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your future starts here

Annual Deloitte Shared Services,
Global Business Services and
Business Process Outsourcing
Conference 2016

Centro de Congressos de Lisboa, Lisbon,
Portugal 14-15 September 2016
www.deloitte.co.uk/sharedservicesconference



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Welcome

Invitation to the Annual Deloitte Shared Services, Global Business Services and Business Process Outsourcing Conference 2016

Dear colleague

2006 was the year that this conference last visited the beautiful city of Lisbon. Although just 10 years ago – the world in which we now operate is very different. The digital age is truly upon us. It affects not only how we do business, but how we interact with one another and how we behave as consumers and employees.

While many businesses have started to adopt these digital technologies, most shared services and Global Business Services organisations have much work to do. Do you have a single ERP platform, enhanced with process specific enabling technologies, robotic process automation and cognitive technology? Have you eliminated the need for manual intervention in transaction processing so that your colleagues can focus solely on analytics and other value creating activities? If you can answer yes to these questions this conference is not for you – you are pretty much done! But we have seen very few organisations that are anywhere near this vision – despite the fact that these technologies are now all available.

These topics will form the basis of many of our discussions this year – steered by an expert panel of speakers from Deloitte and companies such as: AstraZeneca, Akzo Nobel, BT, Campbell Soup Company, Computacenter, Diageo, ESPAP, GE, Hampshire County Council, ISS, Johnson & Johnson, Lloyds Bank, Procter & Gamble, Siemens, Solvay, Sonae Sierra, Tarmac, Tetra Pak, & Vodafone.

Specific topics for discussion include:

- **Is this the age of Global Business Services?** Is Global Business Services a stand-alone model or simply an evolution of shared services? How do you set a course for success?
- **Robotics** – are we on the verge of a revolution? To what extent will robotics change the make-up of our future workforce?
- **Social media, Mobility, Analytics and Cloud (SMAC)** – have applications in the workplace now caught up with applications on the street? Where should you invest?
- **The war on talent** – how do you attract and retain a globally mobile workforce? What technologies do you need in your arsenal to get the most from the tech-savvy generation Y?
- **Analytics** – how do you extract and use 'big data'? Where does the true value lie? What does this mean for the role and make up of shared services centres?
- **Continuous Improvement (CI)** – what do we now recognise as being best practice and how can you push the boundaries in your CI approach. What additional value can be unlocked this way?

About the sessions

A range of formats to engage you

Plenary sessions

These sessions are targeted at all conference delegates. Plenary sessions will pick up on what we consider to be the most pertinent topics this year led by influential shared services, Global Business Services and BPO leaders. There will also be a number of panel sessions, where leaders in their fields will debate some of the key topics of interest in the industry today.

Breakout sessions

These sessions are designed to give delegates the opportunity to explore specific topics in detail. They will be facilitated by subject matter experts who have deep knowledge of the topic. These subject matter experts will either guide you through the latest trends and thinking, or share with you practical advice from their own organisations to inspire you to make a change when you return to the office.

Discussion forums

The discussion forums are your opportunity to discuss topics of interest with your peers and share insights and experience within a smaller group in a less formal setting. A subject matter expert will be on hand to provide facilitation and structure to the meetings, but there will be no PowerPoint slides.

Analytics demonstrations

These demonstrations will show how analytics can be applied to solve business questions, by delivering previously-hidden insight from data available both inside and outside an organisation. At the conference we will showcase a selection of demonstrations relevant to Finance, HR and other topics which will be of interest to the audience.

Conference planner

The conference planner is designed to provide you with an overview of the agenda. Use it to navigate quickly and easily through the programme to select sessions that meet your needs.

For further information on the conference programme, please see the detailed agenda section.

Day 1 – 14 September		Day 2 – 15 September	
8:45	Plenary 1: Welcome and introduction to current market trends Peter Moller, Emma Lawson & Miguel Eiras Autune, <i>Deloitte</i>		
9:30	Plenary 2: Vodafone – Implementing a large mixed ownership Global Business Services model Steve McCrystal, SVP & Global Head of Shared Services, <i>Vodafone</i>		
10:05	Delegates wanting to attend plenary 3B will need to transition to a different room as plenary 3A and 3B run concurrently		
10:10	Plenary 3A: AstraZeneca – The case for functional shared services Tony Glynn, Former Vice President Global Finance Services, <i>AstraZeneca</i>		
	Plenary 3B: Panel – HR shared services in the Cloud: A silver lining or thunderstorm on the horizon? Panel to be chaired by Brett Walsh, <i>Deloitte</i> Panel Mark Murphy, Global Head of HR Shared Services, <i>BT</i> , Carolyn Isaacs, Global HR service director, <i>Diageo</i> & Ralf Clausen, Head of CoC HR Information & Service, <i>Voith</i>		
10:45	Refreshments and networking		
	Analytics demonstration – during refreshments and networking		
10:50 – 11:10	Forensic activity impact measurement: driving insight to transform SSC productivity Laurence Collins & Neera Mayor, <i>Deloitte</i>		
	Breakout sessions		
11:15	Breakout 1: Panel – Will Robotic Process Automation truly transform the shared service operating model? Panel to be chaired by David Wright, <i>Deloitte</i>		
	Breakout 2: Panel – Trends within public sector shared services Panel to be chaired by Deborah Gregg, <i>Deloitte</i> Panel Dr Jaime Quesado, President, <i>ESPAP</i> , Carolyn Williamson, Director of Corporate Resources, <i>Hampshire County Council</i> , David Mader, acting Deputy Director of Management, <i>Office of Management & Budget The White House</i> & David Harker, <i>Deloitte</i>		
	Breakout 3: ISS – Developing a mature relationship with BPO providers: Maximising potential and adding strategic value Lars Nordestgaard Nielsen, BPO Director, <i>ISS</i>		



Conference planner

Day 1 – 14 September

Day 2 – 15 September

11:15	<p>Breakout 4: Computacenter – War stories from the front line. The battle to retain talent in Budapest Jamie Davies, Finance Shared Services Manager, <i>Computacenter</i></p>
	<p>Breakout 5: Becoming an insight-driven organisation. The role of shared services and global business services in enterprise-wide analytics David Anderson & Natalie Williams, <i>Deloitte</i></p>
	<p>Breakout 6: Will Global Business Services/SSCS prove to be the pioneers of technology-led workplace innovation? Or an opportunity missed...? Mark Catchlove, EMEA Director of Insight, <i>Herman Miller</i>; Martin Laws & Carissa Kilgour, Global Work+Place initiative Leads, <i>Deloitte</i></p>
	<p>Breakout 7: Transforming your Tax operating model James Tooley & Demian de Souza, <i>Deloitte</i></p>
	<p>Breakout 8: J&J – Continuous Improvement within P2P: How they used CI in the P2P process to improve effectiveness and grow the organisation David Mansfeld, Managing Director & Herman Verschueren, Account Manager & Continuous Improvement Manager, <i>Johnson & Johnson</i></p>
	<p>Breakout 9: Celgene – Delivering statutory reporting in shared services centres Olivier Wuthrich, International Finance Director & David Pignolet, Executive Director Global Finance Operations, <i>Celgene</i> & Laurent Nowicki, <i>Deloitte</i></p>
	<p>Discussion forum</p>
	<p>Discussion 1: Developing a shared services or Global Business Services business case Nick Prangnell, Simon Muller & Kalpesh Mistry, <i>Deloitte</i></p>
	<p>Analytics demonstrations – during breakout sessions and discussion forums</p>
11:15 – 11:35	<p>CFO dashboard Orla Dunbar & Anthony Maher, <i>Deloitte</i></p>
11:40 – 12:00	<p>Visual Decision Xccelerator™ (VDX) – ‘what if’ shared services/GBS scenarios assessment tool Richard Sarkissian, <i>Deloitte</i></p>



Conference planner

Day 1 – 14 September	Day 2 – 15 September
12:00	Transition to breakout sessions, discussion forums or analytics demonstrations
	Breakout sessions
12:10	<p>Breakout 1: Tarmac – Transforming control and compliance with enabling technology Andrew Parris, Director of Shared Services, <i>Tarmac – a CRH Company</i></p>
	<p>Breakout 2: Shared services & Global Business Services feasibility Dorthe Harding Keilberg, <i>Deloitte</i></p>
	<p>Breakout 3: BPO Panel Panel to be chaired by Mark Craddock, <i>Deloitte</i></p>
	<p>Breakout 4: Creating value through transforming the 'retained' function – enhanced business partnering to create a 'Front Office Finance' of the future David Anderson & Alice Stephen, <i>Deloitte</i></p>
	<p>Breakout 5: Swiss Re – A stakeholder view of shared services, Global Business Services and BPO Peter Hämmerli, Head of Service Delivery Global Services, <i>Swiss Re</i> & Jayanth Poorna, <i>Deloitte</i></p>
	<p>Breakout 6: ESPAP – Building a shared service organisation in the public sector Dr. Jaime Quesado, President of <i>ESPAP – Entidade de Serviços Partilhados da Administração Pública, I.P.</i> (Portuguese Shared Services Entity for the Public Administration)</p>
	<p>Breakout 7: Selecting your location, and how to make it work Thomas Bo Jørgensen, Senior Project Manager Transformation Office <i>DFDS</i>, Elias van Herwaarden & Val Popovici, <i>Deloitte</i></p>
	<p>Breakout 8: Delivering a globally compliant payroll solution Darlyl Knight, <i>Deloitte</i></p>
	<p>Breakout 9: ANZ Bank – Achieving best in class robotic process automation Pankajam Srivevi, Managing Director, <i>ANZ Bank</i> & Mihir Shukla, CEO, <i>Automation Anywhere</i></p>



Conference planner

Day 1 – 14 September

Day 2 – 15 September

Discussion forums

12:10 **Discussion 1: Winning the PR battle. How and why you need to industrialise the selling process within your shared services or Global Business Services organisation**

Deborah Kops, Founder & Managing Principle, *Sourcing Change*

Discussion 2: Next generation service level agreements

Jo Hart & Flavia Sepulveda, *Deloitte*

Discussion 3: Talent in shared service centres – a nest to nurture or safe haven to stay put?

Jamie Davies, Finance Shared Services Manager, *Computacenter*, Emma Lawson & Ed Walker, *Deloitte*

Analytics demonstrations – during breakout sessions and discussion forums

12:10 – 12:30 **Process X-Ray – A tool to understand your actual business process**

Wilbert Pommerel, *Deloitte*

12:40 – 13:00 **Driving purchasing effectiveness through analytics**

Colm Diamond & Patrick Foelck, *Deloitte*

13:00 Lunch and networking

Analytics demonstrations – during lunch and networking

13:10 – 13:30 **Organisation design using analytics**

Natalie Williams, *Deloitte*

13:40 – 14:00 **Pathfinder – A benchmarking tool**

Alvee Britto & Jeff Wright, *Deloitte*

14:15 **Plenary 4: Deloitte tech trends 2016**

Bill Briggs, Chief Technology Officer, *Deloitte*



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14:50 **Plenary 5: GE: Enabling Business Agility - building an 8,000+ strong multifunctional shared services organisation in 3 years**
Bjorn Bergabo, General Manager, GE Global Operations for Europe, Russia & CIS, **GE**

15:25 Refreshments and networking

15:55 **Plenary 6: Lloyds Bank – Driving value in a shared services centre environment through robotics, analytics and a service excellence program**
Steve McKenna, Finance COO, Finance Business Services, **Lloyds Bank**

16:40 **Plenary 7: Panel – Emerging Technologies**
Panel to be chaired by John Tweardy, **Deloitte**
Panel Tony Glynn, **AstraZeneca**, Carolyn Isaacs, **Diageo**, Deborah Kops, **Sourcing Change** & Bill Briggs, **Deloitte**

17:30 Close of day 1 – Coaches back from conference venue to Deloitte booked hotels

Alternatively, if you do not need to return to your hotel room, you are invited to join us for drinks from 17:30, with this year's sponsors at the Centro de Congressos de Lisboa (CCL).

Or you can simply make yourself comfortable at one of the many work stations and sheltered meeting spaces whilst you wait for the shuttle buses to transport you to the evening event from 18:45.

“I prioritise one networking event a year, and this is always first on the list.
It’s a crash course on industry trends.”

VP Global Finance Services, AstraZeneca



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Day 1 – 14 September

Day 2 – 15 September

8:45	Welcome to Day 2 Peter Moller & Nick Prangnell, <i>Deloitte</i>
	Plenary 8: Integrated Global Services – The newest brand fuelling growth at Campbell Ed Carolan, SVP & President Integrated Global Services, <i>Campbell Soup Company</i>
9:25	Plenary 9: Business ecosystems come of age – Implications for business models and shared services Jacob Bruun-Jensen, <i>Deloitte</i>
10:05	Delegates wanting to attend plenary 10B will need to transition to a different room as plenary 10A and 10B run concurrently
10:10	Plenary 10A: Panel – Centres of Excellence (CoE) – From providing shared services to delivering excellence Panel to be chaired by Miguel Eiras Antune, <i>Deloitte</i>
	Plenary 10B: Human Capital trends and the implications for HR shared services Brett Walsh, Global HC group and HR Transformation practice leader, <i>Deloitte</i>
	Breakout sessions
11:10	Breakout 1: Shared services/Global Business Services centre transition and migration planning Mark Craddock, <i>Deloitte</i>
	Breakout 2: Tetra Pak – Regional shared services model for mid-size organisations – How Tetra Pak gradually built a hybrid regional delivery model Christian Moraldo, Vice President Group Financial Control, <i>Tetra Pak</i>
	Breakout 3: Building quality and consistency of service with well-applied contact centre operations. Practical tips for Global Business Services and shared services leaders Richard Small, <i>Deloitte</i>



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11:10	<p>Breakout 4: Leiden University – Continuous Improvement (CI) Rob van den Wijngaard, Manager Finance SSC, <i>Leiden University</i> & Dirk Westra van Holthe, <i>Deloitte</i></p>
	<p>Breakout 5: Voith – The impact of Cloud on HR process optimisation and the shared services operating model Ralf Clausen, Head of CoC HR Information & Service Management, Markus Helle, Head of HR Process Management & Analytics, <i>Voith</i> & Hendrick Schmahl, <i>Deloitte</i></p>
	<p>Breakout 6: UK – National Health Service: Going digital – NHS Shared Business Services Gary Connolly, e-Invoicing Manager, <i>NHS SBS</i></p>
	<p>Breakout 7: Insight-driven shared services centres – unleashing the power of predictive intelligence and analytics Laurence Collins & Neera Mayor, <i>Deloitte</i></p>
	<p>Breakout 8: Getting your BPO relationship and governance model right Derek Smith, Global Head of Sourcing Strategy, <i>UBS</i></p>
	<p>Breakout 9: Internal controls – Service centre controls and impact of Robotic Process Automation (RPA) Ani Sen Gupta, <i>Deloitte</i></p>
	<p>Breakout 10: Shared service centres in the APAC Region: A Deloitte perspective of the benefits and challenges Henrik Ekstrom, <i>Deloitte</i></p>
	<p>Discussion forums</p>
	<p>Discussion 1: Critical success factors in establishing shared services in the public sector David Harker & Deborah Gregg, <i>Deloitte</i></p>
	<p>Discussion 2: Making change effective – looking at people, culture and behavioural change Jayanth Poorna & Ben Appleby, <i>Deloitte</i></p>
	<p>Analytics demonstrations – during breakout sessions and discussion forums</p>
11:10 – 11:30	<p>Driving purchasing effectiveness through analytics Colm Diamond & Patrick Foelck, <i>Deloitte</i></p>
11:40 – 12:00	<p>Visual Decision Xccelerator™ (VDX) – ‘what if’ shared services/GBS scenarios assessment tool Richard Sarkissian, <i>Deloitte</i></p>



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12:00	Transition to breakout sessions, discussion forums or analytics demonstrations
	Breakout sessions
12:10	<p>Breakout 1: Creative Disruption of your Global Business Services through new technologies and delivery models Ben McCann, Global Solutions and Financial Services Innovation Leader, <i>Procter & Gamble</i></p>
	<p>Breakout 2: Nike – European outsourcing transition Hannelore van der Vorst, Europe Controller, <i>Nike</i></p>
	<p>Breakout 3: Meggitt – Implementing shared services and SAP Simon Carr, Global Finance SSC Director, <i>Meggitt</i>, & Susana Cambeiro-Gesto, <i>Deloitte</i></p>
	<p>Breakout 4: Credit Suisse – Talent challenges in FSI global in-house centres – How to manage and retain talent in a time of growth Markus Hausheer, Location Strategy & Execution, <i>Credit Suisse</i></p>
	<p>Breakout 5: KWS – Seeding the future Carsten Klapproth, Head of Global Services & Alex Gonzales, <i>KWS</i></p>
	<p>Breakout 6: Hampshire County Council – Moving up the value chain Carolyn Williamson, Director of Corporate Resources, <i>Hampshire County Council</i> & David Harker, <i>Deloitte</i></p>
	<p>Breakout 7: Eskom Holdings SOC – Moving beyond finance shared services Rajen John, Head of Shared Services, <i>Eskom Holdings SOC</i></p>
	<p>Breakout 8: Driving productivity and business impact through analysis and synthesis Laurence Collins & Neera Mayor, <i>Deloitte</i></p>
	<p>Breakout 9: Sonae Sierra – A growth journey with a strong client focus Vitor Duarte, Corporate Controller, <i>Sonae Sierra</i></p>
	<p>Breakout 10: Panel – Shell and Syngenta Lessons Learned: Managing Processes and Continuous Improvement (CI) Panel to be chaired by Geoff Gibbons, <i>Deloitte</i></p>
	<p>Panel Patsy Harris Jones, Downstream IT Continuous Improvement Manager, <i>Shell</i> & Neil Shilling, Head of Quality & Operational Excellence, <i>Syngenta</i></p>
	<p>Breakout 11: Establishing a strong foundation for cost efficient global payroll compliance and reputational risk management Eira Jones & Daryl Knight, <i>Deloitte</i></p>



Conference planner

Day 1 – 14 September		Day 2 – 15 September	
Discussion forum			
Discussion 1: Next generation robotics – where will robotics go in the next 2-5 years? David Wright, <i>Deloitte</i>			
Analytics demonstrations – during breakout sessions and discussion forums			
12:10 – 12:30	Organisation design using analytics Natalie Williams, <i>Deloitte</i>		
12:40 – 13:00	Pathfinder – A benchmarking tool Alvee Britto & Jeff Wright, <i>Deloitte</i>		
13:00	Lunch and networking		
Analytics demonstrations – during lunch and networking			
13:05 – 13:25	Process X-Ray – A tool to understand your actual business process Wilbert Pommerel, <i>Deloitte</i>		
13:30 – 13:50	Machine learning: predictive intelligence to drive SSC insight Laurence Collins & Neera Mayor, <i>Deloitte</i>		
13:55 – 14:15	CFO dashboard Orla Dunbar & Anthony Maher, <i>Deloitte</i>		
14:15	Plenary 11: Solvay – Global Business Services, making the ‘owner’ model a global operating success Guy Mercier, Executive Senior Vice President – Head of Global Services Strategy & Delivery, <i>Solvay</i>		
14:50	Panel 12: Functional shared services, Global Business Services or aggressive BPO – which model works best, when and why? Panel to be chaired by Peter Moller, <i>Deloitte</i> Panel Paul Nicolaisen, VP Global Business Services & Simone Noordegraaf, VP Global Business Services Europe, <i>Akzo Nobel</i> & Nick Prangnell, <i>Deloitte</i>		
15:30	Close of conference – coaches depart for airport		



Notes

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