

THE LARGEST AND LONGEST RUNNING SSO EVENT IN A/NZ

21st Australasian

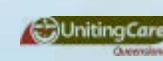
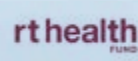


SHARED SERVICES &  
OUTSOURCING WEEK

Workshops: 12 June • Main Conference: 13 - 14 June • Pullman Albert Park, Melbourne

EXPLORING A NEW ERA OF VALUE CREATION AND EFFICIENCY THROUGH DATA & INSIGHTS,  
CHANGE MANAGEMENT, AUTOMATION, OUTSOURCING AND END-TO-END PROCESS EXCELLENCE

FEATURING 50+ SPEAKERS INCLUDING



[www.shareservicesweek.com.au](http://www.shareservicesweek.com.au) • @SSOWEEK #SSOWAU

# THANKS TO OUR 2018 SPONSORS

## Conference Partners:



## Event Partners:



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## Previous Sponsors Include

91% of 2017 and 2016 Sponsors rated the event as 'Excellent' or 'Very Good' in meeting their objectives



## Why Sponsor or Exhibit?

The **21st Australasian Shared Services & Outsourcing Week (SSOW 2018)** is a 'must-attend' event for businesses which have a service or solution that would bring benefit to an audience of CFOs, COOs, and Heads/General Managers of Shared Services, Finance, HR, Operations, Procurement, Transformation.



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# WHAT IS SSON

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**.

SSON operates under four distinct brands: SSON, SSON Analytics, Shared Intelligence, and **SSO Week, the world's largest and longest running shared services event series**.



**World's No.1 SSO event and network**

## SSOW

### #1 SSO EVENT IN A/NZ THE WORLD

A proud part of SSON, **SSO Week is the world's largest and longest running shared services event series**.

This makes the **21st Australasian Shared Services & Outsourcing Week (SSOW 2018)** the leading SSO event in the APAC region and largest annual gathering for senior executives in the industry.

**MUST ATTEND!**



# WELCOME TO SSOW 2018

Dear Colleague,

As a famous German field Marshall once said: No plan survives contact with the enemy. Equally, even the most effective operating model will need to continually evolve in light of the ever shifting internal and external forces.

Externally, new technology is changing the rules of the game at a pace previously not seen within the SSO industry such as RPA, Machine Learning, Automation and now even Blockchain.

The internal forces which can force a rethink of strategy include the new CFO, mergers and acquisitions, decrees increasing or decreasing the scope of Shared Services.

With that in mind, SSOW returns with its 21st edition, aimed at giving you the tools to successfully navigate the constant change in the industry.

The **21st Annual Shared Services and Outsourcing Week** will highlight cross functional case studies from different maturity levels. It aims to capitalise on the shared expertise and experience to push the frontiers of excellence and highlight the evolution of Shared Services.

- **The Future Workforce** - hiring, retaining and training staff that have the skill sets required to prosper in an increasingly digital world
- **Outsourcing** - incorporating RPA, AI and hybrid models into your outsourcing agreements
- **Automation** - identifying which aspects of your shared service lend themselves to automation, and what you should do with the resources the automation frees up
- **Single Source of Truth** - leveraging all of the data at your disposal to generate insight and provide additional value to your internal customers
- **Leadership and Change Management** - supporting your people through the significant change that SSOs are faced with

SSOW provides you with a unique opportunity to benchmark yourself with other organisations and set a future strategy.

I look forward to meeting you in Melbourne in June.

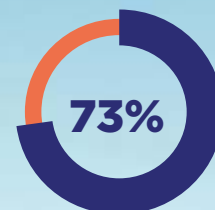
Kind regards,

**Genelee Mazarello**  
Head of A/NZ,  
SSON

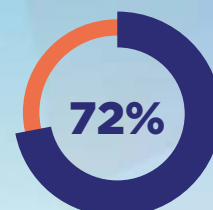
## LIMITED PLACES REMAINING

Register now to guarantee  
your place at the leading  
SSO event in A/NZ!

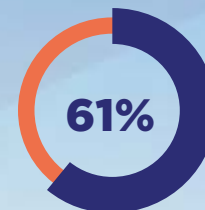
## In 2017, our audience said:



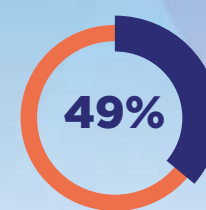
are focused on  
business process  
improvement



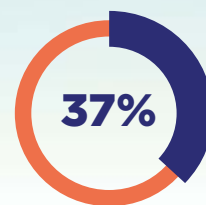
are increasing  
the level of  
automation



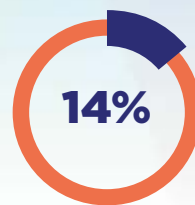
are focused on  
moving up the  
value curve



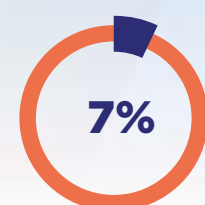
are expanding  
the scope of their  
shared services



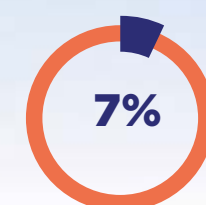
are focused on  
culture change



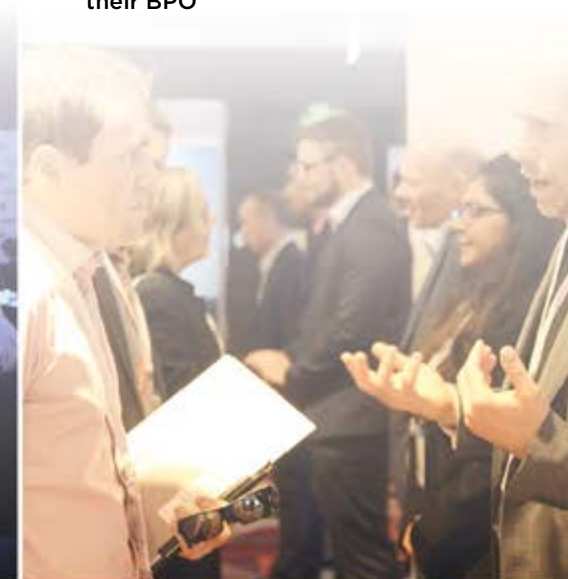
are establishing  
a shared service  
centre



are focused on  
developing a  
partnership with  
their BPO



are focused on  
offshoring



# MUST ATTEND SESSIONS!

21st Australasian

**sson**

SHARED SERVICES &  
OUTSOURCING WEEK

## Why Attend?



More than  
**50**  
Speakers



**70%**  
new  
speakers



**2**  
International  
Case Studies



**8**  
Case Study packed  
Streams Based on  
Function, maturity,  
Technology and  
Leadership



**6**  
Workshops



**2**  
Exclusive  
Site Tours



Interactive  
App Polling



SSON  
Awards

### OUTSOURCING

**DAY ONE**  
14:55

**Outsourcing your Finance Shared Services:  
Setting it Up, Stabilisation and Beginning  
Phase 2**



**Heath Preston**  
Financial Controller,  
Ausnet Services

### CULTURE CHANGE AND CUSTOMER

**DAY ONE**  
16:30

**The Role of Communication in Delivering  
Sustainable Change**



**Elizabeth Warrell**  
General Manager, Finance,  
Consumer Banking and Wealth,  
National Australia Bank

### INTERNATIONAL KEYNOTE

**DAY TWO**  
09:10

**Hear a GBS Perspective from  
one of Europe's SSO Leaders**



**Jean Claude De Vera**  
President of AgileGBS,  
Former VP GBS LafargeHolcim,  
LafargeHolcim (International)

### MULTI-FUNCTIONAL

**DAY TWO**  
11:00

**Developing a Customer Centric  
Multi-Functional Business  
Centre from a Decentralised  
Model**



**Nigel McGarrick**  
Head of Business Centre,  
Sydney Water

### AUTOMATION

**DAY TWO**  
11:00

**Outsourcing Vs. Automation:  
Finding a Good Working  
Balance**



**Tim Johnson**  
Head of Operations  
Service Delivery,  
Suncorp

### FINANCE

**DAY TWO**  
11:35

**Leading Finance Teams of the  
Future, Today**



**Louise Higgins**  
Chief Financial and  
Corporate Officer,  
ABC

### HR

**DAY TWO**  
11:35

**Case Study: Exploring an  
ERP Implementation across  
11 Countries, 8 Jurisdictions,  
12,000 Employees and 4  
Languages with a 97% Uptake**



**Melinda Stewart**  
Group Head of People  
Connect,  
Lend Lease



# MEET THE SPEAKERS

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**Brett Redman**  
CFO  
**AGL Energy**



**Suganthi Sivasubramaniam**  
Head of Business Services  
**Griffith University**



**Anna Ng**  
Head of HR  
Shared Services  
**ANZ**



**Melinda Stewart**  
Group Head of People Connect  
**Lendlease**



**Lori Burdon**  
Director,  
Portfolio and Change  
**Queensland Shared Services**



**Tina Paterson**  
Director, Transformation  
Management Office  
**Bupa Australia and New Zealand**



**Louise Higgins**  
Chief Financial and  
Corporate Officer  
**ABC**



**Fiona Haymes**  
General Manager PSE  
Shared Services,  
**Jemena**



**Steve Marsh**  
Business Improvement  
Manager  
**University of Western Sydney**



**Glenda Parata**  
Director, Defence  
Shared Service Group  
**New Zealand Defence Force**



**Fehraz Fallil**  
General Manager,  
Financial Management  
and Treasury  
**iCare**



**Niluka Perera**  
Financial Controller  
**Scope**



**Neil Padley**  
Head of Finance  
**Woolworths**



**Mat Croad**  
Group Financial Controller  
**Beca**



**Michael Crouch**  
Head of People Services  
**Ausgrid**



**Elizabeth Warrell**  
General Manager, Finance,  
Consumer Banking and  
Wealth  
**National Australia Bank**



**Tim Johnson**  
Head of Operations  
Service Delivery  
**Suncorp**



**Heath Preston**  
Financial Controller  
**Ausnet Services**



**Jean Claude De Vera**  
President of AgileGBS,  
Former VP GBS  
LafargeHolcim  
**LafargeHolcim (International)**



**Dhiraj Cherian**  
Chief Financial Officer  
**Panasonic Automotive (International)**



**Mark "Squizz" Squirrel**  
**(Inspirational Speaker)**



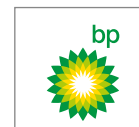
**Jessie Wu**  
Financial Controller,  
Corporate and Shared  
Services  
**Mirvac**



**Morag Leith**  
Head of Corporate  
Finance  
**Holcim**



**Nigel McGarrick**  
Head of Business Centre  
**Sydney Water**



**Geoff Gruebner**  
Head of Global Business  
Services  
**BP**



**Jennie Milne**  
General Manager,  
Human Resources  
**RAC**



**Greg Watts**  
Chief Information Officer  
**Public Safety Business Agency**



**Melissa Hankinson**  
Deputy Director, Quality  
and Service Improvement  
**University of Canberra**



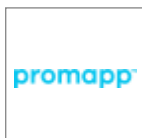
**Karma Auden**  
Director, Finance and  
Business Services  
**University of Canberra**

# MEET THE SPEAKERS

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SHARED SERVICES & OUTSOURCING WEEK



**Thomas Kohlenbach**  
Principal Consultant  
**Promapp**



**James Galvin**  
Finance Manager  
**Sandvik Mining and Construction**



Senior Representative  
**Queensland Treasury Corporation**



**David Coulter**  
CFO  
**IOOF Holdings**



**John Hubby**  
Deputy Secretary,  
Corporate Services  
**Department of Family and Community Services**



**Chris Howes**  
General Manager IPA  
**Incitec Pivot Ltd**



**Darren Fewster**  
Executive Director,  
HR Shared Services  
**Telstra**



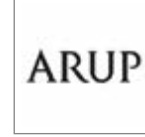
**Terry Purcell**  
CFO, Asia Pacific  
**AECOM**



**Allan Wong Kam**  
CFO  
**Lumino the Dentist**



**Matt Rowlands**  
Head of Shared  
Services - Finance  
**Catholic Healthcare**



**Sarah Dickson**  
Head of HR  
Shared Services  
**Arup**



**Caroline Labour**  
Head of Finance  
Transformation  
**Foxtel**



**Mark Ashton**  
General Manager,  
People Support  
**The Warehouse**



**Lara Higson**  
General Manager,  
Business Improvement  
and Services  
**MMG Limited**



**Con Horaitis**  
Director Environment,  
Connectivity, and Support  
Services  
**Australian Health Practitioner Regulation Agency**



**Anthony Scott**  
General Manager -  
Robotics, Automation &  
Transformation  
**Equifax**



**Theo Theodore**  
Group Chief  
Financial Officer  
**RT Health Fund**



**Warren Prentice**  
CTO,  
**eHealth Queensland**



**Owen Lange**  
National Client  
Services Manager  
**Civil Aviation Safety Authority**



**Angela Lehmann**  
Assistant Director, Design,  
Single Touch Payroll  
**ATO**



**Peter Tow**  
Director, Project  
Management Office,  
Finance and Resources  
**Western Sydney University**



**John Gearing**  
General Manager,  
Shared Services, Finance  
**Queensland Urban Utilities**



**Laura Jones**  
Head of Shared Services,  
People and Culture  
**UnitingCare Queensland**



**Stewart Munro**  
Assistant Secretary,  
Service Design and  
Optimisation  
**Department of Finance**



**Luke McConnell**  
Head of Transformation  
and Projects  
**ANZ**



**Glinder Bayley**  
Strategy and Business  
Development  
**George Weston Foods**

## Audience Overview



**300+**  
Attendees



**59%**  
Chief / Director Level

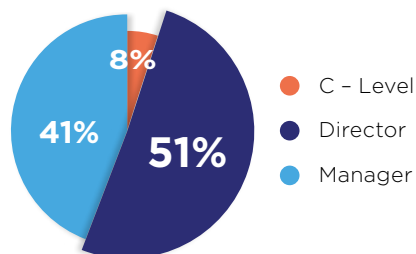


**130+**  
Individual Organisations

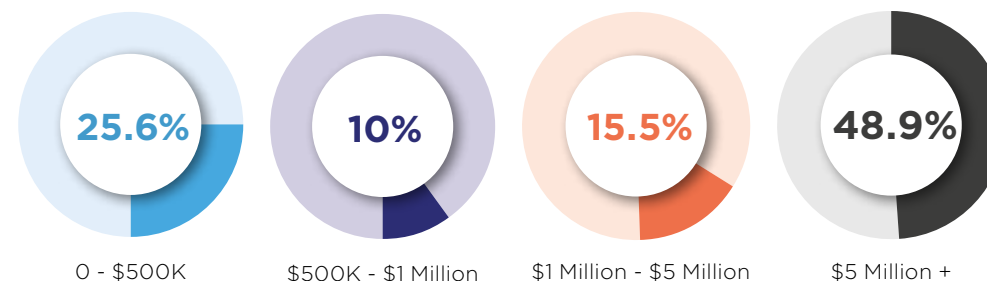


**60+**  
Expert Speakers

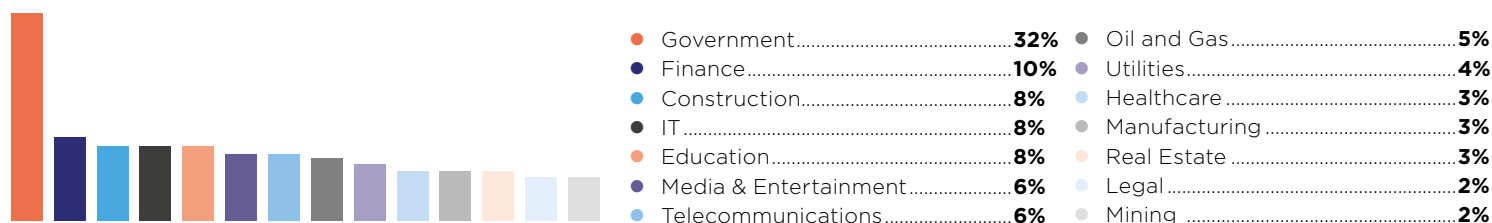
## SENIORITY



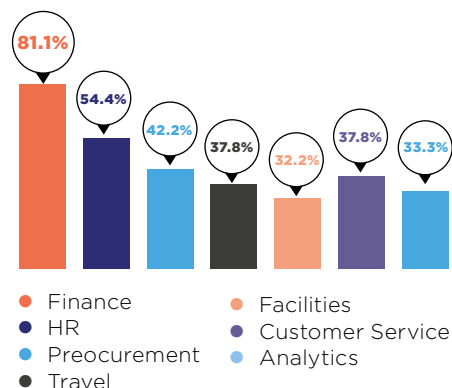
## TOTAL BUDGET ATTENDEES HAVE INFLUENCE OVER



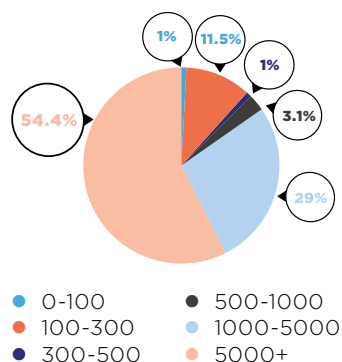
## AUDIENCE BY INDUSTRY



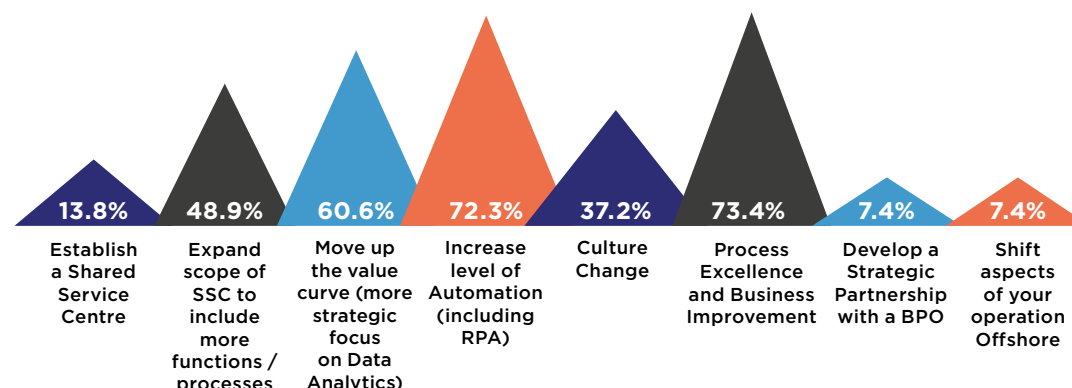
## FUNCTIONS INCLUDED IN YOUR SSC



## FTE'S WITHIN ORGANISATION



## NEXT STEP IN YOUR JOURNEY





# THE SSOW EXPERIENCE

21st Australasian



SHARED SERVICES & OUTSOURCING WEEK

## INSPIRING SPEAKER FACULTY

50+ speakers from Banking and Finance, Public Sector, Resources and Mining, Engineering and Construction, Healthcare, Higher Education, Insurance, Media, Retail, Telco and Utilities from different functions and maturity levels to capture the evolution of Shared Services.

## WORLD CLASS INSIGHTS

Our program is backed by the global SSON Network of over 120,000 members and incredible expertise of industry leading speakers.

## INDUSTRY LEADING SSOW AWARDS

Honouring the best of the best and those setting the benchmark for what it means to rule the roost in Shared Services.

## INCREDIBLE NETWORKING

With Interactive Group Discussions, Workshops, Site tours, Networking Drinks and Awards Gala dinner there are countless opportunities to build connections and hob nob with the movers and shakers in the Shared Services sector.

## PRACTICAL WORKSHOPS

Maximise your learning and development and focus on your most pressing issues through our targeted, practical and expert led workshops.

## CASE STUDY DRIVEN EVENT

40+ Case Studies featuring big milestones, challenges and lessons learned in the process.

## 10 STREAMS

The conference has 10 streams over the 2 days so you can curate your own learning and networking experience. Choose from Planning and Launching, Mid Level, Advanced, Process Excellence, Digital, Human Resources, Multi-Functional, Culture and Change, Automation.

## INTERACTIVE EVENT APP

Manage your event experience with our exclusive App. Network with attendees, speakers, sponsors and exhibitors and manage your event schedule in a snap!

## IDEAL TEAM EVENT

You can't experience all this alone! Bring your team and maximise your learning now. Group discounts available.

## No Pitching Policy

Ever find yourself zoning out the moment you realise someone is selling you something you didn't ask for? Well, we do and so do a lot of our customers.

So, SSON has done away with vendors taking the stage to pitch their products. Instead, you will hear from SSO practitioners about their experiences and roadmaps to success.

You decide how you hear from solution-providers, be that through an Interactive Discussion Group, sponsored client session, masterclass, boardroom, or by wandering the expo area.

We want to ensure you widen your networks and hear the content you signed up for when you attend SSOW.

# PRE CONFERENCE WORKSHOPS & SITE TOUR

Tuesday, 12 June 2018

21st Australasian



SHARED SERVICES & OUTSOURCING WEEK

## WORKSHOP A

07:30-09:30

### Understanding the True Cost of Transformation Projects

Often transformation professionals will spend a lot of time focusing on the business case for their chosen project, be it outsourcing, offshoring or a new technology implementation. From Dhiraj's experience, much less time is taken to understand the potential cost to the business beyond the immediate benefits. For example, on paper it may make sense to invest in a new AP automation solution if it promises to generate 80% savings per invoice, but do those numbers add up when the true cost of the transformation is taken into consideration? In this session Dhiraj will:

- Investigate real value vs. perceived value when it comes to process transformation
- Outline some of the common hidden costs that impact transformation projects
- Discuss how to leverage data to make informed procurement decisions

#### Dhiraj Cherian

Chief Financial Officer,  
Panasonic Automotive

Cross  
Maturity

Cross  
Functional

## WORKSHOP C

13:00-15:00

### The A-Z of Extracting Greater Value from your Shared Service

Shared services is a balancing act between delivering as much value as possible to your customers, while at the same time reducing your costs to the minimum possible level. Jean has year's of experience in balancing these competing priorities, and has developed a good understanding of the low hanging fruit to deliver increased value to your organisation. Specifically he will cover:

- Ensuring the governance and controls are in place for the Transformation Journey
- Evaluating the pros and cons of each of these strategies for your company and your shared services
- Identifying opportunities to improve your shared services by top down and bottom up innovations
- Understand other things to be prepared for including the future Service Delivery Models!

#### Jean Claude Vera

President of AgileGBS, Former VP GBS LafargeHolcim,  
Lafarge Holcim

Mid to  
Mature

Cross  
Functional

## WORKSHOP B

10:00-12:00

### Applying Customer Centered Design Principles to Streamline the Planning and Launching Phase

Stakeholder buy-in is the most critical component of any attempt to set up a new shared service, or incorporate a new function. Customer Centered Design is a useful tool to ensure that you involve your stakeholders in the design of your operations, there by baking in their support from the outset. In this session Peter will outline:

- The key principles of customer centric design
- Effectively mapping out who your key stakeholders are
- The importance of empathy when designing your services

#### Peter Tow

Director, Project Management Office,  
Finance and Resources,  
Western Sydney University

Planning &  
Launching

Cross  
Functional

Process

## WORKSHOP D

10:00-12:00

### Driving Innovation and a Culture of Continuous Improvement

Continuous Improvement is an integral part of the SSC/GBS journey and as your center grows CI becomes harder and harder to achieve. This workshop discusses the following:

- Utilising Lean and Agile principals to save on cost and efficiencies in your back office transformation
- Assessing how to create ongoing productivity and continuity within your centre
- Building a continuous improvement culture
- Setting KPIs that drive continuous improvement
- What tools should you have in your CI toolkit?
- How do you get a mandate to tackle end-to-end process, what does the business case look like?
- Incorporating CI teams within a shared services function

#### Melissa Hankinson

Deputy Director, Quality  
and Service Improvement,  
University of Canberra

Mid to  
Mature

Cross  
Functional

Process

# PRE CONFERENCE WORKSHOPS & SITE TOUR

Tuesday, 12 June 2018

21st Australasian

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SHARED SERVICES &  
OUTSOURCING WEEK

## WORKSHOP E

15:30-17:30

### Moving your People and their Skill Sets from Transactional to Value Add

Beca recently went from a country orientated model to one that is business line orientated and centralised into a single country. As part of the centralisation, the finance team have also been tasked with moving from being transactional in nature, to becoming business advisors. To anyone contemplating a similar shift, you will know this is no easy task. With that in mind, Mat will be sharing his lessons learned, with specific reference to:

- Reframing how your team approach their day jobs
- Identifying the key skill sets that are integral to an advisory role
- Assessing your teams current skills against those required
- Developing a training plan for each team member
- Recognising which of your staff will be unable to make the jump, and how to manage that

#### Mat Croad

Group Financial Controller,  
Beca

Cross  
Maturity

Cross  
Functional

People

## WORKSHOP F

15:30-17:30

### Piloting a Low Risk, Low Cost Robotic Process Automation Project

Robotic Process Automation is gaining a foothold in the back office. A growing number of businesses are looking to automate processes as an alternative to outsourcing and offshoring – with a view of streamlining and increasing added value. This workshop will investigate how businesses can pilot a low risk project before they decide to roll it out.

#### Learning Objectives:

- Selecting a process to automate
- Understanding how to apply RPA to the process
- Deciding whether or not to work with a solution producer or to build in house capabilities
- Strategies to maximise value: The benefits of an audit paper trail and time saving
- Preparing your staff for the changes involved
- Analysing ROI and planning for the future

#### Michelle Hannan-Brown

Process Engineering Manager,  
CoE Process Excellence,  
Westpac New Zealand

Cross  
Maturity

Cross  
Functional

Automation

**SITE TOUR:** Tuesday, 12 June 2018 (10.00AM - 12.00PM)

**BY  
POPULAR  
DEMAND!**

### JEMENA HR SHARED SERVICES

Jemena HR Shared Services are striving for top quartile best practice performance as they significantly shift their process maturity, implement Lean Six Sigma continuous improvement principles and deploy new technology whilst keeping the employee experience front of mind.

#### Why attend:

- Hear about Jemena's HR shared service journey, the challenges, wins and lessons
- Experience a HR Services team daily Buzz Meeting utilising pragmatic visual management
- Get a unique chance to see flexible working in action in a small shared services environment and to ask the team about what it means for their day-to-day lives
- Tour an award winning office space

#### Site Tour Leader:

**Fiona Haymes**

General Manager

**PSE Shared Services**





# SHARED SERVICES & OUTSOURCING EXCELLENCE AWARDS

The Shared Services and Outsourcing Excellence Awards are our chance to recognise and celebrate the achievements of both captive shared service and outsourcing partnerships.

The 2018 awards are easy to enter and you don't have to be the 'state of the art' to have an amazing story to tell.

Reward your team's hard work, and get more recognition internally for your shared service, by submitting an application that recognises innovative approaches, regardless of budget or company size.

## SUBMISSIONS CLOSE 1 JUNE 2018

For more information visit [sharedservicesweek.com.au](http://sharedservicesweek.com.au) to complete the online nomination forms.

## Award Categories



**Excellence in Value  
Creation**



**Excellence in People  
and Culture**



**Excellence in  
Process improvement  
and Innovation**



**Best in Class  
Shared Services Team**



*\*You may apply for more than one category to increase your chances of winning and there is no application fee. Complimentary attendance to the Awards are included with your conference ticket.*

## SPONSOR THE AWARDS!

Email [Sponsorbranding@iqpc.com.au](mailto:Sponsorbranding@iqpc.com.au) or call +612 9229 1050 now to enquire



# CONFERENCE DAY ONE

Wednesday, 13 June 2018

21st Australasian



SHARED SERVICES &  
OUTSOURCING WEEK

## 08:00 REGISTRATION AND MORNING COFFEE

### 09:00 Welcome Address

### 09:10 Opening Remarks from the Chair

### 09:20 **Keynote Presentation: How to be an Effective Leader in the Rapidly Changing Shared Services Landscape of Today**

In the past, the number of FTE you had in your SSO was a reasonable measure of your importance in your organisation. Now, with the increasing adoption of automation, AI, mobility and digital operating models, the most effective operations are those that are lean and agile. Transforming your organisation from the old FTE way of thinking to the more agile approach demands someone who not only understands the technical requirements, but is also able to lead their team through these changes.

- What are the skill sets that are most highly prized by the SSO leader of today?
- What will the role be for SSO professionals when the majority of the transactional work has been automated?
- How do you create a talent pathway through your SSO, now that the entry level positions are being automated?
- How should SSO leaders prioritise their transformation projects when there are so many options available?

#### **Dhiraj Cherian**

Chief Financial Officer,

**Panasonic Automotive**

### 10:00 Client interview to be facilitated by **Automation Anywhere**



### 10:40 Speed Networking



### 11:10 MORNING TEA

### 11:40 Interactive Discussion Groups:

Back by popular demand, this is your chance to make your conference experience truly interactive and collaborative. Each IDG is set in a round table format and will be facilitated by an expert practitioner. In three rotations, each IDG will last for 30 minutes.

- The entire audience will break up and choose IDGs based on which topics are most relevant and interesting to them.
- Each IDG is set in a roundtable format and will be facilitated by a shared service practitioner and hosted by a thought leader in the space.
- Each delegate will have the opportunity to select 3 topics and will rotate between their choices every 30 minutes.
- Discussion groups are kept small to ensure all delegates get the opportunity to ask their most pressing questions, ensuring a perfectly tailored experience.

<b>1. Cost and Pricing Models for Shared Services</b>	<b>2. Next Generation Analytics</b> Allan Wong Kam Chief Financial Officer, <b>Lumino the Dentist</b>	<b>3. Planning and Launching Shared Services</b>	<b>4. Enabling Better Collaboration with Your Offshore Partners</b> Heath Preston Financial Controller, <b>Ausnet Services</b>	<b>5. Single Touch Payroll</b> Facilitated by Ramco	<b>6. Digital Workforce Facilitated by Automation Anywhere</b>	<b>7. Leveraging Agile to Increase Speed of Transformation</b>	<b>8. Defining Key Metrics to Benchmark and Improve Your Shared Service</b>	<b>9. Process Innovation</b> Thomas Kohlenbach Principal Consultant, <b>Promapp</b>
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# CONFERENCE DAY ONE

Wednesday, 13 June 2018

21st Australasian



SHARED SERVICES & OUTSOURCING WEEK

13:10 NETWORKING LUNCH

14:10

STAGE 1 PLANNING AND LAUNCHING	STAGE 2 MID LEVEL	STAGE 3 ADVANCED	PROCESS EXCELLENCE	DIGITAL AND ANALYTICS
<p><b>Planning and Launching Shared Services in the Public Sector: Navigating Red Tape and Taking Your People Along on Your Journey for Quick Returns</b></p> <p>iCare was formed as a result of the NSW Government's decision to consolidate and centralise its different insurance agencies, which meant integrating the finance systems of 8 different schemes.</p> <p>The key to success has been getting the people along on the journey which has resulted in one of the fastest implementations of a ledger system between March 2016 and December 2016.</p> <ul style="list-style-type: none"> <li>Getting your people along on the journey rather than simply telling them what to do: Identifying key influencers and leveraging them to drive transformation</li> <li>Having a clear strategy for change management</li> <li>Highlighting and celebrating key milestones along the way</li> </ul> <p><b>Fehraz Fallil</b> General Manager, Financial Management and Treasury, <b>iCare</b></p>	<p><b>Unlocking the Value of your Shared Services by Aligning your Strategy to Executive Priorities</b></p> <p>RAC's shared services team has strategically moved up the value curve and has the results to back it up. It started with a human resources (HR) review with executives and senior leaders to uncover the effectiveness and importance of HR in contributing to business outcomes. These informative findings were used to transform the structure of the HR Shared Services. Since the transformation the service delivery and quality have improved, Jennie's objective for this session is to discuss:</p> <ul style="list-style-type: none"> <li>Establishing HR as a strategic business partner through understanding the key business priorities and pain points of executive management</li> <li>Planning a HR review with a deliberate focus on business outcomes</li> <li>Identifying the key parameters and KPIs to measure its effectiveness</li> <li>Increasing team engagement during transformational change</li> </ul> <p><b>Jennie Milne</b> General Manager Human Resources, <b>RAC</b></p>	<p><b>Implementing and Evolving a Global Shared Services Centre</b></p> <p>Transitioning HR services to a single global location</p> <p>This session represents a case study in relation to Telstra's decision to centralize global HR services in a single centre in the Philippines in 2017. The session examines critical business decisions and the evolution of services post-implementation, including:</p> <ul style="list-style-type: none"> <li>Outsourced or captive model</li> <li>Location and establishment of Centre to support over 20 countries of operation</li> <li>Transition of work and training of Centre</li> <li>Key KPIs for the Centre and measuring success</li> <li>Identifying next steps: continuing to evolve the services and functions</li> </ul> <p><b>Darren Fewster</b> Executive Director, HR Shared Services, <b>Telstra</b></p>	<p><b>Developing a Collaboration Hub to Better Align Transformation Efforts</b></p> <p>As is the case with most large organisations, Bupa found that its transformation projects were largely disconnected and ad hoc. In her session, Tina will outline how they have addressed this by creating an collaboration hub, with specific reference to:</p> <ul style="list-style-type: none"> <li>Defining what a collaboration hub is</li> <li>What constitutes a transformation project</li> <li>How the Transformation Office prioritises projects, and addresses the conflicting priorities of different business units</li> </ul> <p><b>Tina Paterson</b> Director, Transformation Office, <b>Bupa Australia and New Zealand</b></p>	<p><b>Creating a Data Lake to Reduce Intelligence Processing Times from Days to Minutes</b></p> <p>The Public Safety Business Agency is a public agency that provides ICT, financial, procurement, asset management and human resources to 5 emergency service government departments. In this session, Gregory will discuss how they were able to deliver increased value to their customers by leveraging the data at their disposal.</p> <ul style="list-style-type: none"> <li>Identifying the key bottlenecks and issues for clients trying to access their services</li> <li>Creating a data lake that enabled all the agencies to better manage their data requests, and get access to better information faster</li> <li>How they built a partnership with their customers to better understand their needs</li> </ul> <p><b>Gregory Watts</b> Chief Information Officer, <b>Public Safety Business Agency</b></p>



# CONFERENCE DAY ONE

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SHARED SERVICES & OUTSOURCING WEEK

14:50 **Chance to Swap Streams**

14:55

STAGE 1 PLANNING AND LAUNCHING	STAGE 2 MID LEVEL	STAGE 3 ADVANCED	PROCESS EXCELLENCE	DIGITAL AND ANALYTICS
<p><b>Setting up a Shared Service in a University Context</b> Universities are a notoriously tricky environment in which to launch a Shared Service. Each department is its own fiefdom, staff are notoriously resistant to change and often very vocal in their opposition. This makes the University of Western Sydney case study, and the 10% operational savings they made, all the more impressive.</p> <ul style="list-style-type: none"> <li>Leveraging co-design to get the necessary stakeholders on board</li> <li>Deciding which functions to incorporate into the shared service, and which to leave with the departments</li> <li>Assessing the relative merits of a phase approach vs. the big bang</li> </ul> <p><b>Peter Tow</b> Director, Project Management Office, Finance and Resources, <b>University of Western Sydney</b></p>	<p><b>Establishing an Outsourcing Partnership</b> Ausnet recently made the decision to outsource their finance shared services. They now have a 50 seat operation in Chennai where they run processes including AP, AR, Billing and Payroll. By the time of the event they will be a year into their journey, and Heath will be sharing their key lessons in regards to:</p> <ul style="list-style-type: none"> <li>The business case for going with an outsourced provider instead of a captive shared service</li> <li>Ironing out Service Level Agreements and Key Performance Indicators</li> <li>Bridging the cultural gaps between the partners</li> <li>Staggering the transition to build improved relationships</li> <li>Plans to expand the scope of services to include higher value tasks such as management accounting and compliance</li> </ul> <p><b>Heath Preston</b> Financial Controller, <b>Ausnet Services</b></p>	<p><b>Rolling Out an Ambitious Technology Driven Projects without Compromising Business as Usual</b> eHealth Queensland is the State's Shared Services provider for Healthcare. It is rolling out several technology led programs to enable their clients to improve key healthcare indicators and patient outcomes. Some of the key projects include practical implementations of as-a-service models and a state wide Electronic Medical Record system. The challenge is driving these initiatives whilst maintaining business as usual. There are many challenges facing this ambitious plan including infrastructure limitations in remote areas, substantial organizational change and building capability to support and implement new systems. In this session the CTO will share insights into these programs of work and the strategies eHealth Queensland is developing to effectively navigate these specific obstacles.</p> <ul style="list-style-type: none"> <li>Looking at strategies to overcome the challenge of network shortcomings</li> </ul>	<p><b>Incorporating IT and Technology into the Shared Services Model at MMG</b> In an effort to drive greater efficiency across the business, the CEO at MMG has incorporated technology and IT into the Shared Services set up. This has been done with a view to:</p> <ul style="list-style-type: none"> <li>Aligning technology investment across the company</li> <li>Managing the integration of two distinct team cultures</li> <li>Developing a service catalogue for technology</li> </ul> <p><b>Lara Higson</b> General Manager, Business Improvement and Services, <b>MMG</b></p>	<p><b>Creating a Cross Function Data Dashboard as a One Stop Shop for Actionable Insights</b> Abano Dental operates the second largest private dental network in Australasia with revenues of over NZ\$262m in FY17 and over 200 general dental and specialist practices.</p> <p>However, it hasn't all been plain sailing to get to this point. They've faced challenges with compiling financial and operational data to run the business more efficiently. Allan can now share their journey in taking standalone systems and creating real value from their business intelligence and analytics capabilities. This session will explore:</p> <ul style="list-style-type: none"> <li>Identifying how they built a data lake and established key indicators to measure and diagnose performance</li> <li>Analysing how they built a BI function within the business</li> <li>Ensuring that that data is clean and secure</li> <li>Delivering a 'device agnostic' dashboard accessible across desktop and mobile devices geared to the specific roles within the organisation</li> </ul> <p><b>Allan Wong Kam</b> Chief Financial Officer, <b>Lumino the Dentist</b></p>

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SHARED SERVICES & OUTSOURCING WEEK

	STAGE 1 PLANNING AND LAUNCHING	STAGE 2 MID LEVEL	STAGE 3 ADVANCED	PROCESS EXCELLENCE	DIGITAL AND ANALYTICS
			<ul style="list-style-type: none"> <li>• partnering with other jurisdictions and collaborating with private partners</li> <li>• Addressing the dilemma of maintaining business as usual vs. rolling out large scale technical change programs: Strategies to avoid a duplication of effort</li> <li>• Discussing the concerns of up skilling staff and maintaining legislative commitments</li> </ul> <p><b>Warren Prentice</b> CTO, <b>eHealth Queensland</b></p>		
15:35	<b>Chance to Swap Streams</b>				
15:40	<p><b>DIY Benchmarking at Catholic Healthcare</b></p> <p>Catholic Healthcare's Finance Shared Service is on a transformation journey to bring service levels in line and in the future surpass that of it's peers. Instead of using external service providers, they decided to do it all in house. In this session Matt will cover:</p> <ul style="list-style-type: none"> <li>• Benchmarking with the industry: Leveraging white papers and industry working groups</li> </ul>	<p><b>How Griffith University Saved \$500,000 and Improved Customer Satisfaction by Going Cashless</b></p> <p>Griffith University identified moving its cash handling online as a key opportunity for efficiency gains. While the project is now running effectively, it was not without its teething problems, the most significant being the low initial uptake. Suganthi will discuss:</p> <ul style="list-style-type: none"> <li>• The reasons for the low uptake initially</li> </ul>	<p><b>How the Federal Department of Finance has achieved a 30% Increase in Productivity by Digitising its Shared Services</b></p> <p>The Federal Department of Finance is focused on building its technology and people capability to enhance it Shared Services. However, digitization cannot be successful by relying on technology alone. Management, structures and metrics need to evolve as well and the Department has addressed this. Some of the highlights of this journey are: RPA - augmenting their</p>	<p><b>Leveraging Customer Centric Design to Move Up the Value Chain</b></p> <p>It's crucial to understand the role of customer-centric design in building value add by collaborating with stakeholders.</p> <p>The main objective is to understand their priorities and challenges which can be applied to identify key focus areas for improvement and efficiency. In this session, John will explore:</p>	<p><b>Leading a Digital Transformation in an Industry that's being Disrupted</b></p> <p>CASA occupies a unique position as a government regulator and service provider (to manned and unmanned aircraft) which adds an extra level of complexity to the new digital transformation program. This has been initiated as a result of changing customer expectations. The outcomes are critical as they inevitably effect air safety. Owen will explore in this session:</p>

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SHARED SERVICES & OUTSOURCING WEEK

STAGE 1 PLANNING AND LAUNCHING	STAGE 2 MID LEVEL	STAGE 3 ADVANCED	PROCESS EXCELLENCE	DIGITAL AND ANALYTICS
<ul style="list-style-type: none"> <li>Converting identification of gaps and opportunities into roadmaps for change</li> <li>Managing culture – persistence and framing</li> <li>Need for paperless prior to automation</li> <li>Engagement at subordinate and Executive level and unlocking the value of social capital</li> </ul> <p><b>Matt Rowlands</b> Head of Shared Services – Finance, <b>Catholic Healthcare</b></p>	<ul style="list-style-type: none"> <li>Developing a change management and communication plan to get people to move from manual to digital processes</li> <li>The strategy for retaining and redeploying the cashier staff</li> </ul> <p><b>Suganthi Sivasubramaniam</b> Head of Business Services, <b>Griffith University</b></p>	<p>workforce through automation; Management model and structure – setting up a new performance based structure and establishing KPIs that best capture the changes of digitization. Not only have they been able to improve productivity by 30% but they have also managed to reduce price per unit by 50%.</p> <ul style="list-style-type: none"> <li>Understanding the digitization and automation plan to reduce cost per unit</li> <li>Successfully positioning automation as a tool to augment your workforce rather than to replace your workforce</li> <li>Adapting your management and operating structure to drive productivity</li> <li>Ensuring that service quality continues to meet and exceed expectations</li> </ul> <p><b>Stewart Munro</b> Assistant Secretary - Service Design and Optimisation, Service Delivery Office, <b>Department of Finance</b></p>	<ul style="list-style-type: none"> <li>Understanding the principles of Customer-Centric Design and how it can be applied to improve efficiency in a Shared Services Environment</li> <li>Creating opportunities for feedback and leveraging this for enhanced continuous improvement</li> </ul> <p><b>John Gearing</b> General Manager Shared Services, Finance, <b>Queensland Urban Utilities</b></p>	<ul style="list-style-type: none"> <li>Balancing the two roles of Regulator and Service provider when developing a digital transformation strategy</li> <li>Engaging with a changing industry and ensuring that services are customer centric</li> <li>Navigating change in a public sector agency that has gone through minimal change in the entirety of its existence</li> </ul> <p><b>Owen Lange</b> National Client Services Manager, <b>Civil Aviation Safety Authority</b></p>

16:20

AFTERNOON TEA



# CONFERENCE DAY ONE

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SHARED SERVICES &  
OUTSOURCING WEEK

## 16:50 | **How to Ensure Your Staff Continue to be Engaged in Light of Business Transformation**

This session will explore leadership essentials

- Understanding how changes in automation and digitization are effecting your people and what strategies can be embedded to deal with the effective transformation
- Identifying the opportunities to take your people on the journey up the value curve
- Reevaluating your leadership skills and becoming a more effective leader

### **Liz Warrell**

General Manager Finance, Customer Consumer Banking & Wealth Management,  
**National Australia Bank**

## 17:30 | **Succeeding amongst Adversity - Managing Risk and Seeking Challenge**

### **Mark "Squizz" Squirrel**

Mark Squirrel, aka Squiz, was awarded the coveted "Green Beret" whilst serving with the Australian Commando's. His tenure with the military provided him with the skills and confidence to succeed amongst adversity and turmoil.

Discover how individuals/teams survive and thrive when confronted with the obstacles and challenges of operating in the worlds most formidable front lines (e.g. Afghanistan, Somalia, Sudan, Gaza Strip) and what this means for you in your role.

## 18:00 | **Closing Remarks from the Chair & Networking Drinks Commence**

## 18:10 | **SSOW Gala Dinner and Awards Evening!**



# CONFERENCE DAY TWO

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SHARED SERVICES &  
OUTSOURCING WEEK

## 08:30 REGISTRATION AND MORNING COFFEE

## 09:00 Opening Remarks from the Chair

## 09:10 Powerplays to Powerhouse: Transforming the connection between the Internal Service Functions and the Business



Silo mentality reduces the effectiveness and, in some cases, the viability of internal service teams. It is a barrier to organisational performance that cannot be fixed with platitudes or aspirational statements about how people should behave. A practical and effective solution is to combine structural changes, that define who has the power to make decisions, with optimising a matrix structure by engaging the leaders. Brett Redman understands people strategy, leadership and culture. He is the Chief Financial Officer of AGL. In this talk, Brett will:

- Shares his insights into the archetypical disconnects that arise between internal services providers and business teams
- Describes his strategies for reconnecting and aligning internal teams
- Presents his own stories, with humour and candour, to demonstrate how the approach worked in real life situations
- Shares how AGL Finance team was transformed into an effective matrix structure by engaging the leaders of that

### Brett Redman

CFO,  
AGL

## 09:50 CFO Panel Discussion: The Importance of Agility in the Age of Disruption

Being an accountant is no longer a key requirement if you have aspirations to be a CFO. While a sound understanding of finance helps, businesses are increasingly looking to the CFO to play a more strategic role.

- Shifting from a traditional focus on managing risk and cost cutting to enabling corporate strategy and advising on competitive advantage
- Leveraging new technology, such as AI and RPA, to increase the value finance offers to the rest of the business
- Generating effective insight through advanced analytics

### Theo Theodore

Chief Financial Officer,  
RT Health Fund

### Mat Croad

Group Financial Controller,  
Beca

### Brett Redman

CFO,  
AGL Energy

### David Coulter

CFO,  
IOOF Holdings

### Terry Purcell

CFO, Asia Pacific,  
AECOM

## 10:30 MORNING TEA



*“I have attended and participated in many international conferences and in terms of quality of venue, speakers, content and networking this was in the top bracket.”*

Executive Consultant Global Transformations,  
Ex Serco & Ferrovial



# CONFERENCE DAY TWO

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SHARED SERVICES & OUTSOURCING WEEK

11:00

HUMAN RESOURCES	FINANCE	MULTI-FUNCTIONAL	CULTURE CHANGE AND CUSTOMER	AUTOMATION
<p><b>How to Effectively Centralize HR Shared Services Across 4 Businesses, 16,000 FTEs and 10,000 Volunteers</b></p> <p>HR functions such as Learning &amp; Development, Recruitment, Employee Relations, Workplace Health and Safety and HR advice and transactions have been centralized into a shared services model to improve efficiencies.</p> <p>This session will investigate the journey, from building the road map, creating a library of offerings, designing the service centre and engaging with the business. The goal is achieving efficiencies by allowing people in the field to focus on delivery.</p> <ul style="list-style-type: none"> <li>• Creating a library of core offerings according to each of the centralised functions</li> <li>• Identifying the most suitable delivery model</li> <li>• Managing the shift to becoming a HR service centre</li> <li>• Building a good working relationship with the business and different stakeholders</li> </ul> <p><b>Laura Jones</b> Head of Shared Services, People and Culture, <b>UnitingCare Queensland</b></p>	<p><b>Developing a Scorecard to Track your Outsourced Centre's Progress towards Normalisation</b></p> <p>Once you have gone through the initial stages of feasibility assessment, detailing your documentation, getting your processes in place and setting up resource allocation ratio; the stage of transition and normalisation presents a whole new set of challenges. Regardless of whether you go for a big bang or staggered approach it is essential that you are in a position to measure and track your progress. This session will discuss the scorecard that Mirvac developed when they started their journey over two and a half years ago.</p> <ul style="list-style-type: none"> <li>• Creating a meaningful scorecard to track stabilization: Identifying key parameters and metrics</li> <li>• Ensuring that the scorecard is aligned with your strategy</li> <li>• Embedding your scorecard into KPIs</li> </ul> <p><b>Jessie Wu</b> Financial Controller, Corporate and Shared Services, <b>Mirvac</b></p>	<p><b>Interview: Developing a Customer Centric Multi-Functional Business Centre from a Decentralised Model</b></p> <p>This interview will explore the journey of building a Multi-Function Business Centre by centralising transactional and operational services such as Human Resources, Finance, Procurement, Fleet and other business support functions.</p> <ul style="list-style-type: none"> <li>• Putting the Customer at the heart – treating managers and employees as clients</li> <li>• Change management – a complex change with a vast number of stakeholders and third parties</li> <li>• Working with internal business partners – Service Relationship Management effectiveness</li> <li>• Learnings along the way – opportunities and risks</li> </ul> <p><b>Nigel McGarrick</b> Head of Business Centre, <b>Sydney Water</b></p>	<p><b>Panel Discussion: Benchmarking the Customer Centricity of Your Services: Eliminating Pain Points and Designing a More User Friendly Experience</b></p> <p>Shared Service leaders across Australia and New Zealand are looking at ERP implementation to provide a single source of truth, investigating process simplification, improving the customer service of the onshore/offshore partners in a bid to improve user experiences.</p> <ul style="list-style-type: none"> <li>• What are the current pain points in your customer journey</li> <li>• Identifying key metrics and measures of success: Does NPS score work?</li> <li>• Discussing strategies to build engagement with your customer to improve service delivery</li> <li>• Understanding and effectively communicating the value of your work to customers and employees</li> </ul> <p><b>Neil Padley</b> Head of Finance Shared Services, <b>Woolworths</b></p> <p><b>Jennie Milne</b> General Manager, Human Resources, <b>RAC</b></p>	<p><b>Setting up a Hybrid Model to get the Best of Outsourcing, Offshoring and Automation</b></p> <p>After the hype of automation in recent years, the community seems to be at a consensus that the best way forward is balancing outsourcing and offshoring.</p> <p>This session will highlight the strategies that Suncorp have utilised to get the most out of their Shared Services through outsourcing and automation.</p> <ul style="list-style-type: none"> <li>• Mapping out your processes and tasks and identifying which ones to automate and which ones to outsource</li> <li>• Encouraging your outsourcing partners to automate to derive increased value from them</li> <li>• Ensuring a seamless collaboration between the two</li> <li>• Discussing the next steps in the offshoring and automation collaboration</li> </ul> <p><b>Tim Johnson</b> Head of Operations Service Delivery, <b>Suncorp</b></p>



# CONFERENCE DAY TWO

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SHARED SERVICES & OUTSOURCING WEEK

11:40 | **Chance to Swap Streams**

11:50

HUMAN RESOURCES	FINANCE	MULTI-FUNCTIONAL	CULTURE CHANGE AND CUSTOMER	AUTOMATION
<p><b>Case Study: Exploring an ERP Implementation across 11 Countries, 8 Jurisdictions, 12,000 Employees and 4 Languages with a 97% Uptake</b></p> <p>The need for a better user experience, data analytics and a holistic view of the organization kick started the ERP implementation across performance, compensation and pay roll. This is part of a push towards self service and automation and has been rolled out to eliminate employee pain points, consolidate hire to retire and enhance mobility.</p> <ul style="list-style-type: none"> <li>Identifying and eliminating employee pain points for a better user experience</li> <li>Reviewing capability and stabilizing the platform</li> <li>Optimizing uptake: Getting executive sponsorship and curating hands-on workshops</li> </ul> <p><b>Melinda Stewart</b> Group Head of People Connect, <b>Lendlease</b></p>	<p><b>Taking the Necessary Steps to Embed Change Management Strategies for a Seamless Transformation</b></p> <p>This session focuses on getting the transformation right from the beginning by taking the time necessary to understand team members' goals and how they can align to the goals of the organisation. It will highlight a new change management program that is working on improving people capability while transitioning into a more automated and digital world.</p> <ul style="list-style-type: none"> <li>Discussing how the work of finance is changing</li> <li>Understanding how to up-skill your team and provide the tools necessary for improved business capabilities</li> </ul> <p><b>Louise Higgins</b> Chief Financial and Corporate Officer, <b>ABC</b></p>	<p><b>Lessons Learned from Outsourcing and Why Sandvik Decided to Bring Operations Back In-House</b></p> <p>In this session James will explore the learnings, the challenges faced and wins experienced in end-to-end business process outsourcing. He will delve into the things he should have asked in the outset.</p> <ul style="list-style-type: none"> <li>Understanding the complexity of outsourcing and offshoring</li> <li>Investigating the importance of the right governance and controls before embarking on a business process outsourcing journey</li> <li>Lift &amp; Shift vs. A Staggered Approach</li> <li>Cost Arbitrage vs. Efficiencies</li> <li>A Case for Near Shoring</li> </ul> <p><b>James Galvin</b> Finance Manager, <b>Sandvik Mining and Construction</b></p>	<p><b>A Warts and All Look at Being a Leader in the Current Shared Services Environment</b></p> <p>Being a Shared Services leader demands diligence, attention to detail regarding emerging technologies, interpersonal skills and technical capabilities.</p> <p>This session will bring together SOO leaders who will share the good, the bad and the ugly when leading major transformation projects. Advice will be shared on the following:</p> <ul style="list-style-type: none"> <li>Leading a transformation vs. managing a business as usual</li> <li>Keeping up with the ever-changing wave of technology offerings</li> <li>Managing the shift from transactional skills to value-added skills</li> </ul> <p><b>Glenda Parata</b> Director, Defence Shared Service Group, <b>New Zealand Defence Force</b></p>	<p><b>Client Presentation: Option3 Levering Automation and Robotics to Drive Greater Efficiencies</b></p>

12:30 | **Chance to Swap Streams**

# CONFERENCE DAY TWO

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SHARED SERVICES & OUTSOURCING WEEK

12:40

HUMAN RESOURCES	FINANCE	MULTI-FUNCTIONAL	CULTURE CHANGE AND CUSTOMER	AUTOMATION
<p><b>Establishing a Corporate Approach to HR Services</b> Ausgrid was privatised 12 months ago, which has completely changed the expectations of the HR services teams. Central to becoming a leaner, more responsive team, has been:</p> <ul style="list-style-type: none"> <li>• Conducting an employee lifecycle audit</li> <li>• Creating a suite of self service platforms</li> <li>• Reducing the reliance of HR services on business partners and consultants</li> <li>• Leveraging RPA to drive further efficiency gains</li> </ul> <p><b>Michael Crouch</b> Head of People Services, <b>Ausgrid</b></p>	<p><b>Creating a Vision for an Effective Business Transformation Journey</b> Effective change management is critical to uptake to ensure the effectiveness of business transformation. This session explores the initiative underway and how to get it right</p> <ul style="list-style-type: none"> <li>• Creating a strategy to improve efficiency in finance processes</li> <li>• Aligning your strategy with your mission to build an engaging narrative to get people on board</li> <li>• Shifting mindsets through effective change management</li> </ul> <p><b>Niluka Perera</b> Financial Controller, <b>Scope</b></p>	<p><b>Is Global Business Services Still the Ultimate SSO Model?</b> Global Business Services can provide incredible advantages when done well; visibility, access to value-add services, global economies of scale to name a few. However whilst there is still significant movement towards global business services, 72 percent of organizations not currently using GBS do not plan to make the shift, and 4 percent tried GBS but switched back. In this session we will cover:</p> <ul style="list-style-type: none"> <li>• Evaluating the pros and cons of GBS</li> <li>• Strategies to optimise the cost saving and value add</li> <li>• Discussing the key challenges facing GBS</li> </ul> <p><b>Geoff Gruebner</b> Head of Global Business Services, <b>BP</b></p>	<p><b>Balancing Agility and Governance to Effectively Deliver Customer Satisfaction</b> This session will highlight the balancing act of effectively responding to the Machinery of Government changes and maintaining high levels of service delivery.</p> <p>This year, we are proposing a new way of working that is more agile whilst maintaining appropriate governance and customer engagement. We have called the project "MORE" MOG, Optimisation, Release evolution.</p> <ul style="list-style-type: none"> <li>• Balancing the MOG changes with BAU</li> <li>• Keeping the customer at the centre</li> <li>• Lesson learned and opportunities for improvement</li> </ul> <p><b>Lori Burdon</b> Director, Portfolio and Change, <b>Queensland Shared Services</b></p>	<p><b>Reframing the Benefits of RPA: Freeing up Time to Improve Customer Interaction, Process Improvement and Innovation</b> Having started their RPA journey in 2016 with a proof of concept, the business decided to build in-house capability. Their journey focused on the optimisation achieved when people were freed of low-value repetitive tasks. This session will highlight:</p> <ul style="list-style-type: none"> <li>• Reframing the RPA Journey – focusing on value add</li> <li>• Building RPA capability internally</li> <li>• Setting up a systemic self sustaining model</li> <li>• Scaling RPA in the business and identifying new opportunities</li> </ul> <p><b>Chris Howes</b> General Manager IPA, <b>Incitec Pivot Ltd</b></p>

13:20

**NETWORKING LUNCH**

# CONFERENCE DAY TWO

Thursday, 14 June 2018

21st Australasian



SHARED SERVICES & OUTSOURCING WEEK

14:20

HUMAN RESOURCES	FINANCE	MULTI-FUNCTIONAL	CULTURE CHANGE AND CUSTOMER	AUTOMATION
<p><b>A Shift in Operating Model for HR Services From a Decentralised Business Partner focused Setup to a Centralised, Single Contact Centre</b></p> <p>This session will highlight the milestones and challenges of moving 12,000 people across multiple brands to a single HR services contact centre. This was driven by the need to streamline processes for employees with a single HR touch point. This session will look at laying down the ground work, SLAs and effectively managing the change.</p> <ul style="list-style-type: none"> <li>Establishing how to set up the contact centre and the barriers to success</li> <li>Understanding what change management strategies will need to be implemented</li> <li>Analysing how to measure long-term success when streamlining processes</li> </ul> <p><b>Mark Ashton</b> General Manager, People Support, <b>The Warehouse</b></p>	<p><b>Preparing for Single Touch Payroll</b></p> <p><b>Angela Lehmann</b> Assistant Director, Design, Single Touch Payroll, <b>ATO</b></p>	<p><b>Creating Service Centric Business Services for improved Customer Experiences</b></p> <p>The AHPRA team recognised that the multiple touch points required to access business services was too cumbersome and created a poor customer experience. Con will share AHPRA's journey on how they are transitioning from a function centric service offering to a service centric model which employs customer experience design principles to ensure each service touchpoint delivers on service and customer experience</p> <ul style="list-style-type: none"> <li>Working effectively across 4 different Business Services directorates to develop a seamless one-stop-platform</li> <li>Setting up a concierge service</li> <li>Keeping the customer at the centre – engaging stakeholders throughout the journey</li> <li>Managing change</li> </ul> <p><b>Con Horaitis</b> Director Environment, Connectivity, and Support Services, <b>Australian Health Practitioner Regulation Agency</b></p>	<p><b>Why True Business Transformation starts with Personal Transformation</b></p> <p>You could have all the right processes and systems in place but your transformation would be fraught with problems if you didn't address a staff-centric approach. This session will provide you with the ammunition to assess the core skills required to lead a Business Transformation Project:</p> <ul style="list-style-type: none"> <li>Defining what personal transformation means to you?</li> <li>Conducting an honest evaluation of your pros and cons</li> <li>Creating a network of influencers to drive your transformation journey</li> </ul> <p><b>Glinder Bayley</b> Head of Finance, <b>AB Foods</b></p>	<p><b>Harnessing Intelligent Automation: Moving From Concept to Scale and Navigating the Associated Challenges</b></p> <p>This session will explore the scope of IA in SSO.</p> <ul style="list-style-type: none"> <li>The technology is proven, proof of concepts completed – what's the next major hurdle?</li> <li>How to bring the technology to scale: Buy vs. build – what is the decision tree? Is it a binary choice or is there a hybrid approach?</li> <li>What is your data strategy and how does it enable your IA strategy?</li> <li>What are the geopolitical, social and ethical considerations of automation?</li> </ul> <p><b>Michelle Hannan-Brown</b> Manager Process Engineering, <b>Westpac New Zealand</b></p>

15:00

**Chance to Swap Streams**



# CONFERENCE DAY TWO

Thursday, 14 June 2018

21st Australasian



SHARED SERVICES & OUTSOURCING WEEK

15:10

HUMAN RESOURCES	FINANCE	MULTI-FUNCTIONAL	CULTURE CHANGE AND CUSTOMER	AUTOMATION
<p><b>Establishing a Shared Service to Improve the Consistency of Service at Arup</b></p> <p>This session will focus on the strategy and learnings from setting up a Shared Service. The challenge has been to improve consistency across services for the mobile workforce, especially when working with geographically spread HR teams.</p> <p>This session will focus on the vision, process harmonization and change management Arup have instilled:</p> <ul style="list-style-type: none"> <li>Managing the shift from localized to centralized HR: Changing behaviours and breaking old patterns</li> <li>Reviewing process governance and focusing on process harmonization</li> </ul> <p><b>Sarah Dickson</b> Head of HR Shared Services, Arup</p>	<p><b>How Bringing Financial Statement Management In-House Drastically Reduced Processing Times from 95 Days to 27 Days - An Exercise in Process Standardisation</b></p> <p>Process standardisation is critical before any transformation initiative. However it is important that you adopt a smart approach to standardisation by focusing on high impact areas that are critical to your strategy. This session will explore a framework that is easily transferable. It will avoid hidden obstacles and fast track process improvement.</p> <ul style="list-style-type: none"> <li>Aligning Process Standardisation with your transformation strategy</li> <li>Promoting transparency to move things quickly and achieve stabilisation</li> <li>Investigating the reduction in processing times and transferring this framework to other initiatives</li> </ul> <p><b>Theo Theodore</b> Chief Financial Officer, RT Health Fund</p>	<p><b>Strategies for Getting Team Member Buy In</b></p> <p>This session focuses on getting the transformation right from the beginning by taking the time necessary to understand team members' goals and how they can align to the goals of the organisation.</p> <ul style="list-style-type: none"> <li>How the work of finance is changing, and how this impacts service delivery models</li> <li>Skills our people will need to build into the future</li> <li>The design process for developing a new shared services model</li> </ul> <p><b>Karma Auden</b> Director, Finance and Business Services, University of Canberra</p> <p><b>Melissa Hankinson</b> Deputy Director, Quality and Service Improvement, University of Canberra</p>	<p><b>Driving Customer Centric Business Transformation Using Lean Principles and Automation to Optimise Value</b></p> <p>There are several different approaches to business transformation. The key is identifying the levers that actually add value and eliminate waste. Whether it is lean, automation or outsourcing it is critical that you unlock the right balance. This session will explore building lean capability; introducing automation capability and outsourcing back office functions. Success also depends on ensuring that the customer is at the centre by keeping tabs on the Voice of the Customer.</p> <ul style="list-style-type: none"> <li>Establish your customer engagement strategy</li> <li>Digitising your customer journey</li> <li>Developing a customer centric culture</li> <li>How great does service need to be?</li> </ul> <p><b>Senior Representative</b> Queensland Treasury Corporation</p>	<p><b>Streamlining Knowledge Processes through Cognitive and Intelligent Automation</b></p> <p>Most SSOs have already either implemented or were in the pilot stage of RPA. Now the benefits of transactional automation have been proven, its time to examine the next layer:</p> <ul style="list-style-type: none"> <li>Practical applications of cognitive technology</li> <li>Which processes best suit cognitive and intelligent automation application?</li> <li>Mitigating the risk of automating business critical and customer facing activities</li> <li>Keeping data safe and secure</li> </ul>

15:50

**Chance to Swap Streams**

# CONFERENCE DAY TWO

Thursday, 14 June 2018

21st Australasian



SHARED SERVICES & OUTSOURCING WEEK

16:00

HUMAN RESOURCES	FINANCE	MULTI-FUNCTIONAL	CULTURE CHANGE AND CUSTOMER	AUTOMATION
<b>Re-Evaluating and Updating Your HR Policies and Procedures</b> This session will explore the task of improving the transparency and understanding of the group policy and procedures. Although it may seem like a box-ticking exercise it is crucial to risk management and delivering a good employee experience. <ul style="list-style-type: none"> <li>Mapping out your policies and procedures for all end-to-end processes from Hire to Retire to On boarding</li> <li>Developing a suitable methodology to effectively collaborate with process architects</li> <li>Understanding the impact of automation and robotics</li> <li>Finding a balance between diligence and time constraints</li> </ul>	<b>Leading Rapid Finance Transformation with new ERP Systems, Restructure and Automation</b> This session will highlight the finance transformation journey undertaken in 18 months with incredible results including 90% automation reducing turn around time from 2 weeks to 2 days. <b>Caroline Labour</b> Head of Finance Transformation, <b>Foxtel</b>	<b>Re-Engineering Processes and Implementing Fit for Purpose Design in Light of Significant Organisational Change</b> The Department of Family and Community Services it going through significant structural changes, going from 21,000 to 7,000 employees. This has also impacted the Corporate Services team. As a result the team has had to adapt to ensure that it continues offer high quality and consistent services across its portfolio of Finance, IT and HR. Part of this has involved embracing business partnering, outsourcing and self service. The changes have called for a re-evaluation of processes with the Department using co-design and adopting new performance measures. This session will discuss: <ul style="list-style-type: none"> <li>Establishing a holistic view of the organization, shared services and end-to-end processes</li> <li>Applying co-design principles to adapt processes to the structural changes</li> <li>Rethinking and refreshing governance</li> </ul> <b>John Hubby</b> Deputy Secretary, Corporate Services, <b>Department of Family and Community Services</b>	<b>What to Avoid When Pursuing Improved Customer Experience in Shared Services</b> This session will assess the common pitfalls to avoid when instilling impeccable customer service qualities into your team. It's becoming imperative that companies are gaining competitive advantage though an exemplary customer experience. What strategies are in place to achieve this within your Shared Services? <b>Allan J. Ball</b> Director Consumer & Community Engagement, <b>SA Health (Women and Children's Health Network)</b>	<b>The Next Steps in the RPA Journey: Digitising and Automating More Processes and Introducing Machine Learning</b> This session will highlight how to replicate success and learn from your failings. It will also look at implementing machine learning and the challenges of IP ownership. <ul style="list-style-type: none"> <li>What other processes and tasks can be automated: Creating an automation checklist</li> <li>Addressing the impact of increasing automation on your workforce: Re-skilling them for growing digitisation</li> <li>Understanding the challenges presented by IP ownership</li> </ul> <b>Anthony Scott</b> General Manager - Robotics, Automation & Transformation, <b>Equifax</b>

# CONFERENCE DAY TWO

Thursday, 14 June 2018

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SHARED SERVICES &  
OUTSOURCING WEEK

## 16:40 AFTERNOON TEA

### 17:10 Process Simplification and User Centricity: Removing Complexity

With cumbersome and time consuming processes, simplification and user centricity hold the key to significant time efficiencies. This session will explore applying human centered design principles and agile methodologies to reduce the volume of internal processes and massively decrease cycle time. Therefore freeing up transaction capacity to focus on higher value tasks and creating a more seamless experience for the end user by eliminating pain points.

- Identifying and eliminating pain points
- Using existing data from calls and emails and engaging with the end user to simplify processes

#### Anna Ng

Head of ANZ HR Shared Services,  
**ANZ**

### 17:40 Leveraging Data to Improve the Value of Your GBS: Looking Beyond the Concept to What it Looks Like In Action

This session will investigate how GBS can better use its data to move up the value curve by generating greater savings and efficiencies across the various functions. It will investigate how your data investment will enable you to identify growth and performance opportunities through analytics and process or technological improvements. It will also give you better visibility on initiatives that are effective and those that aren't working so you can extract more value from your GBS. This session will look beyond the concept of data and unveil what actually looks like in action.

- Selecting the appropriate objectives and scope for the data Journey
- What approach to use and what drivers to obtain actionable insights?
- Leveraging this data to find enterprise areas of improvement and savings
- What next? How to push the frontiers of your GBS based on data reliability!

#### Jean Claude De Vera

President of AgileGBS, Former VP GBS LafargeHolcim,  
**LafargeHolcim (International)**

### 18:10 Closing Remarks from the Chair and the Close of the Conference



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

Established in 1999, SSON recognised the revolution in business support services as it was happening, and 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.



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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:

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- ▶ The Shared Services Atlas locates shared services hotspots around the world from a global database of 7000+ centres

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

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**WNS** is a leading global Business Process Management (BPM) company offering business value to 350+ clients across 10 industry verticals. WNS delivers a wide spectrum of BPM services in customer interaction services, finance & accounting, human resource, research & analytics, technology solutions and industry-specific processes. Our transformational BPM offerings are underpinned by an intelligent combination of Domain, Analytics, Technology and Process expertise. 36,000+ employees serve from 54 delivery centers across 11 countries.



**Option3** is a niche automation and data analytics product company. We are a trusted partner for large global organizations to automate complex tasks that require deep cognitive capabilities and that do not typically fall under traditional rule based automation. Powered by cognitive bots, JiffyRPA the flagship RPA product of Option3 provides everything you need to implement a continuous automation framework. The self-learning bots learn from user actions and make cognitive decisions for day to day processes.

Running up to 50 self-learning robots per machine, deploying machine learning algorithms to auto-rectify data input errors and making human like decisions, JiffyRPA allows highly complicated processes to be automated.

We at Option3 believe that RPA should not be treated as a tactical solution. Given the dynamic changes that business processes undergo, RPA solutions need the agility to adapt to the business process without having to spend a lot of effort on bot maintenance. Our focus continues to be in creating a larger benefit that will improve quality of service to our customers, better utilization of workforce and add value to their existing business processes.



**Basware** is a global leader in Purchase-to-Pay and Financial Automation solutions. We enable more than 1,500 clients to streamline their financial processes, in over 60 countries. Basware solutions and services significantly reduce the cost of buying, selling and paying for goods and services, while greatly increasing visibility and control of the entire spending process across the business. Our Open Network seamlessly connects more than 110 international e-Invoicing platforms, making it the largest inter-operator network in the world.

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**BlackLine** is the world's most trusted solution for Finance Controls and Automation, enabling clients to move beyond the antiquated record-to-report process with a new approach known as Continuous Accounting. Continuous Accounting utilises automation and controlled workflows, allowing tasks typically performed during the period-end to instead be embedded within day-to-day activities. Nearly 2,000 companies in more than 130 countries trust BlackLine software to automate and manage complex, manual and repetitive accounting processes - with many organisations relying on BlackLine to play an integral role in their finance transformation initiatives and shared services environments. Filling in the gaps left by ERP and CPM systems, BlackLine introduces greater efficiencies, control and visibility into every step of the accounting process - including financial close, reconciliation management, journal entry management, intercompany transaction management, and controls assurance. The company has been named by Gartner as a Leader for Cloud Financial Corporate Performance Management (FCPM) in its 2017 Magic Quadrant for FCPM.



**Trintech** is the leading provider of Cloud-based financial software solutions for the Record-to-Report process. Over 800 companies around the world rely on us to optimise resources, reduce costs, manage risk and monitor activities across their organisation.

Trintech offer the only full Record to Report software solution on the market that helps enterprise organisations automate their processes from reconciliations, manual journal entries and compliance controls.

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Since 2002, **Satori Group** has been delivering solutions to provide visibility into real time data, identifying errors and potential fraud, and enabling continuous monitoring of processes and transactions. Our solutions provides assurance and peace of mind that the controls framework is working effectively, while presented in an easy to understand manner through visually stimulating dashboards. Some of our clients include Coca-Cola Amatil, Energex, JB Hi-Fi, Newcrest Mining, Novartis Pharmaceuticals, George Weston Foods, Queensland Health and Coates Hire. Satori Group is the primary distributor of SatoriCCM, ACL, Pentana, Caseware Monitor and Dundas Dashboards solutions in Australia, New Zealand and the South Pacific Islands, with offices located in Sydney, Melbourne, Wellington and India.



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**PRIME BPM** provides a cloud-based end to end Business Improvement software, helping organisation drive productivity, efficiency, customer satisfaction and higher profitability. Its easy process mapping engine allows organisation document all process related information including roles, tasks, documents, system and Business Rules. The analytical engine pin points all the time, cost, value and efficiency information for each process highlighting all the bottlenecks and cost saving opportunities. Followed through with improvement project management module the team can manage change effectively and transition smoothly.



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☐ Workshops: ☐A ☐B ☐C ☐D ☐Site Tour

- \* All 'Early Bird' discounts are subject to availability and require payment at time of registration and before the cut-off date in order to receive any discount.
- \* Discounts do not apply to vendors/solution providers. IQPC reserves the right to determine who is a vendor.
- \* Any discounts offered (including early bird and team discounts) are subject to availability and require payment at the time of registration.
- \* Please view our registration policy for full information about payment, cancellation, postponement, substitution and discounts.
- \* Credit card surcharge of 1.5% will be added to all payments made by credit card.
- \* Payment not made at the time of registration will be subject to a \$99 service charge.

- ☐ Please send me \_\_\_\_\_ set(s) of AUDIO COMPACT DISCS and PRESENTATIONS CD at \$878.90 (\$799 plus GST) or \$603.90 (\$549 plus GST) Presentations CD only
- ☐ Please keep me informed via email about this and other related events

NOTE: PAYMENT IS DUE WITHIN 7 DAYS FROM REGISTRATION TO SECURE YOUR PLACE. Registrations received without payment or a Government PO will incur a processing fee of \$99+GST = \$108.90 per registration. Payment prior to the conference is mandatory for attendance. Payment includes lunches, refreshments, a copy of conference presentations via FTP website or workbook and all meeting materials. If payment has not been received two weeks before the conference, a credit card hold will be taken and processed. This card will be refunded once alternate payment has been received. A credit card surcharge of 1.5% will be added to all payments made by credit card.

PRIVACY - YOUR CHOICE  
Any information provided by you in registering for this conference is being collected by IQPC and will be held in the strictest confidence. It will be added to our database and will be used only to provide you with further information about the conference and services. By supplying your email address and mobile telephone number you are agreeing to IQPC contacting you by these means to provide you further information about IQPC products and services. From time to time IQPC may share information from our database with other professional organisations (including our event sponsors) to promote similar products and services. Please tick the box below if you do NOT want us to pass on your details.

To amend your current details, advise of duplicates or to opt out of further mailings, please contact our Database Integrity Maintenance Department, Level 6, 25 Bligh Street, SYDNEY NSW 2000. Alternatively, email [database@iqpc.com.au](mailto:database@iqpc.com.au), call 02 9229 1028 or fax 02 9223 2622.

☐ I do not wish to have my details made available to other organisations

International Quality & Productivity Centre

**IQPC CANCELLATION AND POSTPONEMENT POLICY: FOR DETAILS OF IQPC'S CANCELLATION AND POSTPONEMENT POLICY PLEASE VISIT: [www.iqpc.com.au](http://www.iqpc.com.au)**

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- Pre Conference Workshops:  
**12 June 2018**
- Main Conference:  
**13 - 14 June 2018**
- Venue:  
**Pullman Albert Park, Melbourne**

(PHOTOCOPY THIS FORM FOR ADDITIONAL DELEGATES)

DELEGATE 1

(FIRST NAME)

(SURNAME)

POSITION

EMAIL

DELEGATE 2

(FIRST NAME)

(SURNAME)

POSITION

EMAIL

DELEGATE 3

(FIRST NAME)

(SURNAME)

POSITION

EMAIL

ORGANISATION

ADDRESS

ADDRESS

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TELEPHONE

( )

FAX

( )

APPROVING MANAGER

(FIRST NAME)

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QUICK and EASY WAYS to REGISTER

TELEPHONE +61 2 9229 1000

FAX +61 2 9223 2622

EMAIL [registration@iqpc.com.au](mailto:registration@iqpc.com.au)

WEBSITE <https://www.sharedservicesweek.com.au/>

MAIL IQPC, Level 6, 25 Bligh Street, SYDNEY NSW 2000

WHERE

Pullman Melbourne Albert Park  
65 Queens Road,  
Melbourne VIC 3004  
T: +61 3 9529 4300  
W: [www.pullmanalbertpark.com.au](http://www.pullmanalbertpark.com.au)

WHEN

13 - 15 June 2018

ACCOMMODATION

Pullman Albert Park, Melbourne is the official venue for **SSOW 2018**, and we have negotiated special rates for attendees of this event.  
To take advantage of these rates, contact the hotel and quote: IQPC or go to <https://www.sharedservicesweek.com.au/> and click on the Venue and Accommodation page for a direct link to rates.

HOW TO REGISTER

To reserve your place at **SSOW 2018**, call IQPC on 02 9229 1000 or email [registration@iqpc.com.au](mailto:registration@iqpc.com.au). For more information email [enquire@iqpc.com.au](mailto:enquire@iqpc.com.au)

TEAM DISCOUNTS

IQPC recognises the value of learning in teams. Take advantage of one of these special rates:

**1**

Register a team of 2 to the conference at the same time from the same company and receive a **5% discount**

**2**

Register a team of 3 to the conference at the same time from the same company and receive a **10% discount**

**3**

Register a team of 4 or more to the conference at the same time from the same company and receive a **15% discount**

**4**

Register a team of 6 or more to the conference at the same time from the same company and receive a **20% discount**

**5**

Register a team of 10 or more to the conference at the same time from the same company and receive a **25% discount**

**6**

Ask about multi-event discounts. Call +61 2 9229 1000 for more details

Please note: Only one discount appliesQ

BOARDROOM TEAM PACKAGE\*



**To qualify:**  
Register a team of 7 or more delegates to the conference at the standard conference rate\*\*

**You receive:**

- Exclusive full-day use of a private room within the conference venue
- Networking support & facilitated introductions from the IQPC team throughout the event
- Morning and afternoon refreshments catered
- VIP registration & conference room seating

**Availability** – 2 only per event  
\*(Not available for service providers)  
\*\*(No discounts can be applied)