

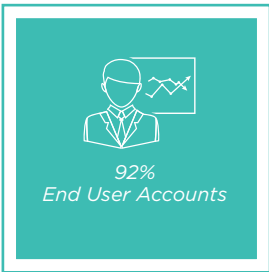
# 20<sup>th</sup> SHARED SERVICES & OUTSOURCING WEEK



*"An excellent 3 days - full of well presented, well thought out content. A fantastic networking opportunity for anyone in the SS world."*

- Finance Director, BPO & Global Shared Services, Ferro Corporation

## 2016 Post Show Report



# 2016: The Year of Change

Dear SSOW Community,

The Shared Services & Outsourcing community sure does know how to celebrate a milestone birthday! Our 20th Anniversary event was an exciting affair, as we once again proved ourselves to be the #1 destination for those looking for the best content, highest level speaking faculty, most opportunities for peer-to-peer networking, and the most peers to network with!

From the Mardi Gras poolside reception replete with beads, masks and even a New Orleans strolling jazz band, to the 20th Anniversary Roaring 20s Exhibit Hall bash – we made sure to sprinkle in plenty of fun to go along with the long days chock full of sessions for all types of shared services professional. Nearly 850 executives met – about half for the first time – and shared war stories, exciting new initiatives, and a few laughs across four days of site tours, workshops, roundtables, product demos and 50+ sessions covering the breadth of the SS&O universe.

2016 upped its speaker game once again, with 90% new speakers discussing initiatives not heard at any other event before. Senior executives joined from brand new organizations like General Motors, Metlife, Oracle, Pfizer, Kellogg's and more. The big topic of the conference was Robotic Process Automation – with questions like: What is it? How can we best use it? Will it work for us? What will it mean for the future of shared services?

With all the big talk about RPA, analytics, the move to GBS and optimizing talent, our Big Idea speakers took us outside the shared services box a bit. Alan Stern, Planetary Scientist and Leader of NASA's New Horizons Mission to Pluto captivated our audience with the story of how tenacity and perseverance brought man farther out and gave us more insight into the depth of our solar system than we could have imagined. Marc Priestley, Formerly of McClaren's F1 Pit Crew gave us an analytics lesson through the lens of the fastest cars in the world – and how they were made even faster with just a little extra analysis in some of the most basic areas.

But all good things must come to an end and so to close out 2016, we bring you this Post-Show Report for a summary of the "who, what, when, where, why and how" of the 20th Annual North American SS&O Week. As you'll see in the following pages, it was a ground-breaking year and the excitement was palpable. Next year, we will continue to lead the Shared Services & Outsourcing industry into the future, and have plenty of fun along the way. We will be 21 after all....

Don't miss out! This event only happens once a year – make sure you're a part of it.

Best Regards,



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

**SS&O WEEK  
CELEBRATES 20  
YEARS!**

Join us for our 21st Anniversary **SS&O Week!**  
Email us to register at [enquiry@iqpc.com](mailto:enquiry@iqpc.com)



“An excellent 3 days- full of well-presented, well thought out content. A fantastic networking opportunity for anyone in the SS world.”

**- Jonathan Robbins,  
Ferro Corporation**

...e great.

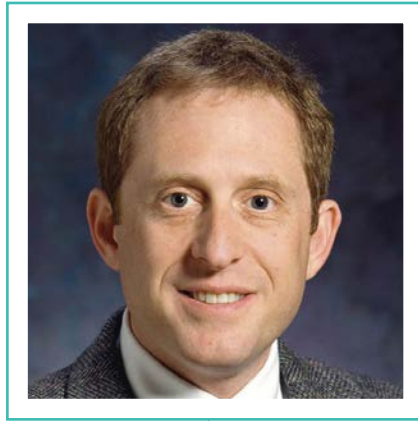


“An excellent and must-have experience to all emerging BPOs.”

- Diego Vladimir Lopez,  
IMB Services



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o Alan Stern



Marc Priestley o

## 2016: The Keynote Speakers

**Alan Stern**  
Planetary Scientist  
Author & Leader  
**NASA's New Horizon Mission**

A celebrated planetary scientist and space program executive, Dr. Alan Stern is at the helm of one of the most significant and celebrated space program projects in history - NASA's New horizons mission to Pluto - completed in 2015 after more than 26 years of advocating for the trailblazing mission. From the exhilarating highs, to the disheartening lows and through frustrating obstacles, Stern reflects on his storied journey since first approaching NASA about the mission, to inspire and encourage audiences that with dedication and perseverance, anything is possible.

**Marc Priestley**  
Former McLaren F1, Pit Crew

Marc spent ten years as a mechanic on the McLaren Formula One pit crew. Looking at every aspect of F1, he sets out the communication, teamwork, pressure and strategy inherent in a sport where millions are spent in search of vital marginal gains. In this inspirational session we will hear how the aggregation of marginal gains can make transformative ripples in the world of shared services as well.

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“Valuable, thought-provoking topics-very interesting.”

- Niki Mitchell,  
Procter and Gamble

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# Shared Services & Outsourcing EXCELLENCE AWARDS

**Congratulations to our 2016 Winners**  
Visit [www.ssoweb.com/awards](http://www.ssoweb.com/awards) for more information.

1 Excellence in Value Creation

**UNISYS**

2 Excellence in Process Improvement



3 Excellence in Innovation



4 Excellence in Culture



5 The SSON North American 2016 Practitioner of the Year is



Craig McKenney, Managing Director, Head of Operations, Enterprise Supply Chain, CITI




**YOU COULD  
BE A WINNER  
IN 2017!**

Have you and your team been working diligently toward a major initiative recently? Perhaps you've delivered above and beyond service. WE WANT TO HEAR YOUR STORY! Honor and recognize your team's efforts by applying for a Shared Services & Outsourcing Excellence Award.



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A woman with long brown hair, wearing a sleeveless floral dress, stands at a clear acrylic podium on a stage. She is holding a small white card and looking towards the audience. Behind her is a large screen displaying a close-up of her face and hands. The stage is lit with blue light, and a yellow chair is visible to the right. In the foreground, the back of a person's head is visible, suggesting an audience.

“Very informative.  
A ton of great  
networking  
opportunities and  
the break out  
sessions really put  
the information into  
context.”

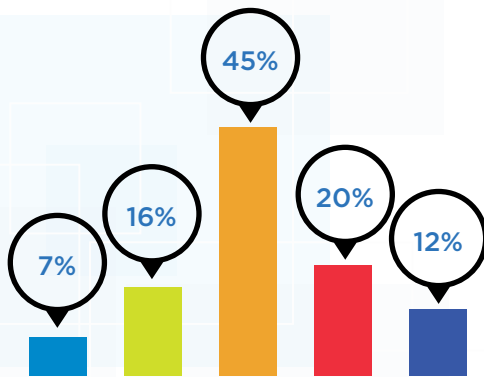
- Kelly Aranaz, UC San Diego

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# 2016 Onsite Polling

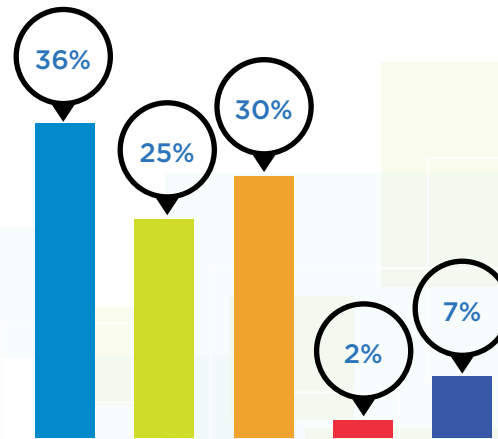
Which level of maturity most accurately describes your current SSO?



- Pre- Go-Live - Feasibility study completed but first SSC not yet open
- Planning & Launching phase - first center opened within last 0-3 years - still migrating processes
- Established Center with initial business case processes now all migrated
- Multiple centers across mature SSO
- Front curve maturity - multiple established centers and none in early phase of launch

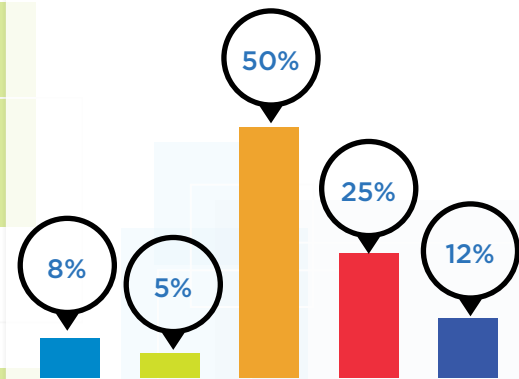
Most popular poll in our Networking App!

Which delivery model most accurately describes your current SSO?



- Fully Captive
- Predominantly Captive - with one or two minor processes outsourced
- Hybrid - a considerable mixture of captive and 3rd party processes
- Fully Outsourced
- BPO Provider offering services to other SSOs as well as our own internal SSO

Which Functional and Geo model most accurately describes your CURRENT SSO status?

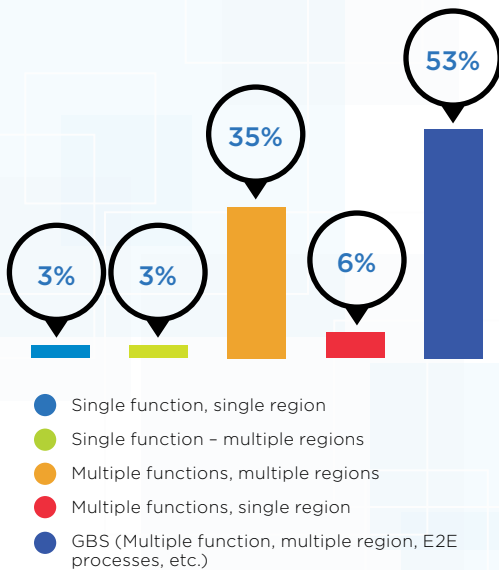


- Single function, single region
- Single function - multiple regions
- Multiple functions, multiple regions
- Multiple functions, single region
- GBS (Multiple function, multiple region, E2E processes, etc.)

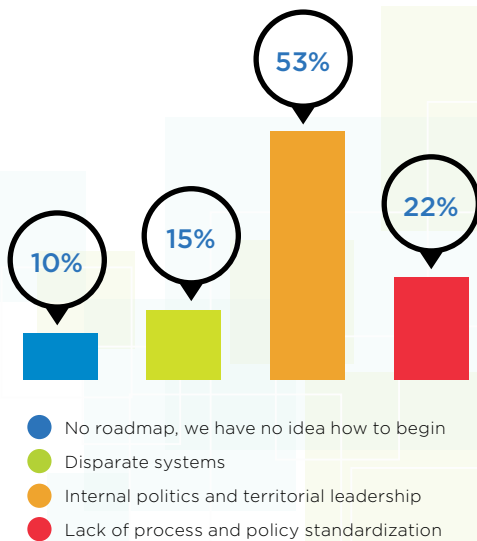
The SSOW audience is predominantly global and multifunctional!

# 2016 Onsite Polling

Which Functional and Geo model most accurately describes where your SSO journey INTENDS TO BE IN 3 years time?

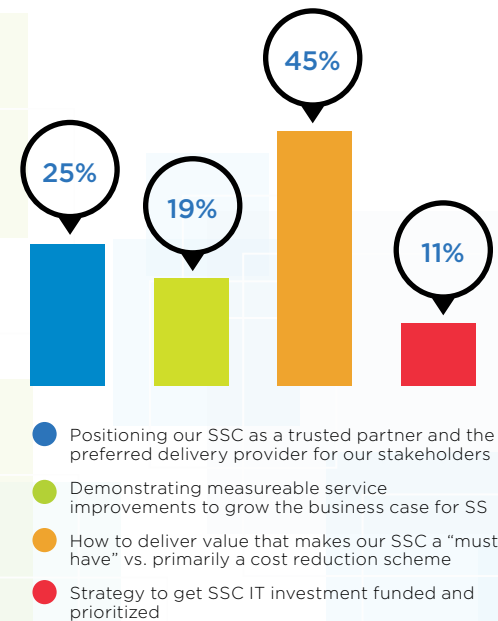


What are the biggest obstacles you anticipate or are currently facing moving to GBS?



**Uh-oh...the US Presidential election isn't the only political story making waves! Overcoming internal politics is the current biggest obstacle to our audience.**

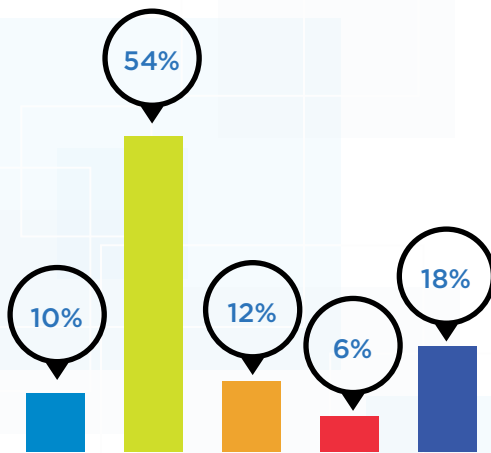
Indicate the most pressing issue you hope to gain insights on this week to help solve



**Our audience gets the most "value" at SSOW out of hearing about how to deliver more value to its business lines!**

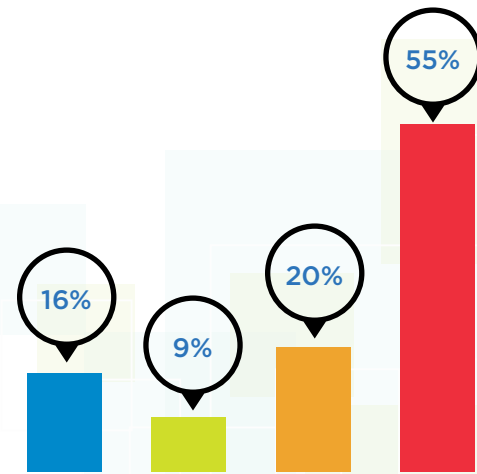
# 2016 Onsite Polling

What are your technology investment priorities?



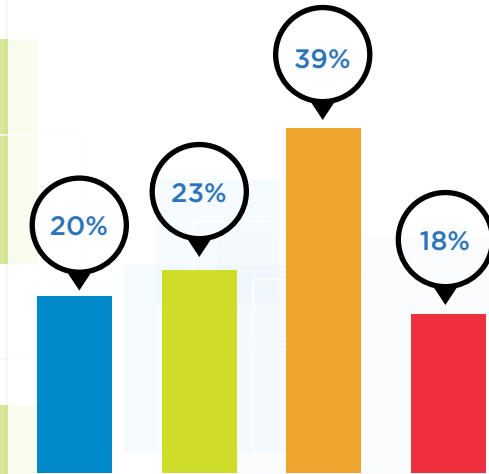
- Paperless strategy
- Automation for efficiency
- Data mining and analysis
- Social Media, Mobile, Analytics, Cloud (SMAC)
- Enabling internal collaboration and work flow

What's the biggest issue in your SSO regarding talent right now?



- Availability of skillset
- Affordability - rising cost per FTE
- Retention
- Up-skilling (transitioning from functional/transactional to knowledge based employee)

What level of maturity is your Business Intelligence strategy at?

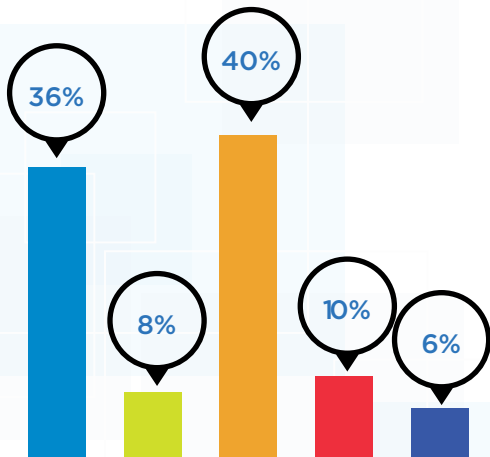


- Mature - formal BI strategy in place, routine utilization of BI data for insights and decision making
- Progressing - strategy outlined, data collection and tools have been/planned to be implemented
- Initiating - Identifying BI needs, data sources and tools
- No BI strategy or current plan to create one

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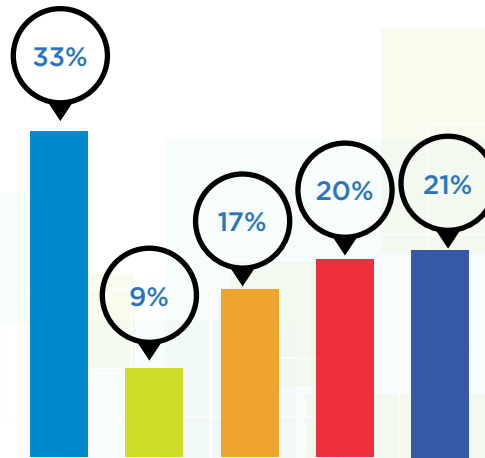
# 2016 Onsite Polling

Which of these best describes your current SSO location strategy (including any 3rd party partner locations)?



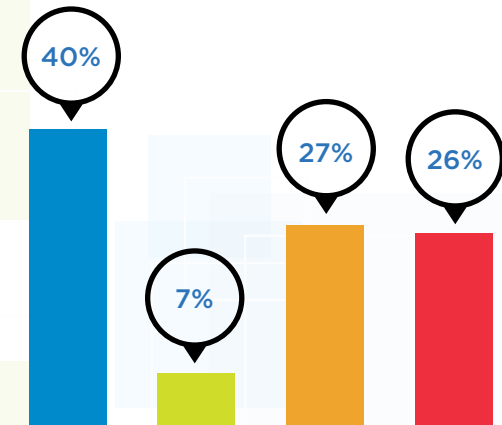
- Onshore
- Combination of Onshore and nearshore
- Combination of onshore, nearshore and offshore
- Combination of nearshore and offshore
- Fully offshore

What's the driving your CEO's agenda right now that is having the greatest impact on SSO strategy?



- Lower operating costs
- Free cash flow or increased working capital
- Competitive advantage
- Expanding into new geographies and markets, or M&A Strategy
- Operational agility

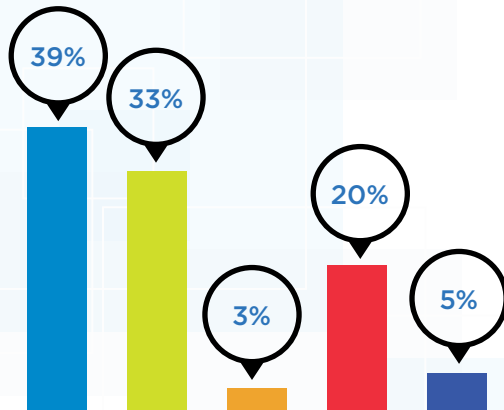
What stage best describes your data analytics proficiencies?



- Locating data sources, prioritizing analytics needs, identifying solutions
- Tools in place - developing or recruiting analytics talent
- Transforming data into insights from which decisions can be based
- Data only - no true insights

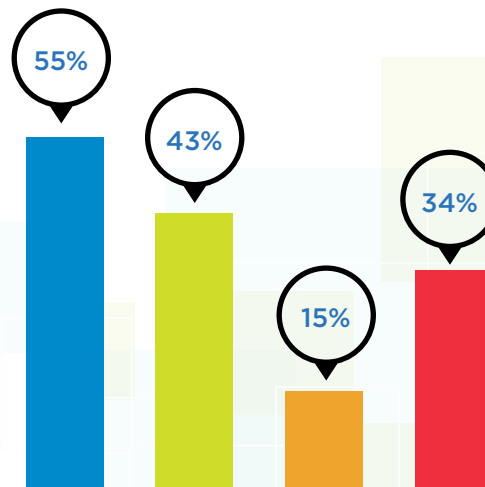
# 2016 Onsite Polling

Have you outsourced and/or offshored services which you are now considering “bringing back”? If so, what is driving that decision?



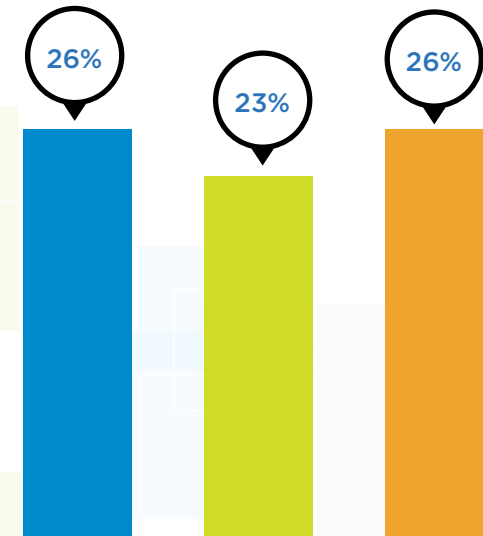
- I have no outsourced/offshored services to consider re-shoring
- We have no plans to reshore our outsourced or offshored services
- Cost Savings not fully realized when factoring in total costs (add'l travel, training, etc.)
- Service provider delivery issues or customer dissatisfaction with service quality
- Processes are now centralized and standardized - something we couldn't accomplish prior to outsourcing

Attendee Operation & Function



- Operate at a global or regional level
- Head up a global or regional function
- Head up a global process (GPO)
- Oversee shared services strategy in multiple regions

Attendee Responsibility

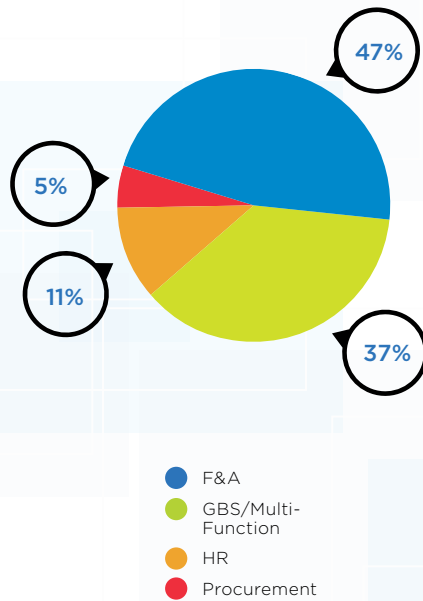


- Have shared services responsibility over multiple regions
- Have responsibility in multiple shared services functions (F&A, HR, IT, etc.)
- Have 5+ years shared services practitioner experience

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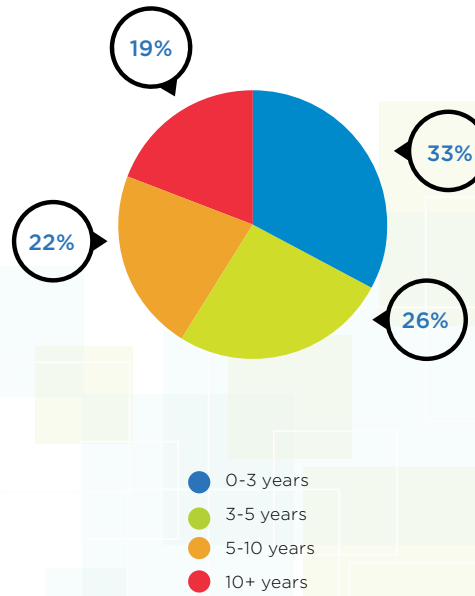
# 2016 Onsite Polling

Attendee Job Function



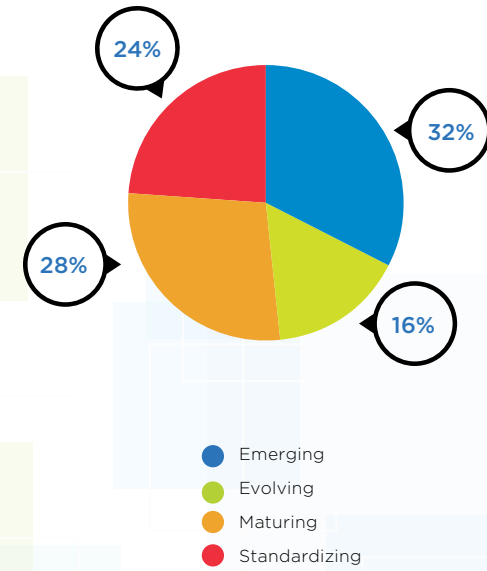
F&A, Multifunction and Procurement functions all saw attendee increases at SSOW between 2015 and 2016.

Age Of SSO



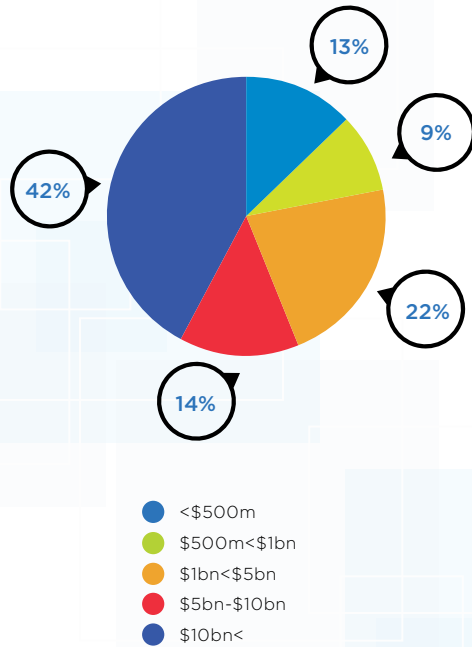
Over the last four years the trend has been consistent with 30% or more of our audience considering themselves in the Planning & Launching stage, with their SSOs under 3 years old.

Maturity Level



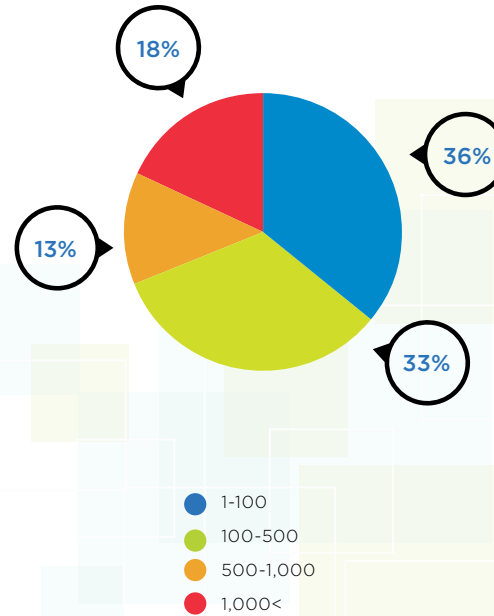
# 2016 Onsite Polling

Annual Revenue



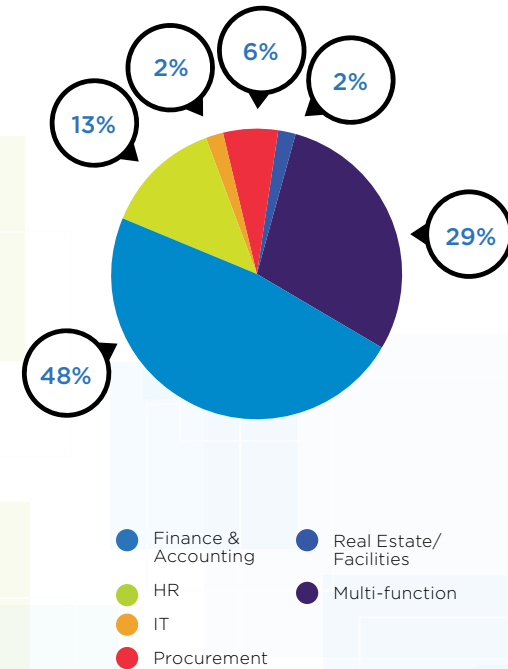
SMEs want shared services too and they want it more than ever...we saw this category grow 5% between 2015 and 2016!

Total FTE Headcount In The SSC



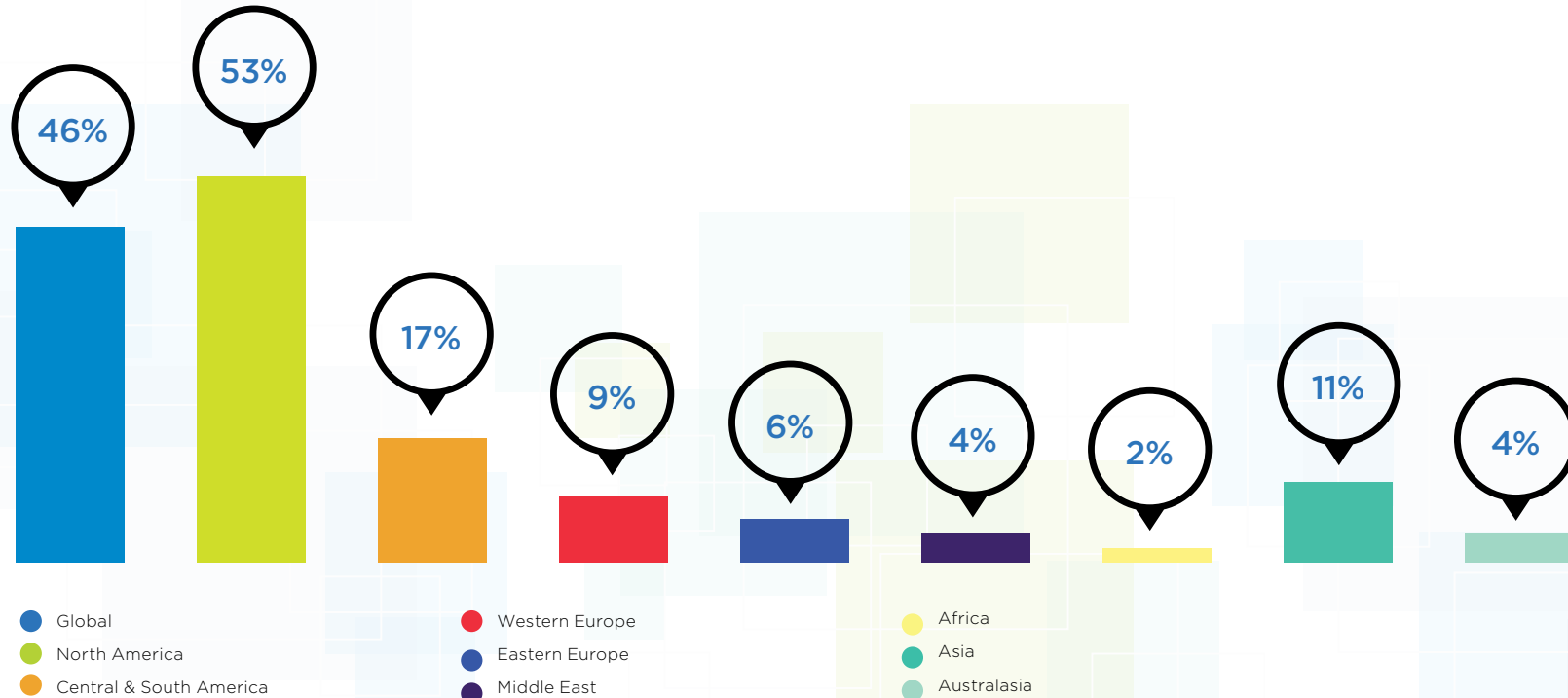
Small is beautiful too, with almost 70% of attendees having an SSC with under 500 FTEs!

SSC Function Responsibility



# 2016 Onsite Polling

Regions Of Interest



For our audience the Americas is where it's at! North America is again the #1 region of interest and the LATAM region grew in interest 5% YoY.



# 2016 Onsite Polling

The Industry's top challenges include:

Finding,  
Engaging,  
Retaining Talent

SSO Expansion/  
Globalization

Automation/  
Robotics

Change  
Management

Benchmarking/  
KPI's, Metrics/  
Analytics

Budget,  
Costs

SSO/Process  
Standardization

Opening an  
SSC/Starting an  
SSO

Regulations/  
Compliance

Integrations/  
M&A

BPOs,  
Outsourcing

Internal  
Buy-In

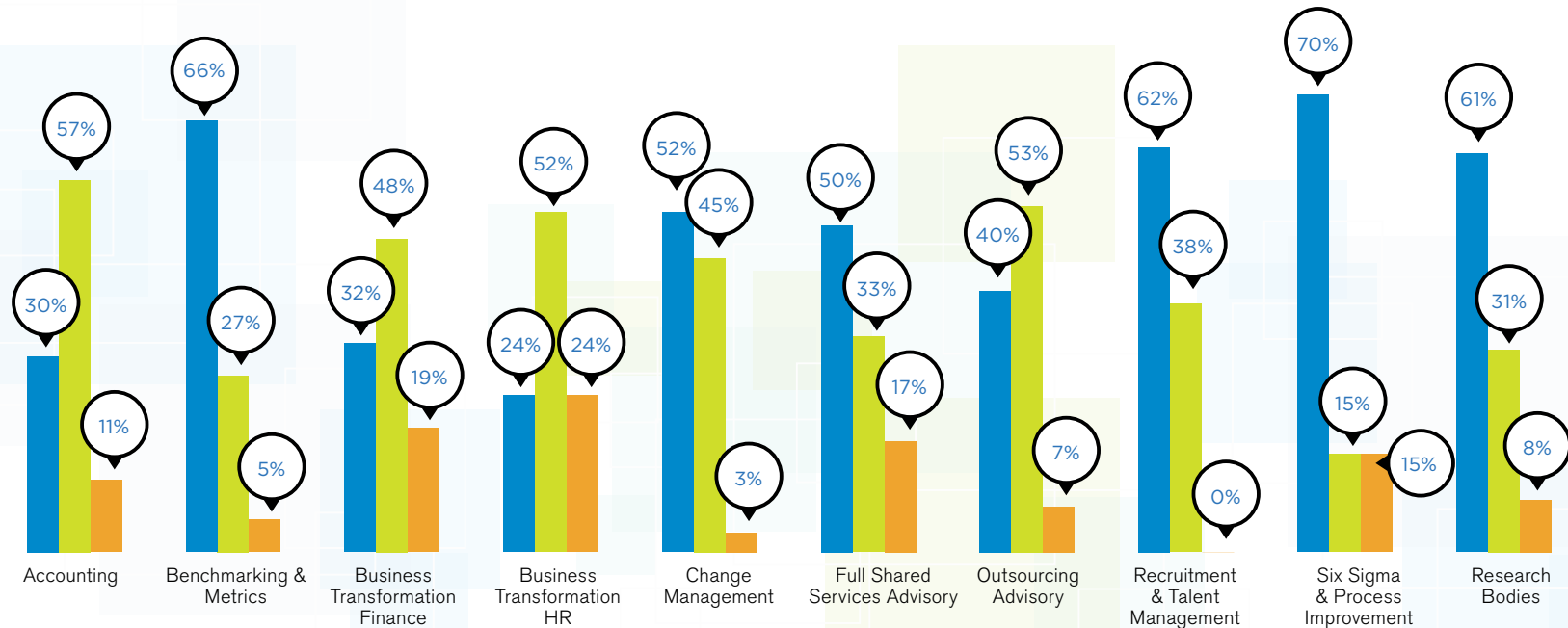
**These aren't all of our attendees challenges! Other challenge areas include IT issues, customer satisfaction, partnerships and outsourcing.**

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# 2016 Onsite Polling

## Advisory Consulting Services

● Immediate    ● 6-12 Months    ● 12-24 Months



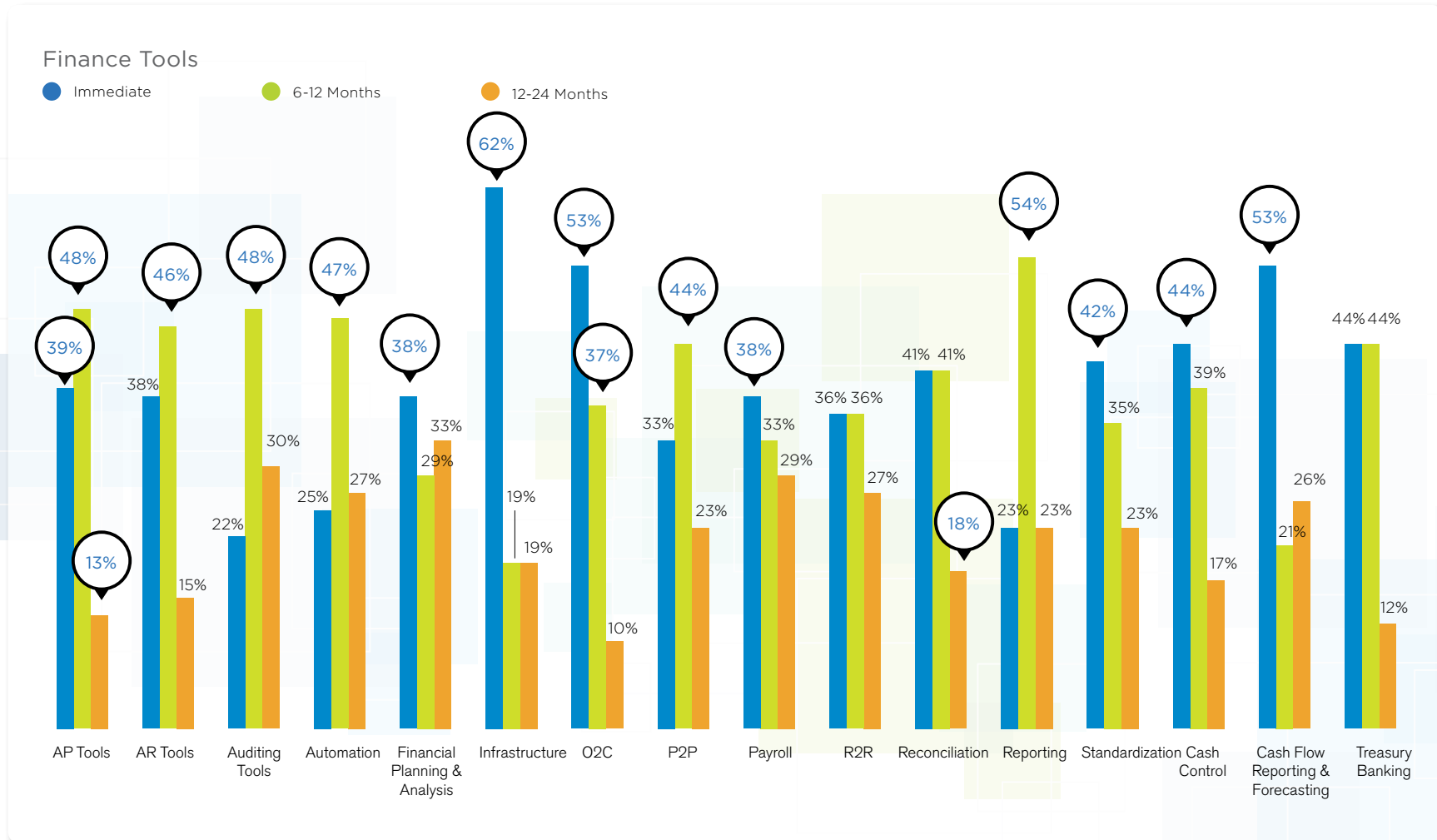
### Big changes year on year!

20% more respondents indicated six sigma and process improvement to be their biggest area of advisory need, launching it to the area of biggest need for 2016

Research bodies took the biggest dip, with 30% less practitioners indicating a need in 2016

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# 2016 Onsite Polling

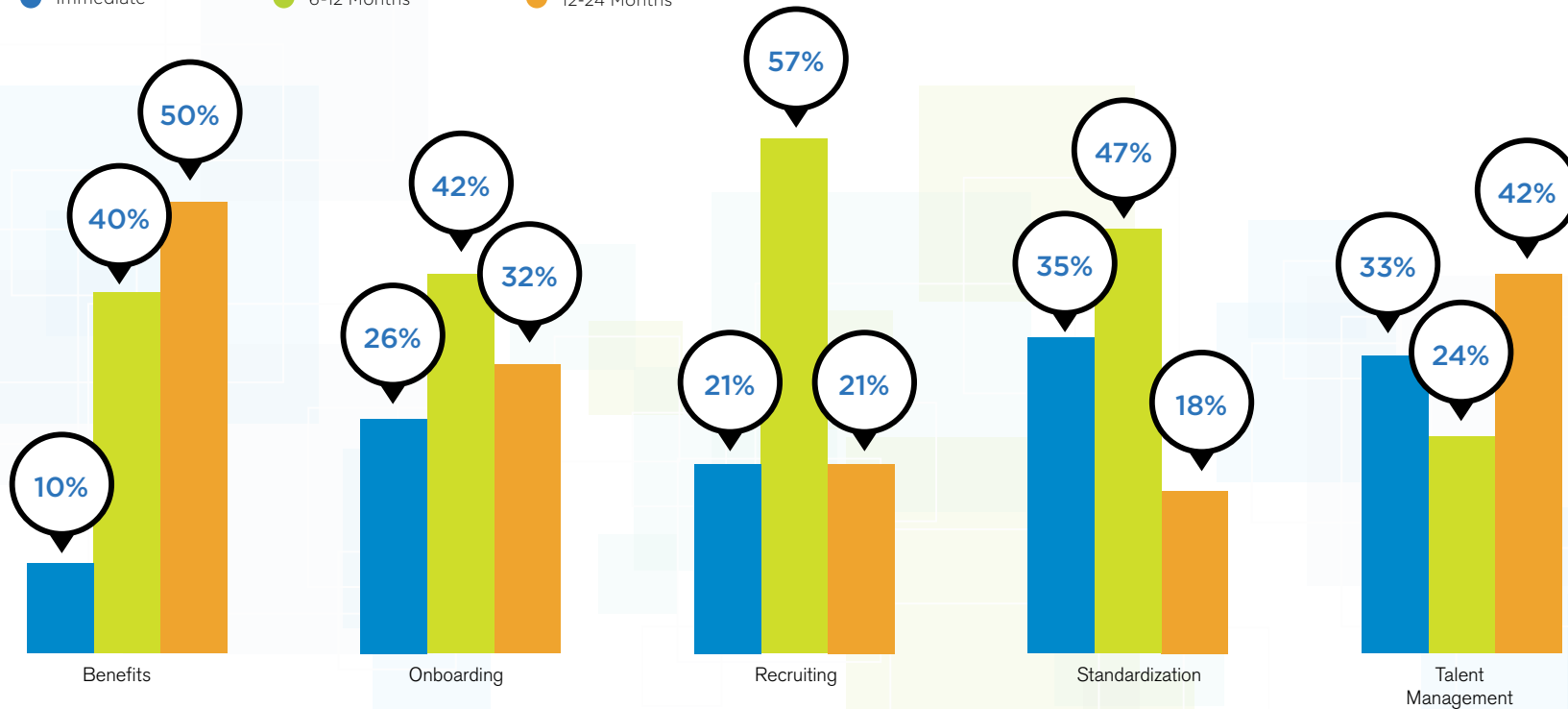


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# 2016 Onsite Polling

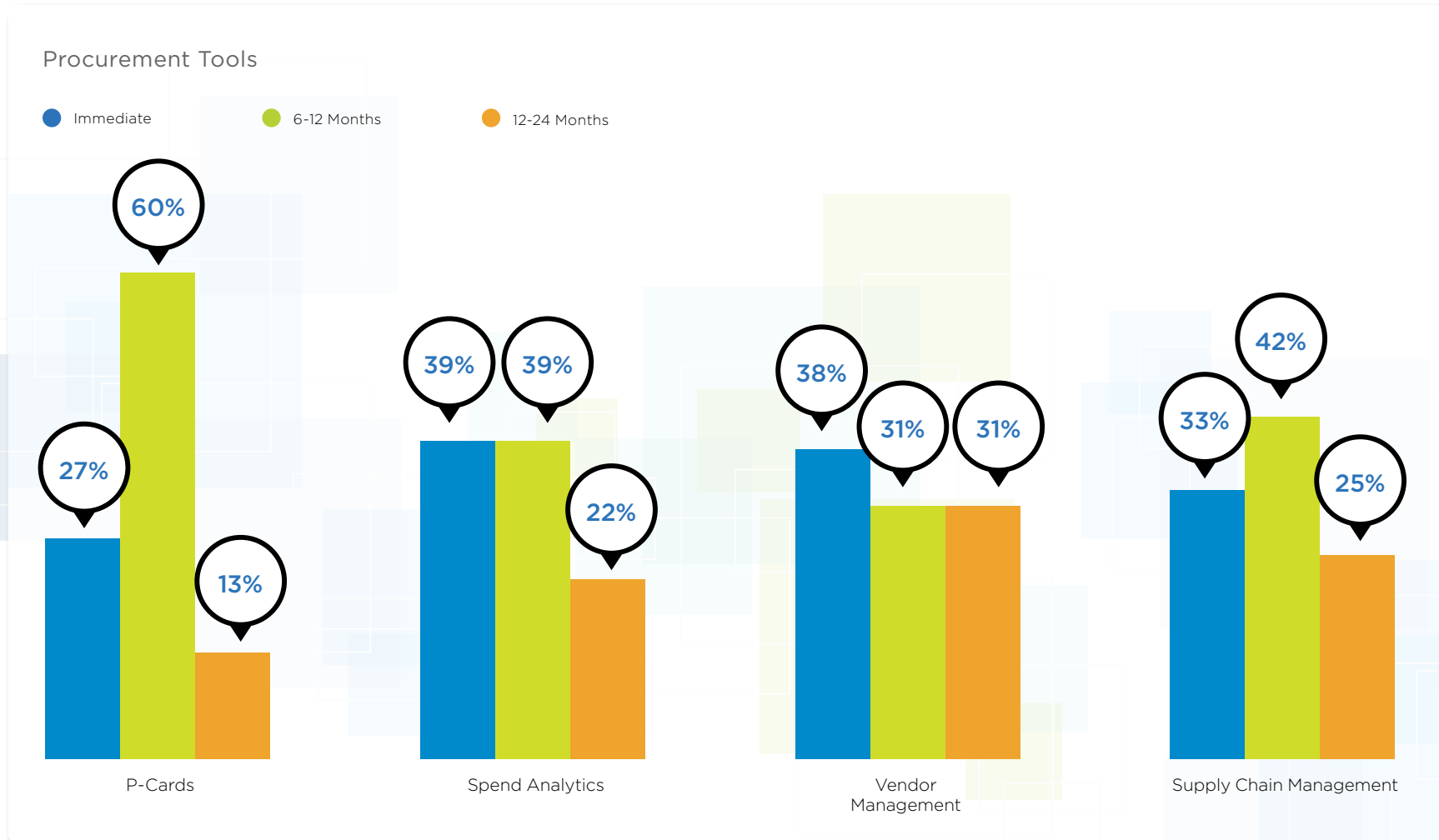
## HR Tools

● Immediate    ● 6-12 Months    ● 12-24 Months



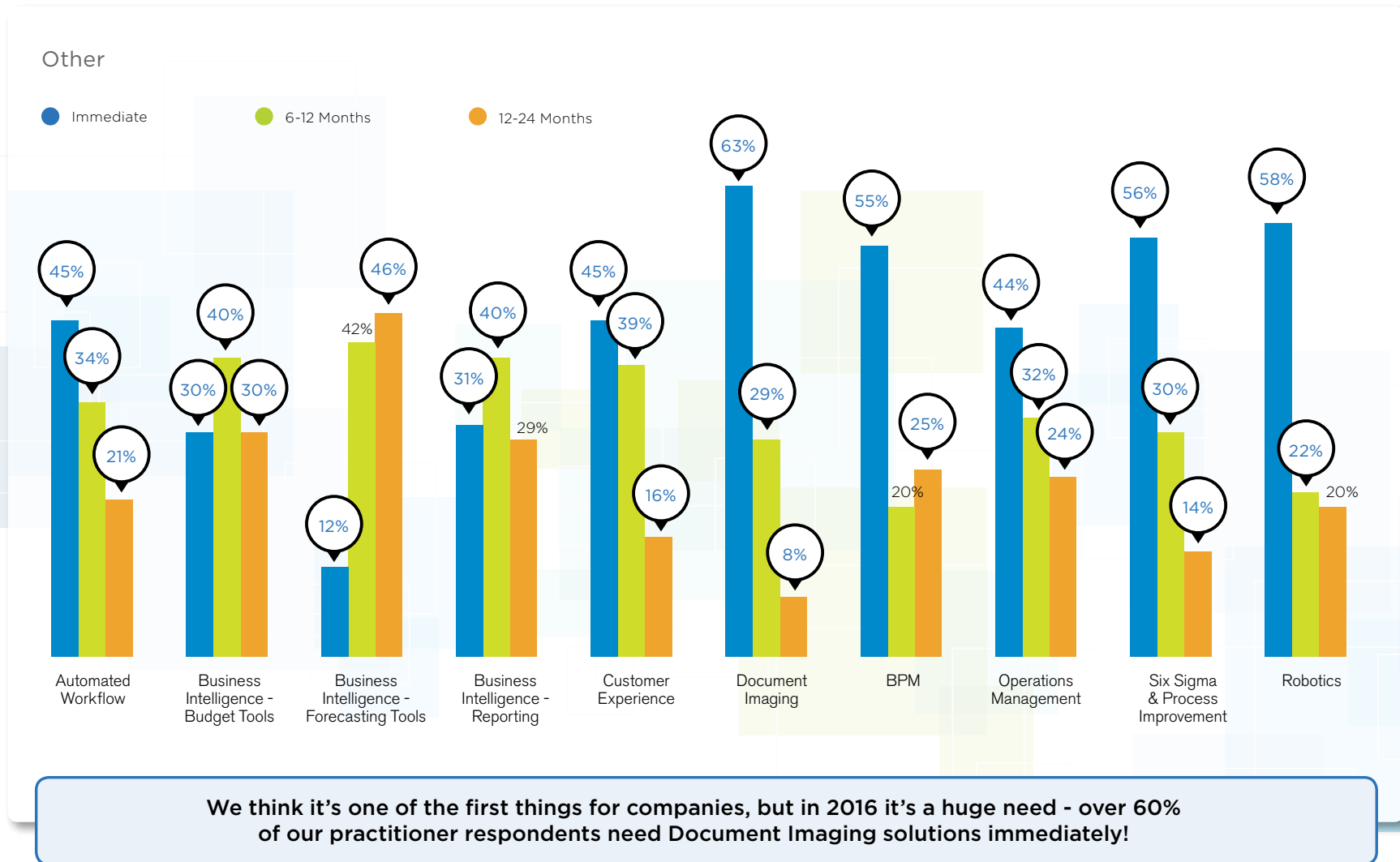
**SSOs are hiring! Recruiting is the challenge with the most need with almost 60% of respondents wanting a tool within the next 12 months.**

# 2016 Onsite Polling



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“Very informative and interactive. Excellent topics of discussion and presentation.”

– Juan Pablo Herrera,  
SAB MILLER

# Who Attended?

Fortune 500 Companies Including



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# Who Attended? ...continued

## Plus!

Abbvie Inc.	BCA	Chubb Corporation	Companies	Fiserv	i2M Ventures Sdn Bhd	La Lima Free Zone
ABiz Corporation, Contract Services & Consulting	Becton Dickinson	CINDE	Deloitte	Fitchratings	IBM	Lear Corporation
Advance BS, S.A.	Bemis Company Inc	Cisco	Dentsu Aegis	FLSmith	IDA Ireland	Lennox Industries
AECOM	Biogen	CITI	Network Americas	Fomento Económico Mexicano "FEMSA"	IGT	Letsgo-On
Aecon Group	BlackLine Systems	City of Deltona	Department of Health & Human Services	GE Healthcare	IKEA	Levi Strauss & Company
Ahilia Inc.	Bloomin' Brands Inc.	City of Orlando	Department of Homeland Security	General Mills	IMBServices	Lexmark Enterprise Software
Ahold	Blue Prism	City of Ormond Beach	Department of State	General Service Administration (GSA)	Indigo Books and Music	Lockheed Martin
Al Tayer Group	BMS	Coca-Cola	Design Interactive	Genpact	Individual Information Services Group	Loews Financial Services Center
Alliance HealthCare Services	BMW Group	Cognizant	DHL	Gerdau Ameristeel	Infosys	Loews Hotels
Alsbridge US	Brasken	Colgate-Palmolive	Diocese of Orlando	GKN Driveline	Ingalls	Louisiana Economic Development
Ameren	Breakthru Beverage	Colorado Division of Professions and Occupations	Direct Commerce	Global Experience Specialists	Integrity Financial Corp	LS&Co
American Diabetes Association	Brinks	Columbia University	Disney	Go Daddy Group Inc	Intel Costa Rica	LyondellBasell
American Express	Bristol-Myers Squibb & The Black Book of Outsourcing	Comdata Corp.	Dover Corporation	Gordon Food Service	Interstate Batteries	Mabe Integra SA de CV
Anthem	Brown-Wilson Group & The Black Book of Outsourcing	Commerical Metals Company	EdgeVerve	GRAINGER	InvoiceInfo	Mabelriort Consulting
AOL	Buck Consultants International	Concur	EFA (Each for All) Full Sail	GWU	Iron Mountain	Maine & Company
Aon Hewitt	Buckman	ConLead Performance Manager GmbH	Eli Lilly and Company	Halliburton	ISG	Malaysia Digital Economy Corporation (MDEC)
Apex Analytix	Cambridge Federal LLC	Core-Mark International	EMC Global Business Services	Hanse Orga	Itera	Marriott Vacations Worldwide Corporation
Apollo Education Group	Campus Crusade for Christ	Corporacion Multi Inversiones	Emerson Electric Co.	HB Fuller	J&J PR	Masonite
Applied Materials Inc	Canfor	Cost & Compliance Associates, LLC	EnableSoft Inc.	HBD Industries	Jabil	MasterCard
Aptar Group	CANON USA	Cost and Compliance	EnPro Industries Inc	HCL Technologies	Jacksonville State University CED	McCarter & English LLP
Ariba	Capgemini	Coupa Software	Energy Services, Inc.	Heartland Regional Medical Center	Jamaica Promotions Corporation	McCormick & Company
Ascension Health	Cardinal Health	Covance	Entrada Group de Mexico S. de R.L. de C.V.	HHS/PSC	John Hancock	McGill University
Assuarant	Cargill SACI	Cru Global	Equifax	Hilton	JPD Financial	McGraw Hill Financial
AT&T	Carlisle IT	Daiichi Sankyo	Ernst & Young	Hirdaramani Group	Kaiser Permanente	MCI Group
Automation Anywhere Inc	CarMax	Daimler	Express Scripts	Honeywell	Kantar	McKesson
AutoNation	Cars.com	Dana Corporation	EY	Hospice of Central Ohio	Keynote	Mercedes-Benz Financial Services USA LLC
Auxis	CEB	Darden Restaurants	FedEx	HP Inc	Kiewit	MetLife
Avery Dennison Corporation	CEMEX	Data Dimensions	Ferro Corporation	HPA - A Cognizant Company	KIEWIT CORPORATION	MGM Resorts International
Aviva	Chazey Partners, Inc	DataServ	FIC GLocal Advisors	HTC	Koch Business Solutions	Ministry of Commerce and Industry, Panama
AVM Enterprises	Chesapeake System Solutions, Inc.	DC	Fifth Third Bancorp	Hyatt Shared Services Center	Kofax Inc.	Molina Healthcare
BAC	Chrome River	Delaware North	FinancePlus USA	I.R.I.S. AG	KPMG	Mondelez International
BAE Systems	CHSLI		finHealth, Inc.		Kraft Foods Group	
BAH						
Basware						

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# Who Attended? ...continued

Monsanto	PRGX	SeaWorld Parks & Entertainment	Time Warner	Authority
Mosaic Life Care	PROCOLOMBIA	Sentera Digital, LLC	TOTVS Consulting	USAA
Multimedia Development Corporation (MDeC)	USA	SEPHORA	trialcard	USFed
MVWC	Procter and Gamble	Serco Global Services LLC	Trintech	Verifone
NASA	Program Support Center	Servej S.A	Tungsten Network	Viaante Business Solutions Pvt Ltd
NASA-CSRA	Prohance Inc.	ServiceNow	Turner Broadcasting	Vieda
Nautique	Proinvox Panama	Siemens	Tyco International	Vonage
New York City Health and Hospitals Corporation	Promapp	Siemens AG	Tyson Foods	W L GORE
Nielsen	Promigas S.A. E. S. P.	Sonae	U.S. Department of Veterans Affairs	Wabtec
Nike	Promote Iceland	Sonae Center Serviços II, S.A.	Uber	Walgreens
Noble Systems	Protiviti	Sourcing Change	UC San Digeo	Walmart
North Carolina State University	Prudential	Spectrum Brands	UNC	Warner Bros
Northrop Grumman Corporation	PwC	Standard Insurance Company	UNICOMER (JAMAICA) LIMITED	West Marine
NSource	QBE North America	Stanley Black & Decker	Unicomer Ltd.	West Virginia University
NSPA	QHIS Systems	Staples	Unisys	Winter Haven Hospital
OFFICE DEPOT	Quinnox	Stryker	Universal Weather and Aviation Inc	Wipro Technologies
Ontario Power Generation	Randstad	Stryker Ireland Ltd	University Hospitals	WNS Global Services
Opportunities NB	Raytheon	Sumitomo Corporation of Americas	University Hospitals of Cleveland	WNS North America, Inc.
Oracle	Redwood Software, Inc.	Sutherland Global Services	University of California, Davis	WorkForce Software
Owens Corning	Reliance	Symphony Ventures	University of Maine Systems	WorkFusion
Panama Pacifico - London and Regional Panama	Revera Inc.	Syngenta	University of Missouri-St. Louis	World Bank
Parker-Hannifin	Reyes Holdings LLC	TayganPoint	University of Tennessee	WPP Group
Parque Arauco	Roche Diagnostics	TCG Consulting	University of Tennessee	Xerox
Parsons Corporation	Rolls-Royce North America	Tech Mahindra	University of Washington	YRCI
Paypal	Rosen Hotels	Tetra Pak Inc.	UPS	ZonAmerica
Pepsico	Runbook	The Charmer Sunbelt Group	Uruguay XXI-Préstamo 2590/OC-UR	Zonamerica Business & Technology Park
Perceptive Software	Running Lean LLC	The Hackett Group	US Department of the Interior	Zurich Insurance
Pfizer	SABMiller	The Hertz Corp	US Government	
Phillips Consumer Electronics North America	SAE International	The Home Depot	US Virgin Islands Economic Development	
Pitney Bowes	Salesforce.com	The University of Tennessee		
PNC Bank	Sanofi	The Walt Disney Company		
Ports America	SAP Ariba	The Wonderful Company		
	Saudi Electricity Company			
	Scan One			
	Scan-Optics LLC			
	Schneider Electric			
	SCI Group			
	ScottMadden, Inc.			

“I really appreciated the content and knowledge sharing.”

- **Juli Dorsey,**  
Express Scripts

“Energizing to hear what other companies have done and see people who are experts and passionate about SSC concept.”

- **Turner Broadcasting**

# Who Attended? ...continued

## Job Titles

Account Executive	Cfo Global Shared Services	Country Representative	Services	Services	Operations	Head of Service Delivery
Accountant Shared Services	CFO & Sr. Vice President	CPA Director of Client Accounting	Director of Information Technology	Director, Global Strategic Accounts	Global Head of Procurement Support Services	Head R&D Informatics
Accounts Payable Solutions Director	CFO/EVP Finance	CR Finance Controller	Director of Information Technology for Finance and Administration	Division Head, Corporate Expense Services	Global HR Shared Services Lead	HR Business Partner
Acting CEO	CFO; Sr. Associate VP-Finance	Curators' Professor of Information Systems College of Business	Director of Marketing	Division Manager, Cataloguing & Standardization	Global Information Technology lead	Manager - Architecture of Process
Acting Director and Chief Recruitment Officer	Channel Marketing Specialist	Customer Service Manager	Director of NA Global Business Services	Division Vice President-Financial Shared Services	Global Lead Events and Branding - Marketing	Manager - Business Development
Acting Director, Behavioral Health Services	Chief Accounting Officer	Customer Technical Services	Director of Off-Shore Shared Services	Enterprise Account Executive	Global Lead, Shared Services and Outsourcing Advisory	Manager - Finance GBS
AP Manager	Chief Administrative Officer	Customer Technical Services	Director Of Shared Services	EVP Finance	Global Leader - Compliance, Audit and Shared Service	Manager - Structure & Organization
Assistant Comptroller	Chief Evangelist	Demand Management Executive	Director of SS	Executive Director of Shared Services	Global Operations Finance Leader	Manager Client Services, Human Resources McGill University
Assistant Vice President	Chief Executive Officer , Shared Services	Deputy Director	Director, Accounts Receivable	Executive Director, Procure to Pay	Global P2P F&A and Capabilities Manager	Manager, Finance Shared Services
Schneider Electric	Senior Vice President	Deputy Director - Guatemala F&A SSC	Director, Advisory	Executive Director, University Business Operations Division	Global Process Owner Finance RTR	Manager, Global Disbursements
Associate Director Business Finance Services- U.S. Record to Report,	Chief Human Resources Officer and Executive Director	Dir Financial Services / Enterprise Business Systems	Director, Advisory People & Change-Human Capital Management	Executive Vice President, Business Development	Global Ops lead	Manager, HR Shared Services Centre
Associate Director Financial Services	Chief Information Officer	Director - Accounts Receivable	Director, Ameren Service Center	Finance Director, Shared Services	Global Shared Services Leader	Managing Director - RPA
Associate Manager, Client Services	Chief Marketing Officer and Senior Vice President of Product Innovation	AVM Enterprises	Director, Applications	Finance Leader, Billing Services	Global Systems Strategist	Managing Director Shared Services
AVP - Projects	Chief of Human Resources Services	Director Enterprise Financial Services	Director, Cost Allocation Services	Finance Process Transformation Director	Global Travel Team Lead, Global Shared Services	Managing Director, Robotic Process Automation Service Lead,
Avp Alliance Relations	Chief Of Staff	Director - On shore SSC	Director, Customer Relationship Management	Financial Officer	Group Director	Partner, Innovation and Enterprise Solutions
Avp Automation	Chief Procurement Officer	Director - Organizational Services	Director, Customer Relationship Management	First Senior Vice President and Marketer	Head - Advisory & Alliances	Partnership Alliance
AVP HR	Chief Revenue Officer	Director - Robotics	Director, Finance Shared Services and Global Business Services Governance	Founder & CEO	Head of Business Development - North America	President and CEO
AVP, Business Unit Head	Co-Founder & Chief Engineering Officer	Director Global Business Continuity	Director, Finance Transformation	GBS Director	Head of E-Invoicing, Americas, Global Center of Excellence	President and Chief Executive Officer
AVP, Global Relationship Manager	Co-Founder & Head of Strategy	Director HR Shared Services	Director, Financial Management Portfolio and ASA & PSC CFO	GDC Lead	Head of Human Resources Shared Services	Principal Accounting Officer
AVP-BPS Market Leader	Comptroller	Director of Accounting Services	Director, Financial Planning & Analysis	General Ledger Analyst	Head of International Business Development	Principal Financial Services
BPO Director	Controller and Acting Deputy Director for Management	Director of Business and Operations Management	Director, Financial	Global Business Services North American Practice Leader		Principal, HR Shared Services and Outsourcing Advisory
Business Analyst	COO	Director of Finance SS		Global Head of People		Program Director
Business Development Director	Corporate Finance Director	Director of Human Resource Shared				Quality Assurance & Statistics
CAO						Regional Finance Director
CEO & Co-Founder						Second Vice President
CFO						

# Who Attended? ...continued

Shared Services  
Sector Specialist  
Sector Specialist  
Pharma & Health  
Senior Associate  
Senior Associate  
Vice Chancellor  
for Finance and  
Administration  
Senior Business  
Development  
Associate  
Senior Business  
Leader, Transaction  
Services  
Senior Business  
Process Re-  
Engineering  
Consultant  
Senior Director HR  
Services  
Senior Director  
Human Resources  
Shared Services  
Senior Director Lead  
for Integration  
Senior Director of  
Global Business  
Solutions  
Senior Director of  
Global Marketing  
Senior Director of  
Human Resources  
Operations  
Senior Executive  
VP, Business  
Transformation  
Senior Staff  
Underwriter GBM  
Senior Vice President  
Senior Vice President  
and Head of Human  
Resources Shared  
Services  
Senior Vice President  
of Global Business  
Services  
Senior Vice  
President, Enterprise

Financial Services  
Sr. Director Hire to  
Retire  
Sr. Director Procure  
to Pay  
Sr. Director, Global  
Business Services,  
Finance  
Sr. Director,  
Operations Support-  
Ministry Service  
Center  
SVP Client Services  
SVP Global  
Controller  
SVP, Supply Chain &  
Shared Services  
V.P. GS Strategy &  
Operations  
V.P., Accounts  
Payable Department,  
Supply Chain  
Management  
Vice President -  
Global Customer  
Experience  
Vice President  
- Investment  
Promotions  
Vice President and  
COO  
Vice President and  
Deputy Controller  
Vice President EFS  
Global Procure to  
Pay  
Vice President  
Finance  
Vice President  
Finance and Chief  
Accounting Officer  
Vice President Global  
Business Services  
Vice President IMS  
Vice President  
of Global Human  
Resources Services  
Vice President of  
Assistant Corporate

Controller  
Vice President  
of Business  
Development  
Vice President of  
Controller and Chief  
Accounting Officer  
Vice President of  
Enterprise Standards  
and Productivity  
Vice President of  
Global Business  
Services  
Vice President  
of Global Human  
Resources  
Operations and  
Shared Services  
Vice President of  
Global Strategic  
Sourcing and  
Procurement  
Vice President Of  
Human Resources  
Shared Services, HR  
Operations  
Vice President of  
Shared Services  
Vice President of  
Sourcing Process  
and Compliance  
Vice President,  
Accounting Services,  
Finance Shared  
Services Center  
Vice President,  
Corporate Platforms  
Vice President, IMS  
Vice President,  
Operations Acctg  
and Product  
Planning  
Vice President,  
Reporting & Decision  
Support Services  
VP - Finance Shared  
Services Center  
Vp Finance  
Transformation  
VP & Group

Controller  
VP Head of  
Marketing  
VP and Group  
Controller  
VP Banking,  
Financial Services &  
Insurance Markets  
VP Business  
Transformation  
VP Chief Controller &  
Accounting Officer  
VP Client Services  
Vp Corporate  
Controller  
VP Finance  
Vp Financial  
Reporting  
VP Financial Services  
and Systems  
Vp Gbs  
VP Global Finance  
Systems  
Vp Global Shared  
Services  
Vp Hr Operations  
VP HR Shared  
Services  
VP Marketing  
VP of Accounting  
Revenue  
VP of Business  
Services  
VP of Finance  
Operations  
Vp Of Strategic  
Finance &  
Accounting Process  
Leader  
Vp Operations  
Global Business  
Services  
VP Shared Financial  
Services  
VP Shared Services  
VP Shared Services  
Effectiveness  
VP, Accounting &

Finance  
VP, Annuity and  
Shared Services  
Enterprise  
Operations  
VP, Assistant  
Controller  
VP, Brand Strategy  
and Initiatives, and  
Co-founder  
VP, Business  
Improvement Group  
VP, Client Services  
VP, Controller  
(Retired)  
VP, EBS  
VP, Employee  
Relations &  
Regulatory  
Compliance  
VP, Enterprise  
Accounts and Co-  
founder  
VP, Finance Shared  
Services  
VP, General  
Accounting  
Vp, Global Business  
Services  
VP, Global Product  
Marketing and  
Influencer Relations  
Vp, Global Services  
Site And Contact  
Center  
VP, Global Strategic  
Accounts  
VP, HR Services  
VP, Products  
VP, Strategic  
Accounts

“Very helpful,  
found out how  
to apply some  
new ideas into my  
organization.”

- **Schneider Electric**

“Exceptional focus  
on shared service  
journeys with focus  
on visions for future.”

- **U.S. Department of Veterans  
Affairs**

Join us for our 21st Anniversary **SS&O Week!**  
Email us to register at [enquiry@iqpc.com](mailto:enquiry@iqpc.com)



“This was a great opportunity to understand and learn about emerging technology in the industry.”

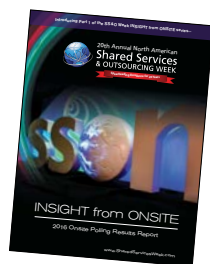
- Tony Elam, CarMax



# Check Out the Latest Content

## INSIGHT from ONSITE Profiling Report 1

SSON wanted to get a better idea of who our attendees actually are and what's pushing their SSO strategy in 2016 and beyond. During the 4 day event, we polled all attendees through the SSON Networking Mobile App and gathered invaluable insight from onsite. Insight we're delighted to share with you...



## INSIGHT from ONSITE Profiling Report 2

Over the course of 3 months earlier this year, we surveyed our practitioner attendees to get to know them a little bit better. By participating in this survey, our practitioners enabled SSON to suit roundtable discussions and networking functions to their individual needs, perspectives and priorities, maximizing the value received onsite.



## Interactive Content - The Evolution of U.S. Shared Service Center from 2000-2015

SSON's new global analytics center, Dart Institute, brings you their latest research on the growth trends in U.S. SSC location, function and industries. It displays the data in an interactive visual format to help you understand the shape of the current U.S. SSC landscape and where it's heading in the future.

- What are the most popular U.S. cities and states as Shared Services Center locations?
- How and where are U.S. SSCs expanding their functional scope?
- How do graduate talent availability and starting salaries compare across states and affect SSC location selection?



## 2017 Draft Agenda

This year's program is designed with four days of plenary sessions by industry-leading senior executives, best-practice track sessions, our Interactive Discussion Groups (IDGs), and brand new visual analytics benchmarking. Check out the draft agenda, and stay tuned for the official event brochure in the coming weeks!

Join us for our 21st Anniversary **SS&O Week!**  
Email us to register at [enquiry@iqpc.com](mailto:enquiry@iqpc.com)

Join us in 2017



## 21st Annual North American **Shared Services & OUTSOURCING WEEK**

March 7-10, 2017 | Loews Royal Pacific Hotel | Orlando

Join us in this  
“*New World*” of shared  
services & outsourcing  
and take advantage of  
special pre-Columbus  
Day discounts!

Further Questions On:



### **The Program**

Heather King  
Portfolio Director  
646-502-3253  
Heather.King@ssonetwork.com



### **The Program**

Sally Fletcher  
Global Head of Content  
and Events  
+49 (0) 30 20 913 406  
Sally.Fletcher@iqpc.de



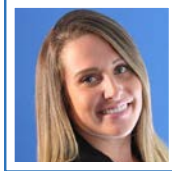
### **Sponsorship Opportunities**

Chris Ritchie  
Sponsorship Director  
212-885-2799  
spex@iqpc.com



### **Head of Delegate Acquisition**

Paul Rocco  
212-885-2732  
enquiry@iqpc.com



### **Marketing & Press**

Lauren Miller  
Marketing Manager  
646-454-4559  
Lauren.Miller@iqpc.com



### **Online Content**

Brittany Bradley  
Senior Online  
Content Manager  
646-502-3265  
Brittany.Bradley@iqpc.com

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