevant?

Maria Salvatore, Shared Services Director, **NBC Universal**



Should you Give your Bot your Messy Processes?

For many SSC leaders, the main factor keeping them from exploring RPA further is that their processes are not standardised, simplified or “clean” enough for RPA. But how standardised is “standardised enough” for a bot?

In this session, discover:

- Methods to get yourself ready to deploy your robots
- Which processes to focus on first to optimise your results

Ekkehart von Roda, Senior Director Finance Transformation Shared Services, **DHL**



Changing the Positioning of GBS Jumping up the Value Chain

In this session, hear from Devi Kencki on how Swiss Re are changing the positioning of their GBS model – moving up the value chain, but working backwards to ensure a cycle of business engagement.

In this presentation:

- Construct a GBS strategy that is close to your business, right from the off
- Establishing a TOM for GBS, nearshore, offshore, or hybrid?
- Automation realisation. Getting the best out of your services.

Devi Kencki, Vice President Global Project and Programme Management Lead, **Swiss Re**





17:25

Out Of The Box Speaker

South African mountaineer Cathy O'Dowd is the first woman in the world to climb Mount Everest from both sides. Her talks combine adventure, drama, failure and success, sharing with her audiences lessons learnt from one of the world's most spectacular challenges. Cathy weaves together the literal adventure of the climb and the metaphorical challenge of reaching for the peak of achievement. Her inspirational keynotes focus on undertaking journeys, self-motivation, team dynamics, leadership, risk-assessment and tackling seemingly overwhelming challenges. The insights she has discovered about individuals and teams under intense stress in the face of overwhelming challenges are ones she has been sharing with her corporate audiences ever since. She is an internationally acclaimed motivational speaker who has spoken in over 40 countries, and has written a book about her experiences on Everest, *Just For The Love Of It*.

Cathy remains an active adventurer. She was part of the team that did the first ascent of Nanga Parbat via the Mazeno ridge, and most recently undertook a ski ascent of the highest peak in Canada. She now lives in Andorra, where she climbs, ski and runs in the mountains.



18:05

SSON Awards

18:30

SSOW Eurovision-Themed Party



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

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

”

CONFERENCE DAY TWO | TUESDAY, 15TH MAY 2018



7:30 **Coffee & Registration**

7:45 **SSON Opening Remarks**

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

8:00 **Mondelēz International Global Business Services: Surpassing Delivery Expectations, at Lower Cost, in Record Time**

Three years ago, Mondelēz International (MDLZ) set off on its vast journey to GBS, from scratch, with a focus on delivering outperforming services whilst delivering profitable growth, quickly. The scope, speed and size of this GBS transformation is unmatched in the industry. Leveraging cutting-edge technology such as robotics, AI and cognitive language recognition, MDLZ is creating a culture that surpasses service delivery expectations and delivers a higher quality at a lower cost. Learn how this organisation has simplified and automated, and has become a hub for innovation, enabling growth, cash, and margin improvement throughout the wider business.



Caroline Basyn, Global Business Services Officer, [Mondelēz](#)

8:50 **Client Interview hosted by Automation Anywhere: Harnessing Intelligent Automation as a Lever to Surpass Your Customer's Expectations**

Over the past several years, much has been written about how Robotic Process Automation can drive forwards a digital transformation agenda for your business, driving profitability, increasing visibility over a particular process, and transforming the existing status quo within the business services landscape. However, much less has been written about the knock-on impact to your most important stakeholders, your customers. In this on-stage interview, learn how RPA is transforming the operations of one multinational organisation, enabling them to move their FTEs onto more sophisticated, value-added activities that are enhancing their service provision, and are enabling them to achieve higher levels of customer satisfaction than ever before.



Watch this space, additional panelists to be confirmed soon!

9:20 **Interview Hosted by WorkFusion: The Reality, Imperative, and Impact of AI-Powered Automation Within Business Services**

With access to vast amounts of data, accountability for hundreds of business processes, and large numbers of FTEs, SSCs are a perfect launch pad for AI-powered cognitive automation. Nearly all SSCs have started RPA programs, and leading SCCs see 2018 as the year of cognitive, but defining, starting, and executing a cognitive strategy is daunting. This session will cover how AI is delivering within a SSC/GBS organisation, and will give real-life examples of how cognitive automation and RPA are being leveraged together to digitise and transform the organisation.



Adam Devine, SVP Marketing, [Workfusion](#)

10:10 **Morning Coffee and Networking**

10:40 **Transforming your value: Creating a framework for adaptable service delivery**

Adaptability is the new competitive advantage, and companies that fail to flex when their situations change will struggle to fully realise efficiencies, adequately serve their customers, and realise the benefits that technology can offer. In this session, learn how one organisation is revolutionising its operations, in order to not only provide enhanced value to its customer, but to become ever more adaptable to changing needs.



Nimesh Akhauri, Executive Vice President - Head of Europe, [WNS](#)

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11:20

The A-Z of Shared Services Interactive Discussion Groups - Three Choices

During this part of the summit, delegates will be sorted into groups of 10-15 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

IDG A

It's not all About the Money, Money, Money... (it's also about the Potential for High-Quality Operations)

- Location strategy – balancing cost and quality
- SSC set-up decisions – planning for the future
- Innovating your approach with satellite cities– should you be choosing multiple locations for your service offering?

IDG B

Zero to (GBS) Hero in 3 Years

- Prepping your team for the journey – establishing a shift to a global mindset
- Exploit your integrated global operations
- Empowering change towards a global way of working

Michael van der Steen, Director, Global Process Order to Cash, **Bose**



IDG C

Expanding your Dynamic Capabilities - Evolve your Adaptable E2E Process Offering

- Establish global or regional process ownership control and manage process variations
- Standardise to innovate your offering
- Enable advanced and innovative process improvement initiatives

T.J. Wolfe, Vice President, Finance Shared Services and Transformation, **Coca-Cola European Partners**



IDG D

Zooming in on Centres of Excellence and Innovation Hubs - Which of your Areas do you want to be "Excellentivised"?

- Thinking purposefully about how to develop CoE teams
- Does your CoE require a new skillset, or can you find the right people to "become excellent"?
- New skills, new location? Should CoE's exist within your SSC framework

Angus Kidd, Head of Compliance & Regulatory Affairs Effectiveness and Business Delivery Centers, **Credit Suisse**



IDG E

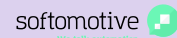
Creating a Strategy for your Data

- Unlock your greatest untapped resource, your data
- Understand the value of your data, and discover how to fully utilise it for maximum impact
- Enable your business to make educated decisions, with the full facts at their disposal

IDG F

What to Automate and what to Robotise - The Missing Link in the Current SSC Landscape

- Develop your automation rulebook
- Establish best-in-class practices
- Automation vs robotics...a combined approach?



IDG G

Troubleshooting Strategies - Righting the Ship when Things aren't Going to Plan

- Midway through a change programme, or in a stalling SSC?
- Turning things around – re-engaging and enthusing your team
- Strategise your change management strategy to get your SSC back on track!

Andre Norman, Director of HR Shared Services, **Adobe**



IDG H

Transform your Onboarding Process to Increase Stability and Employee Efficiency

- There is a clear correlation between improved onboarding and employee engagement and productivity
- Learn how to combine HR and business onboarding in the most effective way
- Work with Continuous Improvement teams in order to plan and implement this transformation

IDG I

Adapting to Future Workforce Trends - Forming a Best in Class in HRSSC

- Utilise technology and global connections to drive value-add activities.
- Re-engineering HR processes in order to move away from transactional-based activities

Susana Hilario Alves, Head of Process Excellence, Head of HR Global Operations, **Ericsson**



IDG J

Creating a Seamless Customer Journey

- Innovative ideas to integrate your business units with the "hub and spoke" model
- Knowledge retention strategies – keeping service levels high
- Create "touchpoints" to measure success
- Mapping your customer processes – discover the gaps?

Ina Schreckenberger, Programme Stream Lead for Organisation and People, **Swarovski**



IDG K

Installing Continuous Improvement in the Heart of your Organisation

- "Shifting mindsets" training
- Create a culture where you and your team are constantly striving for improvements
- Harnessing "lean" – embedding CI within your team and within the wider businesses – using Shared Services as a hub for business-wide improvements

Piotr Andryszak, Director, HR Services Europe, **Philips Lighting**



IDG L

Employee Engagement Excellence

- Successfully deploying your most important asset – your people
- Values to live and work by – instilling rituals in the heart of your SSC
- Creating a sustainable, bottom up approach to drive engagement levels of c.90%

David Hughes, Shared Services Director, **Engie UK**





IDG M

Digital Talent - Future Workforce Trends

- Discuss the changing skillsets, capabilities and future requirements of the shared service professional.
- Explore the digital transformation
- Discover what is required to take your SSC to the next level

IDG N

Achieving world class - Identifying Risks And Ensuring Balance Sheet Integrity Through Intelligent Automation

- Identify the risks that are threatening the integrity of your balance sheet
- Recognise the challenges associated with automating complex processes
- Ensure that your global finance teams prioritise materiality over routine
- Drive end-to-end process excellence to bring a reduction in the cost of finance
- Become more agile to respond to changing business needs

Peter Remnant, Regional Sales Manager, [Trintech](#)



IDG O

GBS - Is the Destination Worth the Journey?

- Explore the challenges that you are currently facing on your GBS journey
- Global Business Services versus Shared Service Center (SSC) and BPO
- The benefits of a portfolio approach: diversifying risk
- Nearshoring: Looking closer to home
- Portugal: A qualitative and quantitative advantage

IDG P

Bots Can't Close - Intelligently Automating your Finance SSC

- Ensure controls and quality are in line with your policies
- Deliver automation efficiency to help you with business critical decisions

IDG Q

Intelligent Automation 2018: Learn the Capabilities, Applications and ROI of AI-driven RPA

Gartner predicts \$2.9 trillion in business value and a recovery of 6.2B of worker hours by 2021 through AI. You've deployed a few RPA bots, but are you positioned to catch the next wave to create true digital capabilities?

Discover how:

- To use IA as a lever to grow productivity and revenue
- To look beyond operational reductions and cost efficiency – how to construct your long term IA strategy
- To realise the true benefits of IA – applying initiatives to achieve digital transformation success

Adam Devine, SVP Marketing, [WorkFusion](#)



IDG R

Driving Hybrid Forward - Establishing a Transformative Mindset with your BPO Providers

- Ensure your continuous improvement activities filter to down your BPO provider
- Create a culture whereby both companies feel comfortable enough to talk about improvement
- Directing transformation whilst maintaining agency of costings and timescale

Abigail de Rochemont, Head of Global Strategic Sourcing, Procurement & Processes, [Wolters Kluwer](#)



IDG S

Making Millennials your Biggest Asset - Developing your Team for the Future

- Adopt new ways of working – supporting that work-life balance
- Millennial empowerment – autonomy and flexibility
- CSR, and extra-curricular activities – creating a culture that is impossible to leave!

Kim Leandersson, General Manager Shared Service Centre, [Tele2](#)



IDG T

Blockchain - A Complete Game Changer?

- Should Blockchain be viewed as another element of digital transformation, or a seismic shift in the way in which companies could operate in the future?
- Blockchain and SSCs – what are the threats and the opportunities
- Developing an intercompany network – is the technology advanced enough



IDG U

Measuring Success - Ensuring Service Delivery and Service Improvement

- Why your metrics shouldn't always be in green
- How useful is benchmarking, really?
- Which are the most important targets to hit?

Irina Chernousenko, Former Director of Shared Services Transformation,
Coca-Cola Company



IDG Y

Next-level Process Ownership

- Owning your processes 2.0 -establishing your process migration journey
- Building your GPO team – drive accountability and efficiencies, and gain stakeholder buy-in
- Process innovation – avoid working in siloes and deliver cross-process integration



IDG V

Hire to Retire - Integrating Your Processes in your HR SSC

- Improve the productivity of your HR service
- Optimise your activities through empowering your employees to govern and manage their own HR information
- Integrate your new employees into your company

IDG Z

Intelligent Automation 101

- Where to start? Getting to grips with your Intelligent Automation Programme
- Understanding the evolution of IA – what is right for you?
- Integrating your Intelligent Automation Strategy –where to find those quick wins and establishing those long-term goals

IDG W

Building a Stronger Bridge Between Finance and Procurement

- Manage the E2E P2P process
- Procurement and supply chain, how to communicate with finance
- Break down departmental silos

Marcin Nowakowski,
Programme Director,
BNP Paribas Securities



IDG X

Develop your Strategic Vision - Drive your SSC to the Next Level

- People enabled change - enabling your service organisation during periods of growth
- Transformative agendas - creating a culture of continuous improvement
- Developing a culture (not a centre!) of excellence – challenges and opportunities.

Simone Noordegraaf,
Former Head of GBS Europe,
AkzoNobel

Rob Bradford,
Senior Vice President Global Business Services,
AkzoNobel



13:05

Networking Lunch (AICEP Portugal Global & Jiangsu Province invitation-only lunches)



14:05

**Exclusive Masterclass hosted by BlackLine
Thriving in the Age of Automation**



Finance is shifting from traditional, rigid, and manual accounting processes to more automated, flexible, and agile operations. This masterclass is designed to help you explore the technology and trends that allow F&A teams to break the mould and thrive in this new era of continual change.

Join this session and hear how BlackLine assist clients in this rapidly changing finance technology landscape. True transformation requires a fundamental shift in philosophy, one that combines technology with a focus on reimagining legacy processes, empowering employees and embracing a culture of continuous improvement.

Join this Masterclass to learn how to:

- Move away from manual close process
- Embed controls and period end tasks into day to day activities
- Utilise robotics that help F&A teams work smarter
- Evenly distribute workload while enabling constant reporting
- Evaluate the integrity of your information at any point in time
- Eliminate rote tasks and enable skilled accountants to deliver more value



14:05

Finance Innovations

Digitising Finance - Deliver Exponential Value

In this session, hear how the largest Shared Service Centre in the world, which processes 8bn invoices globally, is significantly increasing its net promoter score and establishing a culture of customer excellence.

In this session:

- RPA -> how to realise the benefits and get your processes ready for intelligent automation
- What's next? Artificial Intelligence and cognitive, not as far away as you might think!

Stephen Sutcliffe, Director of Finance and Accounting, **NHS Business Services**



HR Transformation

Ingredients for Success - Advancing your HR SSC Capabilities

In this session, learn how a multinational FMCG organisation has revolutionised its GBS offering, and how GBS now owns the E2E recruitment process for a business that 20K people join annually.

Discover how to:

- Transform into a truly valued global function, servicing different geographies across 114 difference companies
- Harness the essential trio of process consistency, technology and people positioning
- HR and Cognitive – stepping into the future

Mark Linden, Global Head of Talent Acquisition, **Mondelez Business Services**



Multi-Functional Excellence

Cross-functional Collaboration - How to Establish Rules and Governance Within your Multi-tower SSC

In order to truly capitalise on the benefits of having a multifunctional SSC, departments and functions need to develop a strategy to engage with each other. The "no-rules" trend of automation is another reason for SSC leaders to look not just at their own functional involvement, but also at their centre as a whole.

In this session learn to:

- Develop an "easy wins" cohesive strategy for your services
- Transform your service – from silo to a unified unit

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



Intelligent Automation

Hosted by



Establishing your Operations as a Centre for Robotic Excellence

With 48% of SSC leaders still in "due diligence" stages of RPA, it is time to give you the information you need to make that next step to increased efficiencies and to moving FTEs onto more knowledge-based work.

In this session, learn how:

- One multinational organisation has created a centre of excellence for robotics, reskilling it's staff to turn them into "Bot Handlers"
- To teach people to not fear the Bot!
- Getting maximum value out of your Bots

Tobias Unger, Head of Innovation, Digitalisation, and Benchmarking, **Siemens**



14:35

5 minute changeover



14:40

Panel Discussion: How to Strategically Position Finance as a Key Business Partner to your Organisation

- Manage the evolution of Finance Shared Services into value-add activities business outcomes
- Unlock opportunities after centralisation – developing a value proposition
- Navigate the “Big Shifts” required for benefit realisation within business services

Sam Horton, Global Services Finance Strategy and Operations Director, **Johnson & Johnson**



Suzanne Barrie, Strategy and Transition Programme Manager, **Shell**



Maciej Piwowarczyk, Global Senior Vice President Finance and Accounting, **Discovery Communications**



Philip Woodburn, Vice President Finance Global Shared Services and Operations, **Schneider Electric**



Panel Discussion: Communicating the Future - Digital Automation Globalised Talent

In this session, discover how a multinational communications organisation is transforming its strategic approach to adapt to future business needs.

In this session, hear:

How to simplify and transform your processes From manual to digital – embracing RPA and Chatbots within HR Centres of excellence and talent management – harnessing analytics to become a consultative partner.

Piotr Andryszak, Director, HR Services Europe, **Philips Lighting**



Andreas Mayer, Vice President Global HR Shared Services, **Teva Pharmaceuticals**



Kathryn Heywood, Senior HR Director Global Business Services, **Smith and Nephew**



Ina Schreckenberger, Programme Stream Lead for Organisation and People, **Swarovski**



Blue Prism Interview: What You Need to Know about RPA (Robotic Process Automation) in Order to Build Out the Digital Workforce of the Future

Everyone is under pressure trying to leverage technology to improve overall efficiencies and generate new revenue opportunities. While Artificial Intelligence (AI) and machine learning show tremendous promise, there are very few examples of successful deployments. In this session, Blue Prism will discuss how innovative companies are using software robots to automate back office tasks while building out next generation enterprise-grade applications including accelerating access to AI and machine learning. This session will include a Blue Prism customer talking about how best-of-breed solutions can be integrated into one digital automation platform.

Key takeaways from this session will include:

- Where to begin your RPA journey? What processes do you automate first?
- What key features should you look for in an RPA platform?
- How to optimize RPA performance and scale
- Understanding the cultural impact of RPA on employ

Client to be confirmed shortly. Watch this space!

Moving Money for Better with RPA

Lessons learned from the global roll out of RPA at Western Union. Identifying key tasks and processes to be automated through RPA.

Developing and adjusting a global RPA roadmap. Linking RPA with Business Process Management for an integrated automation framework.

Using RPA to improve customer experience and increase employee satisfaction.

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



15:15

Demo Drive

15:45

Afternoon Refreshments and Networking



16:00

RPA Adoption: Innovating the Speed of Business

No technological trend has ever disrupted the SSC market as quickly and as effectively as RPA.

In this session:

- Cut through the chatter and discover how approaching RPA in the right way will lead to benefit realisation.
- Learn which processes to automate first

SSO and GDPR - How can HR Leaders Ensure Compliance Across Multiple Geographies?

The GDPR comes into effect this month, and with it, all companies operating in Europe need to evaluate their security measures surrounding their personal data.

- What will be the impact of GDPR to SSCs servicing multiple geographies?
- How can HR leaders ensure compliance and that the personal data is safe?
- Centralised systems? The impact of GDPR on non-EU affiliates

José Pedro Anacoreta, Strategic Project Management Director for Human Resources and Data Protection, **Sonae**



Global Business Services - Has the Tide Turned?

The benefits that can be realised from adopting a GBS model have been incredibly well documented; increased visibility across your business operations, the efficiencies that come with standardized, global processes to name but two.

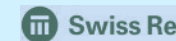
However, this is not an easy transition to make, with 45% of SSCs having only partially implemented their models, and 4% who have attempted to adopt GBS but have decided to switch back to a more local strategy.

In this session, hear from four leaders, with different views on the optimum target operating model of the future...

Andrea Schaffell, Vice President EMEA Shared Service Centre, **Ricoh**



Devi Kencki, Vice President Global Project and Programme Management Lead, **Swiss RE**



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



Stepping beyond the Bots - Cognitive Learning within Business Services

With separate budgets, access to vast amounts of data, and relatively few FTEs, SSCs offer the perfect microcosm for technological innovation. SSC FTEs are perfectly placed to be testers and adapters of new methods of working, which means they are perfectly placed to test new products. Nobody could have anticipated the impact of RPA on the SSC industry, but what about the next frontier of machine learning?

This session will delve into the role AI is currently playing in some pioneering SSC/GBS organisations, and will give real-life examples of how "machine-life" may be poised to step into knowledge-based work in the not too distant future....

16:30

Establishing a Culture of Customer Excellence within your Services Organisation - Does There Have to be a Trade-off Between Customer Excellence and Cost, and how do SSC Leaders Navigate this Tricky Terrain?

Customer experience (CX) is becoming more and more important than ever, with (unsurprisingly) a strong correlation between high CX and customer loyalty. In the world of shared services, with increasing options for Business Units to explore other options, how can leaders formulate a robust CX strategy, whilst delivering more for less? In this session, learn from GBS and SSC leaders that are embedding CX into the DNA of their operations in order to further develop their services and gain advanced insight on what their customers truly want.

- Develop a collaborative approach - developing a culture of trust with your Business Units
- Create a shared vision for business services - communication is the key
- Agile service - building a model that can adapt quickly to changing business needs

Session hosted by **Infosys**



Stephen Caulfield, Senior Vice President Global Business Services, **Dell EMC**



Jennifer Sturch, Shared Service Centre Director, **McDonalds**

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Morten Lillelund, Vice President of Business Services, [Lego](#)



T.J. Wolfe, Vice President, Finance Shared Services and Transformation, [Coca-Cola European Partners](#)



Phil Gillingham, Director of Global HR Operations, [Microsoft](#)

17:10

Moving beyond GBS – interlocking Digital Transformation and Exceptional Service

Discover how Unilever's Enterprise Technology Services (ETS) organisation is transforming its operational capacities, enabling this FTSE 10 giant to grow faster, becoming more agile, resilient and profitable. With 4,500 employees in captive centres, and 7000 individuals working for Unilever through partner operations, learn how ETS being asked to play an ever increasing role in all aspects of Unilever's business, with a vision that, by 2019, every function will be being served by ETS in some capacity. In this motivating keynote, discover how Unilever is embracing digitalisation, has restructured its HR services to achieve 30% savings, and has led a customer service culture change inside its captive and partner centres. Reimagine your service delivery to unlock the potential gains that data, analytics and Zero Based Budgeting can offer, and push the boundaries of business services.



James Bruce, EVP Global Business Services, Data and Analytics, [Unilever](#)

17:40

Chairman's Closing Remarks and End of Day Two












18:15

SSON "Sunset Sessions" Drinks Reception – Sponsored by Blueprism

[blueprism](#)







8:20	Coffee & Registration
8:40	SSON Opening Remarks
8:45	Chairman's Opening Day Three
8:50	<p>Future Services – Will Blockchain be the Next Big Thing, and When Will it Take Off?</p> <p>A few years ago it was RPA and cognitive that was being hailed as the next big thing for SSCs, but will 2018 be the year that Blockchain steps into the limelight? Largely explored so far within the realm of Financial Services, but with the potential to completely revolutionise the way in which payments will be processed in a SSC environment, join us for a futuristic panel discussion about the possibilities of this new technology.</p> <p> Michael van der Steen, Director, Global Process Order to Cash, Bose</p> <p> Rene Jensen, Head of Process Excellence, Maersk</p>
9:20	<p>To What Extent do Geo-political Factors Impact Upon GBS Strategies?</p> <p>Brexit, Trump, the rise of Far-Right political parties throughout Europe, domestic and international terrorism and Catalanian independence are a few examples of political and economic instabilities that are shaping European policy. What are the implications for GBS and SSC set up? For organisations with operations in tumultuous regions, how can they plan and adequately resource their centres and minimise risk to their businesses?</p> <p> Hosted By: Rakesh Sangani, CEO Proservartner</p> <p> Cindy Gallagher, Senior Vice President Controller, Global Business Services, Discovery Communications</p> <p> James Bruce, EVP Global Business Services, Data and Analytics, Unilever</p> <p> Stephen Caulfield, Vice President Dell EMC Global Services, Dell EMC</p>
9:50	<p>Revolution, Not Evolution – SSC Transformation is now a question of SPEED and AGILITY</p> <p>It doesn't matter where you are on your journey; we all know that the essence of Shared Services resides today much more in the word SERVICES than in process sharing, KPI, SLA, RPA... or any other acronyms we all loved. If you aren't continuously building upon your total service offering, searching for additional ways to expand or better revolutionise your services, you are going backwards relative to your competition as whether in-house or outsourced – they are moving faster than ever!</p> <p>In this keynote address, delegates will discover about how Solvay's fully integrated GBS organisation has embarked upon an exciting and innovative transformation journey, putting structures in place that will allow them to be agile and proactive to meet the front-line needs...and to become truly customer obsessed.</p> <p> Guy Mercier, Head of Worldwide Services Strategy and Delivery Operations, Solvay Business Services</p>
10:30	Morning refreshments
11:00	<p>My SSC Story – What a Difference a Year Makes</p> <p>In this speed case-study panel session, hear from returnee speakers about how their key projects from 2017 have continued to evolve, and what their SSC/GBS journey from the past year looks like. Did they innovate, change and deliver throughout the year? What were the key stumbling blocks, and what lies ahead throughout 2018/2019? In this speed case-study, you will hear top tips and advice on how to put your SSO Week experience, what you have learned, and who you have networked with to practice to deliver true business results!</p> <p> Alexander von Thielmann, Senior Vice President Shared Services, Siemens</p> <p> George Connell, Vice President Strategy – Finance Operations, Shell</p> <p> Andreas Mayer, Vice President Global HR Shared Services, Teva Pharmaceuticals</p> <p> Jamel Ziani, Head of Operations Order to Cash & International Trade Customs Compliance - SVP Integrated Business Operations, Bayer</p>



11:40 Streamed Sessions Begin: Challenges

	Mid-Cap Masterclass	Digitisation and Data Analytics	Culture Creation and Customer Experience	Process Excellence
11:40	Automation on a Shoe-String Many smaller companies are deciding that they want to capitalise on the power of automation, but that there is not a business case for an expensive RPA pilot. <ul style="list-style-type: none"> When is a "small SSC" too small to benefit from RPA scalability? Getting the budget for your automation programme – establishing buy-in from your key stakeholders Harnessing your employee capabilities <ul style="list-style-type: none"> can your team teach themselves to automate? 	Advanced Data Analytics, your Next SSC Superpower You already own your most import asset, and with the correct tools, you can utilise these to make informed business decisions, monetise new areas of your business, and open up completely new revenue streams. In this session, hear from an organisation who are putting data at the forefront of their forward-looking strategy, and using predictive analytics to shape their business decision-making, from hiring decisions to choices about SSC growth, usage, and how to utilise analytics to complement your business transformation. Rajesh Sanon, Director, Global HR Service Delivery, Amex 	Generate a Culture of CRM Excellence to Develop your Functional Activities <ul style="list-style-type: none"> Implement a global CRM function and ensure strategic vision best practice which is shared between your business lines Align your multifunctional SSCs (SSC HR, SSC FIN, SSC IT and SSC Banking Corporate Operations) Katerina Vranovska, Contact Centre Director, Johnson and Johnson 	Business Process Re-engineering - Developing a Strategy to Fix and Shift your Broken Processes <ul style="list-style-type: none"> Develop a holistic approach to reengineer business process and business architecture to completely transform performance Dealing with crisis management while transforming problems into opportunities Design a continuous improvement process to exceed stakeholders expectations
12:20	Doing more, with Less - Elevating the Stature of Business Services Within an SME SME SSCs will never have the endless budget or resources at their disposal as their Fortune 500/FTSE 100 counterparts, but this doesn't mean that they have to settle for second-best. In this session, learn: <ul style="list-style-type: none"> How to create an employee branding strategy that will beat the brands! Why small is beautiful – career paths in a smaller SSC True innovation – not throwing an endless budget at a problem, but creating a team of innovative problem solvers James Bull, Head of Accounting Shared Services, Escada 	Separating the Knowledge from the Numbers - Acting on your Data In this session learn: <ul style="list-style-type: none"> What to mine, what to analyse, and what to make business-critical decisions How to communicate your findings with your stakeholders Establish benefits realisation – calculating the impact of your insight 	Hearing from your Customer... What do they Really Want? In this panel session, hear from SSC Customers about their requirements for SSC organisation – what do they want, what is the most important thing to get right, and how can a SSC work with them to truly become part of the business? Robert Soja, Senior Vice President Global Financial Services, Grünenthal Group 	Establishing and Encouraging Process and Service Excellence Within your SSO and with your BPO Provider 42% of SSOs use BPO contracts to compliment their operations, but how do you get the best out of your contract? And if you are part of the 58% of organisations operating captive or near-shore operations, how to you install PEX, straight from the outset? In this session: <ul style="list-style-type: none"> Embed continuous improvement initiatives and innovation within your organisation, and with your BPO provider Is a different approach for internal and external staff necessary? Motivating an external workforce to achieve customer excellence Jens Knoblauch, Head of BPO and LGS Controlling, Linde Group Anil Bhavnani, Director BPO India Site Leader, Pfizer  



12:50 **Lunch**

13:50 **"RPA is just the beginning, - technology will drive the future GBS". The GBS as innovation hub and moving up the GBS value chain.**

In Maersk's 12,000 people captive GBS organisation, where 40% of its white-collar staff sits, the business has redefined what shared services means. The business has completely revolutionised its GBS function, incorporating innovative technology such as AI, RPA (500 robots, and counting), and even Blockchain, all with the central aim of repositioning GBS as a function with a seat and the strategy table. Discover how they have truly aligned business units and the GBS model, effectively removing the "them and us" dynamic, and are now able to offer advanced value to value their end-user customers and improve business profitability.

 **MAERSK** Rene Jensen, Head of Process Excellence, [Maersk](#)

14:20 **Prize Give-Away!**

14:30 **Chairman's Close of Conference**

14:40 **Masterclass Sessions Begin**

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

MASTERCLASS A

Leadership and Development in Shared Services

The ability to weather periods of intense change, and to keep your team with you during that uncertainty, is an essential skill for a Shared Services professional to master – as there is no Business As Usual within Business Services!

Hear from Andrew Parris, who will be hosting our Leadership and Development Masterclass, following on from him winning both the Excellence in Culture Creation and Best Shared Services Team at the SSON Excellence Awards at our event in 2017.

In this practical session, discover how to create a team who are business innovators, and how to create not only a culture of continuous improvement, but a company culture that thrives off of service excellence. Learn more about Tarmac's award-winning leadership and team-creation strategies, and leave the conference with solid take aways as to how you can build a SSC team that excels, utilising this knowledge to become a better leader and to use this to your advantage when managing internal and external stakeholders.

Andrew Parris,
Director of Shared Services,
[Tarmac](#)

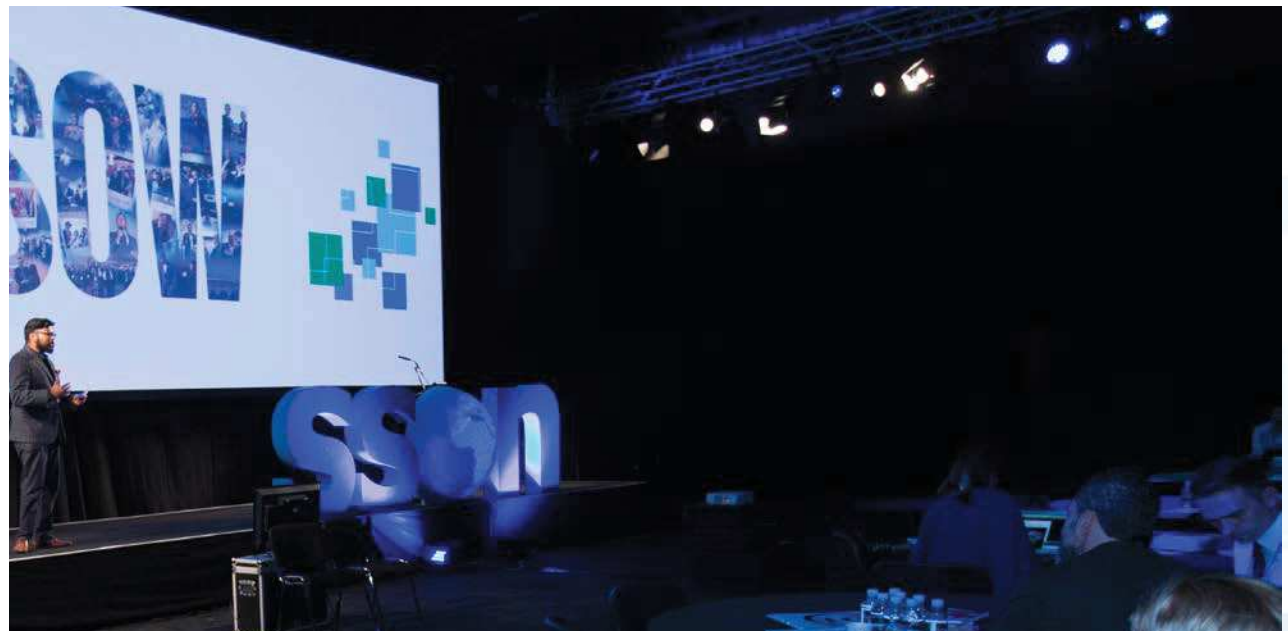


MASTERCLASS B

Intelligent Automation and Digital Disruption Masterclass

MASTERCLASS C

Women in Shared Services



ONE TICKET, *twenty experiences*

A conference isn't just about the time you spend listening to a presentation in a crowded room. At SSON, we understand the value of targeted networking and of adapting your involvement in a way that addresses your specific needs. That's why, this year, we aren't just selling you one ticket. Our unique, "one ticket, twenty experiences" approach means that you have greater ability to tailor your SSO Week, enabling you to meet the people most relevant to you, and to discuss the topics that are critical to your future success...



1. SSON Roadtrip

Go Exploring! Discover in the sun-drenched streets of Lisbon, three state-of-the-art SSCs, and return home with solid take-aways on how to improve your centre! For the first time, SSOW brings you a full day of site tours, showcasing a range of SSCs, GBS, and centres of excellence. The day will start at 08:00, where you will be picked up by bus at the conference centre, and taken on your multifunctional SSC adventure. Seats are limited, so book now!



2. Live Demonstrations

In this session, interact with our solution providers and watch them showcase their innovative solutions with live demonstration drives. How much of an impact can new technology have on your business, how quickly can it be implemented, and critically, how soon will you see your ROI?



3. Problem Solver Case Studies

Attend targeted case studies, which will help you to find a solution to a common SSC problem. Engage with your speaker's story, offer advice, and help them to find a solution to their problem. Present your conclusions to the audience and walk away with a list of new approaches to complex issues.



4. "Ask the Experts" Panel Sessions

Interactivity is the name of the game! This is not your average panel discussion, in this session, contributions are a must. Get the conversation flowing as you come, armed with questions for our expert-level panel speakers.



5. Process Excellence Corner

In this part of the exhibition space, meet with your contemporaries and discuss your PEX strategy – what do you need to be doing to stay ahead of the curve? Here is your break-out space to meet with other GPOs, in order to help trouble-shoot and network.



6. Deep-Dive Workshops

There are some issues that simply can't be solved in a 30 minute session. In our Deep-dive workshops, apply your knowledge in a classroom environment, with two hour immersive learning experiences to enable you to truly tackle your key issues. Leave the room feeling like an expert, equipped with new strategies and innovative solutions to your issues.



7. Interactive Discussion Groups

The perfect forum to collaborate with your peers on your most pressing issues. Tailor your experience and sign up to these small, capped roundtables, and discuss your problems with leaders who are facing the same challenges as you. Contribute to the debate and leave your IDG armed with new insights and ideas.



8. Customer Hot-Seats

Tired of the same old sales pitches? Wouldn't it be more helpful to actually hear from an End User customer about the realities of solution implementation? In this new and innovative hot-seating session, talk to implementers who have already been through it all, and who are now realising the results...



ONE TICKET, *twenty experiences*

9. Presidential-Style Debates

Secure your front-row seat in the auditorium as we host our "presidential debates" sessions, which tackle the key issues in the SSC and GBS space. Who will get your vote?



10. Spotlight on Leadership

In these limited masterclass sessions, hone and develop the leadership skills of you and your team. In this ever-changing landscape, adaptability is key. This session will ensure your ongoing professional and personal development, and will prepare you for the challenges of the future...



11. GBS Revolutions / Global Leaders

In these limited masterclass sessions, hone and develop the leadership skills of you and your team. In this ever-changing landscape, adaptability is key. This session will ensure your ongoing professional and personal development, and will prepare you for the challenges of the future...



12. HR Innovations

Robots may be on the ride, but humans are, and will remain, your most important asset. In our HR Innovations session, develop the essential skills you will need to empower your workers and to join forces with your peers to evolve your HR approach.



13. Sunset Sessions

There ain't no party like a SSOW party...and we are going to be making the most of this year's fantastic beach-side location. As the sun sets, let your hair down, enjoy delicious cocktails and canapes and network with your new contacts. Some say this is the time you will learn the most!



14. Future of Finance

Push the boundary of innovation; create explosive business value through transforming your Finance function in our Future of Finance sessions. Explore the changing VP of finance, digital transformation, and finance process excellence, and leave with real life examples of how to impact your bottom line.



15. Interactive Benchmarking Powered by SSON Analytics

Where does your SSC lie in comparison to its counterparts? Benchmark yourself against other SSCs in your industry or region, and construct a strategy to get your operations to the top!



16. SSON Awards

At SSOW, we like to reward you for excellence and to recognise the leaders and teams that are truly innovating the SSC World. Our awards are judged by a panel of industry experts, who understand first-hand the challenges and opportunities associated with SSC transformations. Will you be recognised this year?



17. Power Players

Hear from SSOWs keynote presenters; true industry influencers within the world of Shared and Business Services who are at the cutting edge of business innovation. Be inspired by their pioneering approaches and leadership!



18. Gamification Zone

Sometimes, you need to take a break from the high-level content and networking and have a bit of a relax! In our gamification zone, find activities such as morning yoga, free massages, and Mario-carts - who will get the top score?



19. Networking Centre

Wanting to pick that last speaker's brains over the methods they adopted in their Customer excellence transformation? Or wanting to meet someone from the app? Head to our networking centre, to grab a coffee and have that one-on-one conversation



20. Question Time

SSON has gone digital! This year, our app is more interactive than ever before. Arrange meet-ups, take part in live polling, ask our panellists questions in real time, the list is endless. A great opportunity to meet and engage with more of your fellow delegates than ever before!



WHO IS SSON...AND HOW CAN WE HELP YOU?

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

Established in 1999, SSON 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 three distinct brands, each offering shared services professionals the information, tools and connections they need to do their jobs.



**THE WORLD'S LARGEST SHARED
SERVICES & OUTSOURCING NETWORK**

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

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

www.ssonetwork.com



ANALYTICS

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

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

www.sson-analytics.com



SHARED INTELLIGENCE

Shared Intelligence is a private online community for shared services practitioners to facilitate networking and peer-to-peer resource sharing and learning.

Members benefit from a range of resources including practitioner-led web casts, event presentations from all SSON events around the world, member-to-member messaging, and more.

Membership of Shared Intelligence is completely free for all practitioner attendees of SSON events. Simply attend an SSON event as a shared services practitioner and you will automatically qualify for a 1 year license for Shared Intelligence.

www.sharedintelligence.com

Top Tips for Lisbon

We certainly wouldn't blame you if you wanted to tie SSOW in with a couple of days holiday...in fact, why wouldn't you?

Here at SSON, we have compiled our top 5 things to do in order for you to make the most of your trip to Portugal...

1. Wander through the beautiful Alfama district

Explore the narrow, cobblestoned streets in the historic quarter of Lisbon, and experience the more traditional side of life. Or, if you would rather, hop aboard one of Lisbon's iconic trams towards the Castelo, to explore this area the way the locals do!

2. Grab a surfboard!

As the Western-most point on the European continent, Portugal is home to some of Europe's best surfing spots, so why not hire a board and head to the beach to catch those waves?

3. Visit Belem

Long associated with sea-faring and the early Portuguese explorers, take a stroll along the Tejo estuary and pop into the fascinating museums and grand parks that are found throughout this district. Visit the unique Torre de Belem, and enjoy superb views over the Atlantic Ocean

4. Sample traditional Portuguese cuisine

Lisbon is famous for its restaurants, and with a mixture of restaurants offering new-wave Portuguese cuisine, and old-style establishments, there is something for everyone. Don't leave without sampling Polvo à lagareiro (octopus roasted in olive oil)!

5. Explore Sintra

An aristocratic hill town to the West of Lisbon, Sintra is located about 40 minutes outside of the main city. Take a day trip out of the city, and explore the fairytale palaces, floral gardens, and wild woodlands.



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

MEET THE TEAM!

The SSON team is a group of experienced and enthusiastic individuals, dedicated to promoting the ever-growing Shared and Business Services community

For speaking opportunities, please contact:



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SSON Event Director

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SHARED SERVICES & OUTSOURCING WEEK

14-17 MAY 2018 | LISBON, PORTUGAL

CONFERENCE CODE:
11114.012

	4 days + SSOAnalytics	4 days	3 days	2.5 days
Package Options For Practitioners	SSON DATA PLUS PASS	PLATINUM PASS	GOLD PASS	SILVER PASS
Register and Pay By 23rd February 2018*	€3249+VAT SAVE €800	€2399+VAT SAVE €800	€1999+VAT SAVE €800	€1599+VAT SAVE €800
Standard Price	€4049+VAT	€3199+VAT	€2799+VAT	€2399 + VAT

Solution Providers & Consultants	Options
Standard Price - Conference Only Pass	€3499+VAT

Pass includes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2 Main Conference Days	✓	✓	✓	✓
Welcome Networking Reception	✓	✓	✓	✓
Awards Gala Ceremony	✓	✓	✓	✓
SSON Networking App	✓	✓	✓	✓
Post-Show Access to Conference Presentations	✓	✓	✓	✓
Interactive Discussion Groups (Choice of three)	✓	✓	✓	✓
Workshops (Choice of two)	✓	✓	✓	✓
Access to deep dive training afternoon	✓	✓	✓	✗
On-Demand Access to Filmed Conference Session (Video)	✓	✓	✗	✗
Access to site tour day	✓	✓	✗	✗
12 month premium subscription to SSON Analytics	✓	✗	✗	✗

Pass includes	<input type="checkbox"/>
2 Main Conference Days	✓
Welcome Networking Reception	✓
Awards Gala Ceremony	✓
SSON Networking App	✓
Post-Show Access to Conference Presentations	✓
Interactive Discussion Groups (Choice of three)	✓
Workshops (Choice of two)	✗
Access to deep dive training afternoon	✗
On-Demand Access to Filmed Conference Session (Video)	✗
Access to site tour day	✗
12 month premium subscription to SSON Analytics	✗
Access to the GBS Evolutions Track	✗

Team discounts on standard rate	Teams of 3-4	Teams of 5-7	Teams of 8+
Book by 23rd February 2018	35% off - from €1559 per person!	40% off - from €1439 per person!	45% off - from €1319 per person!

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Workshops	€530+VAT
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Conference presentations on B2B Shop at www.b2biq.com only	€530+VAT

*To qualify for early booking discounts, payment must be received by the early booking deadline

All prices are exclusive of Portugal VAT at 23%

VAT registration no. 9803 44123

Team discounts apply to end users only.

SHARED SERVICES & OUTSOURCING WEEK

14-17 MAY 2018 | LISBON, PORTUGAL

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PDFW

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

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

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VENUE & ACCOMMODATION

Lisbon, Portugal.

For updates on the venue and accommodation information, please visit: www.ssoweeek.com

Travel and accommodation are not included in the registration

FREE ONLINE RESOURCES

To claim a variety of articles, podcasts and other free resources please visit www.ssoweeek.com

TERMS AND CONDITIONS

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

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

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

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

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

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

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

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

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