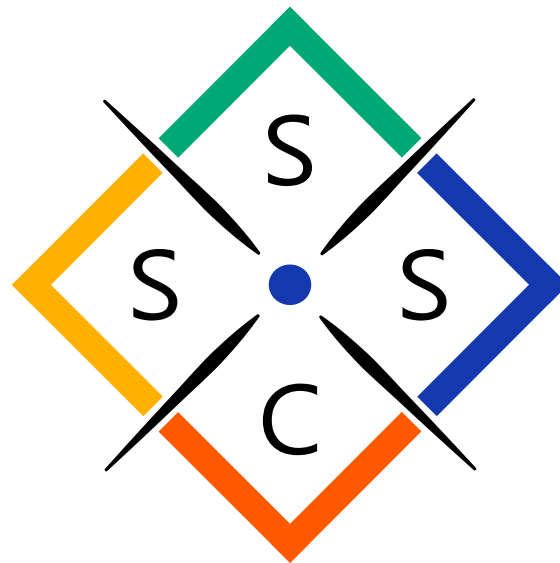




# 2025 AGENDA



8<sup>th</sup> ANNUAL

**SSC/GBS Strategic Management Conference**  
8-9 April 2025  
Budapest, Hungary

Powered by



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9.30-9.45 **Opening remarks**

9.45-10.00 **FLIPCHART SESSION - YOU WRITE THE PROGRAM!**

Grab a pen and write on the flipchart the most important topics you would like to discuss. We will review all the suggestions, pick the most demanded subjects and address them during the panel in the morning of day 2.

10.00-10.30 **OPENING PANEL**

**Development and career aspirations of SSC/GBS leadership teams – what's next?**

- Governance structure in an increasingly complex environment – role and responsibilities evolution of site leads and "seat at the table"
- Engagement as a key enabler: How to create a real „innovation hub" spirit with a leadership team owning the mandate for global transformation programs?
- What position for the leadership team: Transitioning towards global process ownership?
- Reporting lines, matrix structures, etc. Natural evolution and shift in operating models to create new opportunities

10.30-10.45 **SPEED NETWORKING**

Structured ice-breaker session to get acquainted with as many other participants as possible. Switch partner every 90 seconds, just enough time to introduce yourself, exchange a few thoughts... and business cards, of which you'll need plenty!

10.45-11.15 **Morning break & networking**

## **BLOCK 1 – ENTERING THE DIGITAL AGE**

11.15-11.35 **PRESENTATION 1**

**BECAUSE EVERYBODY TALKS ABOUT AI**

**Surfing the hype while managing expectations: Concrete applications and realistic timeline for AI as a strategic value creator**

- Opportunities on one hand: understanding the tool and use-cases that deliver on real gains
- Challenges on the other: implementation, users' trainings, data handling, partners selection, cost
- Build or buy? A look into starting programs that yield results, depending on your capacities, scale and automation readiness

**Marc Ferre Hausmann**, Managing Director, **Bayer Global Business Services** (Spain)

11.35-11.55 **PRESENTATION 2**

**IT TAKES 2 TO TANGO**

**IT & GBS relationship in a context of cost reduction and increasing dependence on technology: Activity split, responsibilities and operating model design**

- Are we in the face of a massive evolution in the existing relationship with IT? Integral part of GBS or a global partner to deal with?
- Dancing with the stars: How to convince IT that you need more resources as a global transformation project owner but you don't have the „access key"?
- What is IT doing or not doing in the organization? Are the roles & responsibilities and scopes clearly identified and communicated
- Is there a justification to centralize AI programs in SSC/GBS if IT is not part of it?

**Gergely Molnár**, BSC Director, **Flowserve** (Hungary)

11.55-12.15 **PRESENTATION 3**

**TOWARDS A MORE INTEGRATED SSC/GBS MODEL?**

**Changing the perception internally: What is the future value proposition of your SSC/GBS organization at global level**

- Costs will always remain at the center, but what status for increasingly complex SSC/GBS operations in the eyes of the corporate strategy?
- Is GBS dead in the egg: Function-driven or truly global operating model for tomorrow?
- Has the SSC/GBS model as we know it reached its climax? How to make it indispensable to the business to avoid its downfall
- SSC/GBS as a transformation powerhouse... before losing optimized services to cheaper locations?

**Bilal Samad**, Corporate Center Head, **Novartis** (Czech Republic) - *tentative*

12.15-12.35 **Q&A PANEL #1**

20-minute discussion with the 3 speakers to deepen the topics covered during their presentations. Use Sli.Do application to ask your questions and drive the talk towards the subjects that matter to you!

12.35-13.30 **Lunch**

13.30-14.30 **ROUND-TABLES SESSION #1**

1 hour to chat with 8-10 like-minded people on the topic of your choice to be picked from the below list. Topics have been selected to encourage experience sharing, benchmarking and for the participants to make the best out of the networking opportunities offered by the conference.

--> see topics on the next page -->

13.30-14.30 **ROUND-TABLES SESSION #1 (topics)**

1. Growing importance of data safety and security – is SSC/GBS equipped to be the guardian of the “new gold”?
2. “Everybody hates ticketing systems” – how to structure query handling, measure the results and handle data in the most efficient ways?
3. Reporting best practices in implementing new regulations, anticipating ESG’s big-bang and keeping your accountants up-to-date?
4. How to deal with data inputs from multiple ERPs to consolidate your digitalization strategy?
5. How to analyze your people skillsets needs and prepare for a paradoxically digital, though more customer-centric future of operations
6. Legal responsibilities and increased accountability of site leaders: How to be better prepared for what SSC/GBS aspires to be on global level
7. We pay salaries, collect money, issue invoices, develop IT solutions, integrate technology, roll-out global transformation programs – what more should we do not to be seen as “cost centers”?
8. Do your own your operating model or merely influence it – impacts on management styles, strategies and long-term goals

14.30-15.00 **Afternoon break & networking**

Maturity is not only defined by processes or quantifiable in years, it is also very much a feeling or a perception. We have designed the afternoon break-out sessions below to discuss topics that are usually split into “low” vs. “high” maturity stages. Naturally, participants will be free to move from one stream to another and won’t have to select one to attend continuously.

**NOT SO MATURE YET**

*If you feel you are constantly fire-fighting, you might want to attend this stream*

15.00-15.30

**PRESENTATION 4a  
 “CULTURE EATS STRATEGY FOR BREAKFAST”  
 How to assimilate SSC/GBS as integral part of the company culture and strategy for better business alignment and mutual understanding**

- How do you manage to embed the corporate culture in your SSC/GBS organization when your activities might be quite distant from the business?
- Lobbying for your cause – role of the GBS leadership team in creating awareness at top level for improved collaboration
- Company culture as a key differentiator to retain talents, support engagement and create vocations

**Wojciech Skrudlik**, VP Global Hub Lead, **GSK** (Poland)

15.30-16.00

**PRESENTATION 5a  
 THE “ENTREPRENEURIAL” FEELING!  
 How can small to mid-size new (or not!) SSC/GBS organizations build the business case for truly global operations and responsibilities?**

- Having a say in the strategy when you don’t have the scale
- „It looks like I am doing a bit of everything” – the bumpy road of leaders in not so structured organizations
- A vision is not enough when you don’t have the tools to build the road
- Talent acquisition and people development challenges without a proper internal program that supports the growth

**BEEN THERE A WHILE**

*If you have time for long-term thinking, this could be the right place to share your opinion*

**PRESENTATION 4b  
 UPSKILLING IS FOR EVERYBODY  
 Growing importance on sharpening skills at ALL levels of the organization to remain a trusted partner for the future**

- Need for a proper training structure, part of the GBS engine, that supports cross-organizational management efficiency and company culture
- How to instill a soft skill development mindset focusing on stakeholder management and driving accountability at every layer of the organization
- „Versatile leadership” - How to keep a certain legitimacy as a leader when the teams become more and more experts in their particular fields?

**PRESENTATION 5b  
 LOCATION STRATEGY: IN FOR FUTURE HEADACHES?  
 Is CEE still the place to be for currently established SSC/GBS and can the industry grow indefinitely in the region?**

- Impact of geopolitical situation, costs and capabilities on defining the right future roles’ allocation in the organization
- Existing centers to remain and leverage on their history but are other parts of Europe emerging as alternative locations?
- How would (will) a slowdown in the industry dynamics impact the labor market?
- How to stay relevant in Europe as a member of a global GBS organization when transactional activities seem to be shifting towards other parts of the world

16.00 End of conference day 1

18.30 Evening program starts

9.20-9.30 **Opening remarks**

9.30-9.50 **“YOU DECIDE THE CONTENT” PANEL**

**You asked for it, we (try to) make it happen!**

The content of this panel will be created based on the “flip chart” results of day 1.

We will identify the most important topics that came up live on day 1 and that are not yet covered (or partially) by this program and discuss it with 3-4 brave SSC/GBS leaders willing to dive into the conversation and share their thoughts and opinions without preparation.

*The idea? Making the conference very much live and adaptable to your needs...*

9.50-10.50 **ROUND-TABLES SESSION #2**

1 hour to chat with 8-10 like-minded people on the topic of your choice to be picked from the below list.

Topics have been selected to encourage experience sharing, benchmarking and for the participants to make the best out of the networking opportunities offered by the conference.

1. ESG reporting – how to deal with it from a back office perspective and opportunities that lie out there for SSC/GBS to take the lead on that
2. Where should GBS sit in the enterprise operating model? And how to get there if you are not already “in da place”?
3. Is technology the only lever to create significant efficiency programs in a global environment of cost reduction?
4. Let’s think farther than far: What will come after CoEs, transformation power houses and super-efficient operations?
5. Same player shoots again – is the same as for RPA? How to train people for AI
6. Setting-up goals and performance measurement – how to have a reality snapshot and concrete view of achievements?
7. If you don’t build internally, how to choose from a plethora of offers on the market when selecting your AI solutions?
8. How to deal with IT security, hoax, fake emails? How to train people and how to make processes more secured and less dependent on human errors?

10.50-11.15 **Morning break & networking**

**BLOCK 3 - TURBULENT TIMES**

11.15-11.35 **PRESENTATION 6**

**WHAT DOES IT TAKE TO WORK TOGETHER**

**Your environment makes you who you are – is an industry-wide true collaboration an utopia or an existing opportunity**

- Importance of global interaction and collaboration with other service centers to better comprehend the external ecosystem and faster adapt to the changes
- Concept of „externship” or when sending your people to “competitors” for learning can reward you ten-fold
- Declining demographics: How to bring more people to the sector and is leveraging on immigration a realistic consideration?
- Rebranding the industry... again – let’s face it, the general public still has no idea about SSC/GBS

11.35-11.55 **PRESENTATION 7**

**TOWARDS A MORE STABLE LABOR MARKET... FOR NOW**

**Geopolitical context, maturing profiles, other industries’ “fight back” – What HR strategy for the upcoming years?**

- First big shifts and restructuring waves across the region: golden opportunities for some on the short term, but first signs of a bigger concern?
- Increasing minimum wage and impact on sector’s competitiveness at global level
- How easy will it be to attract people in the mid-run without having a significant surge in operating costs?
- Bonuses, international environment and nice office among others perks will soon not be enough to attract entry level associates

11.55-12.15 **PRESENTATION 8**

**NEW SCOPE, NEW LIFE?**

**Is there a real emergency in re-inventing your scope of services? What to keep, what to ditch, what to attract?**

- Discussions years in the making: Has the service portfolio as we know it (finance, HR, IT, etc.) already reached an inflection point or will it still be around in the coming years?
- How to concretely initiate the transition towards new complex service lines – communication, small talks and confidence building needed to promote centers’ capabilities
- How to push services upward when you are not at the decision table?

**Rafał Tylek**, Centre Head, **Smith+Nephew** (Poland)

12.15-12.35 **Q&A PANEL #3**

12.35-13.30 **Lunch**

13.30-15.00

**WORKGROUP 1**

**Multi-organization hackathon**

**TOPIC TBA SOON**

**WORKGROUP 2**

**Live debate session**

**TOPICS TBA SOON**

15.00 **Closing remarks and farewell**

**TICKET FEE AND REGISTRATION**

	<b>Early-bird 1</b> (valid until 15 Jan.)	<b>Early-bird 2</b> (valid until 28 Feb.)	<b>Standard price</b> (valid from 1 March)
<b>Conference ticket (2 days)</b> access to all sessions, refreshment breaks and lunches	<b>990 EUR*</b>	<b>1,290 EUR*</b>	<b>1,590 EUR*</b>
<b>Conference ticket (1 day)</b> access to all sessions, refreshment breaks and lunch	<b>590 EUR*</b>	<b>690 EUR*</b>	<b>890 EUR*</b>
<b>Vendor ticket (2 days)</b> access to all sessions, refreshment breaks and lunches	<b>2,500 EUR</b>		

**Additional discounts on group bookings** (cumulative on early-bird prices)  
 10% off if 3+ participants (valid for 2-day tickets only)

**REGISTRATION ONLINE [HERE](#)**

Group booking discount information on [contact@connect-minds.com](mailto:contact@connect-minds.com)

\* For SSC/GBS practitioner only | Price per person, does not include VAT - 27% VAT to be added to the price as the event is taking place in Hungary  
 Vendor / Consultant / Solutions provider ticket = 2,500 EUR + VAT (flat rate - no group discount)  
 Bank transfer and bank card (VISA and MasterCard only) payments accepted - VAT invoice issued after payment clears in

