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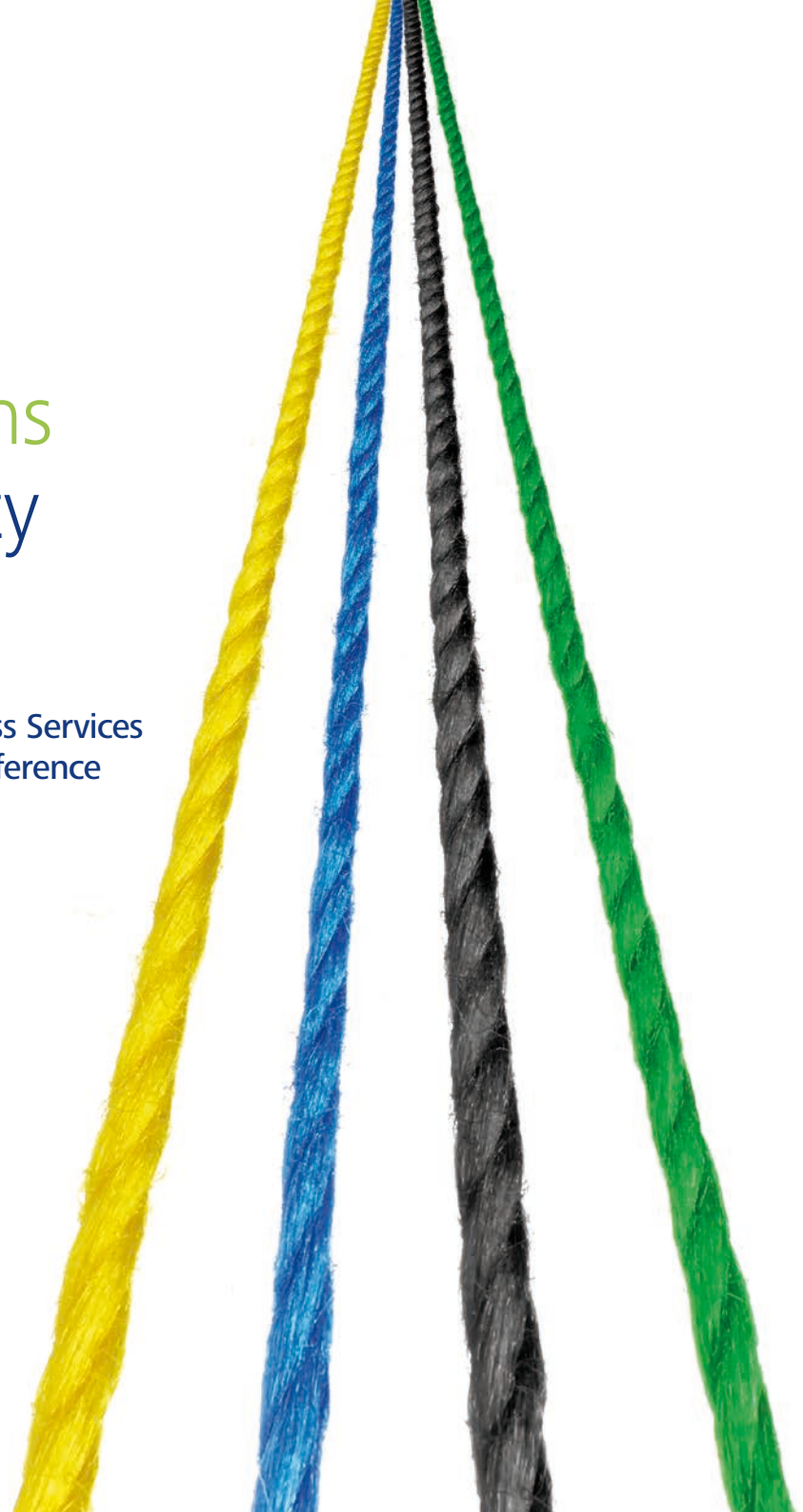
Make connections Weaving capability to build value

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

Edinburgh International
Conference Centre,
Scotland

19-20 November 2014

www.deloitte.co.uk/makeconnections



“Deloitte’s conference is like a monument in the SSC world.
It’s world famous and everybody wants to see it and be there!”

Head of SSC, International Papers



Welcome

Invitation to the Annual Deloitte Shared Services, Global Business Services and Business Process Outsourcing Conference 2014

Dear Colleague,

Can you sustain cost reduction opportunities and improve your service delivery capabilities while remaining functionally separate? This is the question that many shared services leaders are currently challenged to answer and just one of the topics that we will explore this year.

Until recently the Global Business Services (GBS) model seemed best suited to organisations with significant scale in their back offices. However, smaller companies, many without a global dimension, are increasingly making connections across the back office to create multi-functional organisations. Lack of scale is no longer seen as an inhibitor although the methods and tools you need to get there will differ depending on your existing size and scope, level of maturity and the type of business outcomes you are tasked to support.

As well as sharing insights into how organisations are exploiting the GBS model we will also bring together leading Finance and HR shared services innovators to discuss how they drive organisational effectiveness. In particular, we will examine how analytics and business partnering drive value.

Developments in technology will also be on our agenda with a detailed look at how advances in robotics are poised to transform the landscape of transaction processing. Additionally we will examine how progressive organisations are using Social media, Mobility, Analytics, and Cloud (SMAC) to engage with their customers and employees.

Key questions that the conference will help you address:

- How can I (and why should I) move from a stand-alone shared services organisation to an integrated Multi-Functional organisation?
- How can I use SMAC to boost engagement with internal and external customers?
- How can I understand the needs of the business better and improve service delivery?
- How can I secure value from my first, second and third wave BPO relationships?

Our fantastic line up of speakers come from the following companies: **Abbvie, Becton Dickinson, bioMérieux, BSKyB, BT, The Coca-Cola Company, Computacenter, Dassault Systèmes, Deutsche Telekom, Diageo, Eaton, Glasgow City Council Hampshire County Council, Heathrow, HP, HSBC, Lundbeck, National Grid, Oracle, Philips, Rio Tinto, RWE, Shell, Swiss Re, Unilever, and Vodafone.**

These speakers will provide you with insight into how you can make connections using the strength of your shared services or global business services model, and how you can weave capabilities in order to extend your value proposition.

About the conference

This year's conference will take place in the beautiful city of Edinburgh, a great place to make connections.

Over the last 16 years Deloitte's conference has become the leading event of its kind in Europe and this year is shaping up to be our best to date. It is a "must attend" event for CFOs, Financial Controllers, Shared Services Heads, Global Business Services Heads, BPO Contract Managers, CIOs and HR Leaders.

Whether you are a mature shared services organisation, have outsourced or are just starting out, our insight will inspire you with new and different perspectives and help you make connections to build capabilities.

The conference is free of charge to invited delegates (excluding flights and accommodation) and has traditionally sold out in a couple of months, so early registration is strongly advised to avoid disappointment.

Register your place today at:
www.deloitte.co.uk/makeconnections

Peter Moller
European Shared Services
Practice Lead
Deloitte

Emma Lawson
Shared Services Client
Liaison Lead
Deloitte



Peter Moller
European Shared Services
Practice Lead, Deloitte



Emma Lawson
Shared Services Client
Liaison Lead, Deloitte

Invite your HR colleagues! In response to the growing number of multi-functional shared services organisations we have created specific HR Shared Services sessions at this year's conference.

The  indicates these sessions.



2014 Lead Sponsor

Conference planner

Conference Day 1 – Wednesday 19 November

Key



Sessions include HR-specific content






Runs concurrently with Discussion forums



Runs concurrently with Focus/Tools & methodologies sessions

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

For more detailed information on the conference programme, please turn to pages 8-31

08:45	Welcome and Introduction to current market trends <i>Peter Moller, Deloitte</i>
09:30	Plenary 1: The reinvention of finance at Philips: creating a culture change and launching Lean in order to create an effective BPO partnership and build credibility <i>Simone Noordegraaf, Global Head of Finance Operations, Philips</i>
10:05	Plenary 2: SMAC – when and where should you be exploiting the new Social media, Mobility, Analytics, and Cloud technologies in your shared services organisation? <i>Scott Singer, Head of Global Business Services & CIO, Rio Tinto</i>
10:40	Coffee and networking
11:10	 Focus sessions (45 minutes) <ol style="list-style-type: none">1: Aligning tax and statutory accounts processes with the creation of a shared services centre <i>Dave Wright, Deloitte</i>2: Becoming an 'equal citizen': from back office to business partner <i>Vesta Bovair, Head Global Service Operations, Swiss Re</i>3: Change management: A top down, bottom up approach <i>Jamie Davies, (Now) Finance Shared Services Manager, Computacenter</i> 4: Using mobile applications in the delivery of shared services: What are the opportunities for public sector shared services operations and their customers and what can the private sector learn from this? <i>Carolyn Williamson, Director of Corporate Resources, Hampshire County Council; & David Harker, Deloitte</i> 5: Sizing with precision – Driving effective capacity management in an HR shared services environment <i>Neera Mayor and Craig Renshaw, Deloitte</i>6: BPO showcase session For the latest list of sponsors speaking at this session, please visit the website: www.deloitte.co.uk/makeconnections

11:10		Discussion Forums (45 minutes) 1: Robotics & Gamification 2: Establishing an effective global process ownership model
11:55		Delegates move to tools and methodologies sessions or discussion forums.
12:05		Tools and methodologies sessions (60 minutes) 1: GBS from design through to transition and why scale isn't prohibitive <i>Paul Hansen, GBS Programme Director, Zuzanna Jawor, Head of Business Service Centre Poland, Lundbeck; & Dorthe Keilberg, Deloitte</i> 2: How do you deliver analytics in an effective manner from a shared services or GBS organisation? <i>Paul Albert, Deloitte</i> 3: BPO: The death of arbitrage, driving a more transformational agenda <i>Punit Bhatia & Antonio Russo, Deloitte</i> 4: SMAC – embracing the enterprise applications of tomorrow <i>John Tweardy, Deloitte</i>  5: The future direction of HR Shared Services <i>Panel facilitated by: Aaron Alburey, Deloitte</i> <i>Panel: Jens Rabbe, Programme Lead of HR Shared Services Implementation, Deutsche Telekom; & Mark Jones, Global Head of HR Service Delivery, HSBC</i>
12:05		Discussion forums (60 minutes) 1: Can you deliver tax effectively from a shared services environment? 2: Shared services optimisation. 3: How do you effectively manage talent in a shared services or GBS environment?
13:05		Lunch & networking
14:15		Plenary 3: Is it 'one size fits all' when it comes to applying the GBS model to multiple functions? <i>Patrick van Hoegaerden, Director Global HR Operations, GBS & Denis Kearney, Global Director Finance Operations, GBS, The Coca-Cola Company</i>
14:50		Panel: Shared Services, Global Business Services, and BPO – the shared services sponsor panel <i>Facilitated by: Peter Moller, Deloitte</i> <i>Panel: Bert Van Rompaey, Chief Human Resource Officer and Member of the Executive Committee, BNP Paribas Fortis; Colin Jones, Deputy CFO, & Rob Collie, Director of Finance Delivery & Performance, BskyB; Javier Echave, Financial Controller & Alastair Glen, Head of Operations, Heathrow; & Philipp Mathieu, VP Finance – CFO EMEA, Oracle</i>
15:35		Coffee and networking

16:05	Plenary 4: Recognising & realising benefits in a shared services or GBS environment <i>Paul Nicolaisen, VP Global Shared Services, Becton Dickinson</i>
16:40	Panel: Shared services and outsourcing leaders don't understand technology <i>Panel facilitated by: Deborah Kops, Principal, Sourcing Change</i> <i>Panel: Jay Desai, Offshoring/Outsourcing Leader & Transformation Strategist, Abbvie; Steven Bandrowczak, SVP Global Business Services, HP; Scott Singer, Head of Global Business Services, Rio Tinto; & Mark Craddock, Deloitte</i>
The following HR specific discussion sessions are offered to HR delegates as an alternative to the final plenaries on day 1 of the conference	
16:05	 Discussion 1: Lessons learnt from implementing HR shared services
16:40	 Discussion 2: HR technology
17:25	Close of day 1
19:00	Coaches depart for evening event from preferred conference hotels

Conference planner

Conference Day 2 – Thursday 20 November

Key



Sessions include HR-specific content



Runs concurrently with Discussion forums



Runs concurrently with Focus/Tools & methodologies sessions

08:45 **Plenary 5: Journey to delivering greater value**
Steve Bandrowczak, SVP, GBS and Business Process Services, HP

09:20 **Plenary 6: Shared services 'Believing in Better'**
Lesley Laird, Head of Finance, Finance Delivery, & Neil Boyd, Head of Finance, Finance Delivery, BSKyB

09:55 **Plenary 7: Empowering modern finance**
Philippe Mathieu, VP Finance – CFO EMEA, Oracle

10:30 **Coffee and networking**

11:00 **Tools and methodologies sessions (60 minutes)**



1: Aligning stakeholders with your shared services design – whether you are starting from scratch or building capability

David Wright, Deloitte; & Jo Hart, Deloitte Internal Services

2: How to rigorously track and account for benefits in a mature shared services centre?

Paul Nicolaisen, VP Global Shared Services, Becton Dickinson

3: Ensuring your CI strategy works end-to-end

Jeroen van Koesveld, Finance CI Manager, Shell; & Bill Kane, Deloitte

4: Shared services in mid-sized organisations – what are the different routes to value creation?

Emmanuel Vignal, Head of Shared Services, bioMérieux; Birgitt Greif, Director Accounting Shared Services EMEA, Dassault Systèmes; & Jean-Michel Demaison, Deloitte

5: Mobile and digital employee services

Nico Orié, Head of Digital HR, Philips; Wayne Carstensen & Aaron Alburey, Deloitte



6: Enabling technologies showcase session

For the latest list of sponsors speaking at this session, please visit the website: www.deloitte.co.uk/makeconnections

11:00



Discussion forums (60 minutes)

1: Innovative approaches to 2nd or 3rd generation BPO deals, including a case study from Philips
Mathieu Verger, Senior Director for Partnership Development within Philips Finance Operations, Philips

2: Business Partnering

12:00

Delegates move to focus sessions or discussion forums

12:10



Focus sessions (45 minutes)

1: Get the customer balance right

Stuart Clark, Customer Relationship Manager, Eaton

2: Implementing cultural change in multiple functions across multiple locations to enable a virtual shared service centre

David Heneghan, Customer & Business Services, Glasgow City Council

3: Selecting locations that will work for you, today and tomorrow

Elias van Herwaarden & Frederik De Witte, Deloitte

4: Building quality and consistency of service and improving staff engagement with well-chosen, well-applied people management tools

Jon McGrane, Programme Director, Heathrow



5: Journey to efficient HR shared services operations

Oliver Henrichs, GPO HR, RWE; Linda Gross & Hendrik Schmahl, Deloitte

12:10



Discussion forums (45 minutes)

1: Anatomy of a Carve-Out – Does your Shared Services Operation have Commercial Value?

2: Accounts payable process optimisation

3: Shared services in the public sector

4: Has the SLA had its day?


12:55

Lunch & networking

13:55

Plenary 8: Building an effective performance management framework to build credibility and business engagement

Gary McGaghey, VP Finance, Enterprise & Technology Solutions, Unilever

14:30	Panel: Shared services or GBS – is there still a case for single function shared services? Panel facilitated by: Nick Prangnell, Deloitte Panel: Steve Bandrowczak, VP, GBS, HP ; Paul Hansen, GBS Programme Director, Lundbeck ; Helen Barratt, Director Shared Services, National Grid ; George Connell, VP Strategy & Glasgow Centre Lead – Finance Operations, Shell ; Bernd Flossback, Global HR Operations Lead, Vodafone
15:05	Coffee & networking
15:35	Plenary 9: The journey to a multi-functional organisation Helen Barratt, Director Shared Services, National Grid
16:10	 Plenary 10: The impact of SaaS on shared services Simon Cunniffe, Director HR Shared Services, BT ; & Carolyn Isaacs, Global HR Services Director, Diageo
16:45	Close of conference and transportation to Edinburgh airport

“The event was an excellent investment of time. It was a great balance of hearing how the larger, more mature SSCs are moving forward to the next level and networking with SSCs at a similar stage of development that are facing common challenges.”

FSS Controller, **FirstGroup**

Pre-conference site visits


Tuesday 18 November

Due to the popularity of site visits, this year we are dedicating a full day to visiting shared services organisations in Scotland.

During the site visits, delegates will have the opportunity to meet the centre heads, and get under the skin of what makes these centres successful. Given the popularity of the site visits, we will limit attendance of one site visit per individual. We may also restrict participation to a maximum of 1 delegate per company.

For more information about logistics surrounding the site visits, please see our conference website: www.deloitte.co.uk/makeconnections

Shared services centres available to visit:

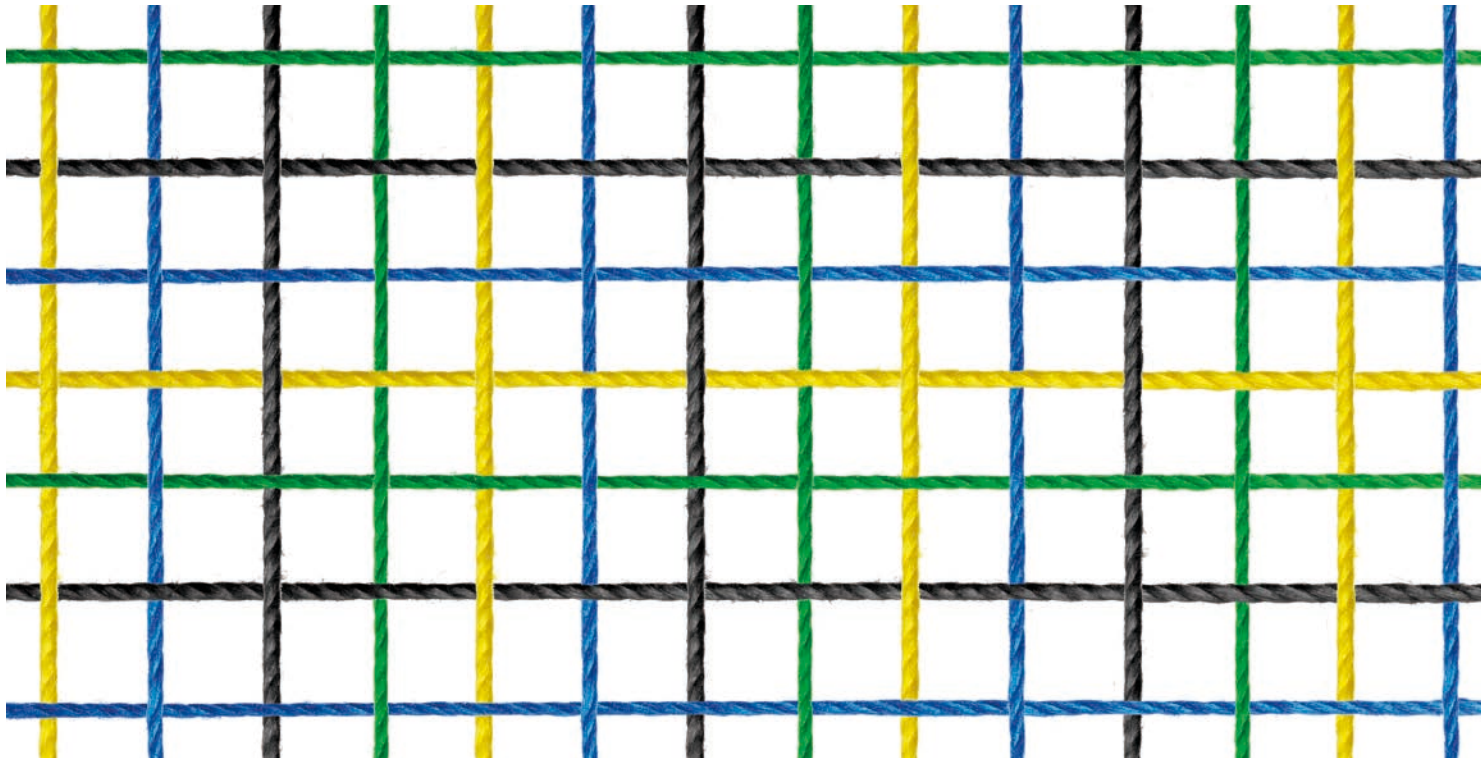
	Shell	BSkyB	Glasgow City Council
Size	450 in Glasgow	120 in Livingston	2700 in 400 sites (1300 in city centre)
Process scope	Revenue (Credit Management), Expenditure (T&E and Group Services/ Global Charges), R&A (Manage Close & MIPA), Treasury (Cash Management), Manage Hydrocarbon Inventory, GRA Services	ART, AP, AR, Tax, Procurement Operations, and Financial Systems  There will be a specific tour around the HR shared service centre.	Finance, HR, Customer Service and multiple back-office council services, including council tax collection, benefits distribution, issuing marriage licenses, collecting parking fines and all manner of local government services.
What's special about the centre?	Sophisticated approach to continuous improvement, alternative approach to performance management, and global process owners with responsibility for processes and resources.	Focus on people and culture, its approach to managing marginal gains, its focus on efficiency and becoming 'Best in Britain'.	Changing the culture of such a large organisation and establishing and managing a virtual centre across hundreds of sites, leveraging technology and enabling home working, while driving standardisation and a common approach across disparate services.
Visit time	Site visit A: 09:30 – 11:00 Site visit B: 11:00 – 12:30	Site visit C: 14:00 – 15:30 Site visit D: 15:30 – 17:00	Site visit E: 11:30 – 13:00 Site visit F: 14:30 – 16:00

Please visit the conference website for information on available site visit times.

Deloitte Analytics Lab demonstrations

There is a growing trend for organisations to use internal and external data to make more informed decisions, taking advantage of the explosion of 'big data' including social media feeds and other publically available datasets. Analytical techniques can be applied across different industries, shared services or GBS to help solve a range of problems, reducing the reliance on a 'gut feel' approach to decision making.

The Deloitte Edinburgh office, less than 5 minutes' walk from the Edinburgh International Conference Centre, has recently opened an Analytics Lab. We would like to invite you to the lab to show you how analytics could help provide solutions to your current challenges. We will explore the 'Art of the Possible', providing real life interactive demonstrations from a variety of areas, from customer to supply chain and workforce to risk and finance. Through case studies, we will demonstrate how you can build capability in this area, providing you with ideas that you could develop by utilising the information generated in your shared service centres or GBS organisation.



Detailed Agenda

Conference Day 1 – Wednesday 19 November

Key



Sessions include HR-specific content



Runs concurrently with Discussion forums



Runs concurrently with Focus/Tools & methodologies sessions

08:45 **Welcome and Introduction to current market trends**
Peter Moller, Deloitte

09:30 **Plenary 1: The reinvention of finance at Philips: creating a culture change and launching Lean in order to create an effective BPO partnership and build credibility**

Back in 2007, Philips sold its shared services organisation to BPO provider Infosys and has been a customer of those services ever since. During the course of this relationship, Philips has invested heavily in the partnership and has pushed the scope of service delivery up the value chain. This shared history was both an opportunity and a challenge for Philips as it approached the end of the initial contract. Having now entered into a new contract with Infosys as well as expanded services into Enterprise Information Management, Philips has wasted no time in making the changes which it believes will position them for future success; both in terms of its relationship with the provider as well as its own internal Finance shared services organisation. Simone Noordegraaf will pick up on their incredible story she shared last year to cover:

- History of Philips's BPO relationship with Infosys.
- Opportunities and challenges presented by the end of the initial contract and why Philips decided to maintain its relationship with Infosys.
- Philips's plans for a new Finance organisation: creating cultural change within Finance and across the BPO partner organisation.
- Embedding Lean in shared services and BPO.
- Increasing credibility as a business partner.

Simone Noordegraaf, Global Head of Finance Operations, Philips

10:05

Plenary 2: SMAC – when and where should you be exploiting the new Social media, Mobility, Analytics and Cloud technologies in your shared services organisation?

Rio Tinto's hybrid GBS organisation consists of 5 main service towers – procurement, IT, people services, real estate & facilities management, and finance services. It covers 50 geographies from 12 centres around the world including a global centre in Singapore. With ambitions to expand scope beyond transaction processing into business operations, Rio Tinto is taking an innovative approach to the exploitation of Social media, Mobility, Analytics and Cloud (SMAC) technologies. During this session Scott Singer will shed light on Rio Tinto's SMAC strategy and share his evaluation of which of these technologies can really make a difference to the effectiveness of shared services, GBS, and outsourced organisations.

- Social media technologies: how do you set up and govern these technologies, and what are the value opportunities associated with this?
- Mobility services: where are the smart companies investing?
- Analytics technologies: what are the technologies that can underpin your bid to bring analytics into shared services and GBS environment? What are the quick wins and how can you engage the business in this?
- Cloud: What are the opportunities presented by Cloud? To what extent can Cloud replace what you may have traditionally outsourced?

Scott Singer, Head of Global Business Services, Rio Tinto

10:40

Coffee and networking

11:10



Focus sessions (45 minutes)

Focus sessions are designed to give delegates the opportunity to explore specific topics in detail. These sessions will be facilitated by subject matter experts.

Focus 1: Aligning tax and statutory accounts processes with the creation of a shared services centre

During this session, participants will gain insight into how you can incorporate the delivery of tax support into your shared services, GBS or outsourcing strategy. Discussions will include:

- Building a business case for streamlining the delivery of tax and statutory accounts processes.
- What is best practice when it comes to delivery of tax and statutory accounts processes? How does this fit with your shared services, GBS or outsourced model?
- What are the typical objections and challenges you are likely to encounter and how do you overcome these?

Dave Wright, Deloitte

Focus 2: Becoming an 'equal citizen': from back office to business partner

With just 12,000 employees Swiss Re is a leader in the reinsurance industry and has a strong reputation and brand in the market. Swiss Re started its shared service journey in 2004 with a centre in Bangalore, India and then added Bratislava, Slovakia in 2007 – both mainly focusing on transaction processing-based activities. Having built a solid foundation Swiss Re has since completely transformed its shared services capability from back office provider to front office business partner and in doing so has shifted focus away from KPIs to focus on the 'value' they can bring to the business. This session will focus on the following:

- The history of shared services at Swiss Re: how you grow in a consensus-driven environment.
- How you build effective relationships with the business across both captive and outsourced centres.
- Positioning shared services for growth into the higher value activities: why it's important to get the messaging right.
- How Swiss Re has structured the provision of analytics.
- Measuring performance in a 'strategic' business partner function: from KPIs to value-based discussions.
- Managing and inspiring employees across a breath of services and creating a 'one team' approach.

Vesta Bovair, Head Global Service Operations, Swiss Re

Focus 3: Change management: A top down, bottom up approach

Building employee engagement in any kind of change is never easy; just ask Jamie Davies who took on responsibility for implementing BT's shared service centre's Continuous Improvement (CI) methodology in 2013. Whether you are implementing CI, expanding the functional scope of your centre or moving up the value chain, the methodology is the easy bit: How you get there with your team engaged is what most companies struggle with. During this presentation, change expert Jamie Davies will share practical ideas on how you can drive change top down by creating a high performing leadership team and bottom up, by empowering and engaging your teams:

- Who drives the change? Why pushing your leadership team to just 'make it happen' isn't always the best approach.
- Building employee trust and involvement in your change project: Getting your messages right at the outset.
- How to leverage the power of a team working 'live' on both their collective and individual performance goals.
- Countering the challenge "Why would we work on something that might result in us losing our jobs?"
- How do you achieve purpose and clarity of scope for your leadership team?
- Getting leadership teams to embrace change: Recognising the need to evolve.

Jamie Davies, (Now) Finance Shared Services Manager, Computacenter

Focus 4: Using mobile applications in the delivery of shared services: What are the opportunities for public sector shared services operations and their customers and what can the private sector learn from this?

Mobile technologies (accessible via smart phones and tablets) to support finance and HR processes are becoming increasingly sophisticated, which provides a huge opportunity for shared services. Join this session to engage in conversation around how public sector shared services, specifically Hampshire County Council, is using mobile applications to enable customer self-service as well as how the private sector is exploiting this opportunity:

- The context for mobile self-service and how it is transforming customer interaction.
- How to get customers ready for mobile self-service.
- What's next? Stretching the scope of services delivered through mobile technologies.

Carolyn Williamson, Director of Corporate Resources, Hampshire County Council; & David Harker, Deloitte



Focus 5: Sizing with precision – Driving effective capacity management in an HR shared services environment

Data-driven analysis can significantly help companies to review their overall HR model and improve processes, roles, structure, and sizing. There are now a number of powerful software tools available which can dynamically model your organisation giving you the ability to generate powerful insight, accelerate your speed to value, and discover hidden efficiency gains. Explore with Neera and Craig how to get the right size and shape to provide an efficient customer experience:

- How can qualitative and quantitative research techniques be used to elicit data and gather a complete view of your HR organisation?
- How can you maximise your capacity and plan for the future. What are the tools available to support you?
- Ideas of how to improve customer experience by re-evaluating your HR roles and service model.

Neera Mayor and Craig Renshaw, Deloitte

Focus 6: BPO showcase session

During the sponsor showcase session you'll have the opportunity to receive a fast paced series of demos from our conference sponsors. The focus of this first showcase session is BPO. The session is an easy and efficient way to bring your market knowledge up to date.

For the latest list of sponsors speaking at this session, please visit the website: www.deloitte.co.uk/makeconnections

“This is the one conference I make sure I attend. The speakers give great insights on how things really are: the break-outs allow for deeper discussion, and the networking is second to none.”

BPO Relationship Leader, Kimberly Clark

11:10



Discussion forums: 45 minutes

Ever feel like you get a lot from the conference, but wish that there was time to swap ideas with your peers in smaller, more interactive forums? In that case, the discussion forums are designed for you! These forums which are purely discussion based will be kept as small as possible to boost interactivity. A Deloitte expert will be on hand to provide facilitation and structure to the meetings, but there will be no PowerPoint slides, so you will drive the agenda and content based on your interests and experience. Attendance may be limited to one attendee per company to ensure we have a breadth of experience in the room.

Discussion 1: Robotics & Gamification

To what extent can you expect transactional activities to be automated by 'robots' in the future? Where can you use Gamification (applying gaming approaches to transactional type work) to improve performance around peak times?

Discussion 2: Establishing an effective global process ownership model

How do you create global process owners (GPOs) with 'teeth'? What is the role of GPOs and what kind of value can they deliver?

11:55

Delegates move to tools and methodologies sessions or discussion forums.

12:05



Tools and methodologies sessions (60 minutes)

Tools and methodologies sessions are designed to be practical 'how to' sessions, inspiring you to make a change in your own organisation.

These sessions will run concurrently with the discussion forums so you have a choice based on your personal learning or networking objectives.

Tools and methodologies 1: GBS from design through to transition and why scale isn't prohibitive

If you are interested in setting up your own GBS organisation, but haven't yet figured out how to make the first move, then look no further than this session. Here Paul Hansen from Lundbeck, along with colleagues from Deloitte will give insight into its transition approach and how you can apply this in your own organisation. By the time of the conference, Lundbeck will still be very much in transition mode, with the first country going live with the new GBS organisation in July 2014. At the end of the journey, the GBS organisation will provide HR, Finance, IT, Procurement and first-line Service Desk support to 30 countries. The value of this approach for Lundbeck lies not just in the opportunity to achieve a global standard approach but in the added flexibility and scalability which Lundbeck require to support the future growth of the company. Topics for discussion include:

- Designing the GBS organisation which incorporates a mix of transactional and higher value-add activities: can you do this from scratch?
- How do you achieve benefits from GBS beyond co-sharing locations?
- Establishing governance structures: is it appropriate for Finance to lead this? How does Lundbeck make this work?
- Achieving stakeholder buy-in: how to tackle this across multiple functions.
- The role of the GPOs.
- Different transition models and what's working for Lundbeck.

Paul Hansen, GBS Programme Director & Zuzanna Jawor, Head of Business Service Centre Poland, Lundbeck; & Dorte Keilberg, Deloitte

Tools and methodologies 2: How do you deliver analytics in an effective manner from a shared services or GBS organisation?

'Analytics' has been on the radar for shared services directors for some time now, but not getting in place the right organisation structure to deliver analytics is what's often held organisations back. During this session, Paul Albert, from Deloitte, will provide insights into how to structure your analytics capability using reporting centres of excellence, and discuss how that should link into your shared services or GBS model:

- What is the opportunity for shared services/global business services linked to analytics?
- What is the framework you need to have in place to efficiently deliver analytics?
- How do you build an effective analytics centre of excellence?
- How should your analytics centre of excellence link to your shared services/global business services organisation?

Paul Albert, Deloitte

Tools and methodologies 3: BPO: The death of arbitrage, driving a more transformational agenda

With the BPO industry entering its third decade, an increasingly sophisticated client base and provider market are looking to move from an 'arbitrage agenda' to a more 'transformational agenda' to help drive additional value from BPO relationships. In this session Punit Bhatia and Antonio Russo will discuss a range of topics and techniques to help drive additional value from BPO, including:

- Key transformation trends in BPO.
- Commercial and operational impacts of transformative approaches to BPO.
- Aligning your sourcing approach to a transformational agenda.
- Embedding transformation at the heart of your BPO relationship.

Punit Bhatia & Antonio Russo, Deloitte

“The Deloitte conference is highly professional and gives access to deep shared services theory and practice. Great for newcomers and experts alike.”

SSC Director, Orange

Tools and methodologies 4: SMAC – embracing the enterprise applications of tomorrow

The emergence of new technologies over the past few years has resulted in a transformational change in the world around us. During this interactive session, John Tweardy will facilitate discussions around the emergence of SMAC technologies and the steps that GBS organisations can make to leverage these new solutions, including;

- What are the key technology trends in the marketplace?
- Social media & Mobility: how shared services and GBS organisations are benefiting from the growth in social media platforms and mobile technologies.
- Analytics: how shared services and GBS organisations are transitioning from a ‘traditional analytics’ to ‘prescriptive analytics’ model.
- Cloud computing: what are the opportunities presented by Cloud applications/Software as a Service (SaaS) and which are the best for shared services and GBS?
- What are the most cutting-edge enabling SMAC technologies available for shared services and GBS organisations?

If you are interested in taking the leap and adopting SMAC applications in your own shared services or GBS organisation, but are not quite sure on what the best way is forward, then look no further than this session.

John Tweardy, Deloitte



Tools and methodologies 5: The future direction of HR shared services

Based on the results of a feasibility study across 27 European entities of Deutsche Telekom, in June 2012 the Executive Board approved the implementation of an HR shared services centre. Deutsche Telekom is now in the process of building up an HR shared service centre near-shore in Bucharest, which will provide HR administrative support to 28 entities and supporting 20 languages.

In contrast HSBC have been running shared services for many years. Recently HSBC undertook a contact centre transformation across 75 countries serving 300,000 employees including a new Employee Portal. During this session you will hear about these changes in more detail and understand:

- How the face of HR shared services is changing.
- What are the options available to those looking for the next generation of shared services?
- What lessons have been learnt through these implementations?
- What capabilities are now needed in a leading shared services organisation? Where are the smart companies investing their resources?

Panel facilitated by: Aaron Alburey, Deloitte

Panel: Jens Rabbe, Programme Lead of HR Shared Services Implementation, Deutsche Telekom; & Mark Jones, Global Head of HR Service Delivery, HSBC

“The conference provides the platform for high quality presenters, who are continuously raising the bar.”

Managing Director, Hungary Centre of Competences – Lexmark International



Tools and methodologies 6: Location showcase session

During the sponsor showcase session you'll have the opportunity to receive a fast paced series of demos from our conference sponsors. The focus in the second of our showcase sessions is on locations. An easy and efficient way to bring your market knowledge up to date, these sessions will run concurrently with the tools and methodologies sessions and the discussion forums.

For the latest list of sponsors speaking at this session, please visit the website: www.deloitte.co.uk/makeconnections

12:05



Discussion forums (60 minutes)

These forums which are purely discussion based will be kept as small as possible to boost interactivity. There will be no PowerPoint slides, so you will drive the agenda and content based on your interests and experience.

These sessions will run concurrently with tools and methodologies sessions.

Discussion 1: Can you deliver tax effectively from a shared services environment?

What are the risks and opportunities presented by delivering tax remotely from a shared services organisation?

Discussion 2: Shared services optimisation

How do you assess the maturity of your shared services centre? Where should you be considering investing in order to optimise?

Discussion 3: How do you effectively manage talent in a shared services or GBS environment?

What kind of framework do you need to put in place around employee engagement and retention in a GBS organisation?

13:05

Lunch & networking

14:15

Plenary 3: Is it 'one size fits all' when it comes to applying the GBS model to multiple functions?

Around 5 years ago, The Coca-Cola Company embarked on a transformation of its key lines of business, including Finance and HR. Denis Kearney and Patrick van Hoegaerden who lead Global Business Services for Finance and HR respectively will provide the answer to key questions such as 'what can both functions learn from scaling into GBS' and 'does the one size fits all model work'? Their journey will appeal to anyone with single function shared services organisations looking to join up. Specifically they will cover:

- Update on the Global Finance Transformation journey, presented to this conference in 2011 by Patrick van Hoegaerden, then Finance Transformation Lead for Europe.
- The approach to bringing HR into the GBS model: what were the early lessons learned?
- Responding to the business to employee, rather than B2B challenges: difference between Finance and HR service delivery models.
- Pushing the boundaries of scope into more 'strategic' areas: How has the model expanded both geographically and up the value chain?
- Moving towards a truly global, integrated model: Sharing locations, operational excellence models, and customer contact centres.

Patrick van Hoegaerden, Director Global HR Operations, GBS, & Denis Kearney, Global Director Finance Operations, GBS, The Coca-Cola Company

14:50

Panel: Shared Services, Global Business Services, and BPO – the shared services sponsor panel

For a number of years, this conference has chartered the development of shared services from the perspective of shared services and GBS leaders. But does the growth ambitions of shared services sit at odds with the organisations that they ultimately serve? During this panel, audiences will have the opportunity to get the CFO and HR sponsor's perspective on:

- What are the strategic objectives and direction of the organisation as a whole? How does shared services need to support this now and in the future?
- What is the value of shared services – does it go beyond cost reduction? Where is the value above and beyond outsourcing?
- How can shared services become a more effective extension of the finance or HR organisation?
- Shared services organisations are trying to get into analytics – but does that respond to the requirements of the business or are we duplicating efforts?
- Is shared service's ambition to move up the value chain at odds with the CFO's / HR leadership's ambitions? What is the right balance?

Facilitated by: Peter Moller, Deloitte

Panel: Bert Van Rompaey, Chief Human Resource Officer and Member of the Executive Committee, BNP Paribas Fortis; Colin Jones, Deputy CFO; & Rob Collie, Director of Finance Delivery & Performance, BSKyB; Javier Echave, Financial Controller & Alastair Glen, Head of Operations, Heathrow; & Philippe Mathieu, VP Finance – CFO EMEA, Oracle

15:35

Coffee and networking

16:05

Plenary 4: Recognising & realising benefits in a shared services or GBS environment

Becton Dickinson has set the benchmark in terms of how to recognise and realise the benefits generated by your shared services organisation. They have developed a rigorous methodology that treats "Benefits Accounting" with the same degree of detail as "Cost Accounting". Benefits are tracking, recognised, and reinvested in a controlled manner so as to leave no doubts about the outcomes of the transformation activities. Within this structure, BD tracks as many as 18 different categories of value. This session will provide insight into this approach. Delegates inspired by this, can also learn more by attending the focus session on day 2:

- Structuring your benefits reconciliation and realisation approach: direct benefits, indirect benefits, and intangible benefits.
- The Becton Dickinson approach to 'benefits accounting'.
- How to structure the delivery of benefits accounting within your shared services team and ensuring the approach becomes your culture.
- Linking Benefits Realisation with other operational methods including Work Transitions, Process Management, and Quality Control Systems.
- Including benefits accounting in your approach to transitioning new scope into the shared services organisation.
- Why do this? Challenging and changing your customer conversations.

Paul Nicolaisen, VP Global Shared Services, Becton Dickinson

16:40

Panel: Shared services and outsourcing leaders don't understand technology

Never shy of controversy, during this thought-provoking session, Deborah Kops will invite panel members to share their experiences of some of the new 'ground-breaking' technologies on the market. Deborah will explore the idea that an over-reliance on our ERP systems and less than productive relationship with IT has limited the way we exploit new technologies to harness the power of shared services and outsourcing as a model. She will also challenge the panel members to name their technology 'must-haves' for 2015 and beyond:

- What's stopping us exploiting new technologies: challenging over-reliance on ERP and battling the forces against us, namely the IT department!
- What should be the triggers for looking at different technologies?
- Do we need to structure differently/work differently in light of new technologies?
- What should your technology roadmap look like?
- Evaluation of: robotics, 'SMAC' technologies, and governance/management technologies.

*Panel facilitated by: Deborah Kops, Principal, **Sourcing Change***

*Panel: Jay Desai, Offshoring/Outsourcing Leader & Transformation Strategist, **Abbvie**; Steven Bandrowczak, SVP Global Business Services, **HP**; Scott Singer, Head of Global Business Services, **Rio Tinto**; & Mark Craddock, **Deloitte***

The following HR specific discussion sessions are offered to HR delegates as an alternative to the final plenaries on day 1 of the conference:

16:05



Discussion 1: Lessons learnt from implementing HR shared services

An honest discussion on the pitfalls of implementing HR shared services and hints and tricks to make your project successful featuring a case study from Deutsche Telekom.

16:40



Discussion 2: HR technology

Lessons learnt from HR technology implementations.

17:25

Close of conference day 1

19:00

Coaches depart for evening event from preferred conference hotels

“It was a very worthwhile two days of learning, in a very professional and well organised setting.”

Finance Director, Finance Services, Whirlpool



The Evening Event – National Museum of Scotland

Wednesday 19 November



The conference this year is all about making connections – and what better way to make connections than by joining us for a spectacular evening of fine dining and entertainment in one of Edinburgh’s most iconic venues – the National Museum of Scotland.

After a busy day of learning, we’ve planned an event which will weave together a host of Edinburgh’s traditions and culture in an exciting and innovative way: you’ll experience bagpipes as you’ve never heard them before, be wowed by the local food, and have the opportunity to top off your evening with whisky tasting and networking.

Each year we try to outdo ourselves on entertainment and dining – and this is a not to be missed night!

Evening programme:

- 19:00 Depart recommended conference hotels on foot/by coach*.
- 19:15 Drinks reception
- 20:00 Dinner and entertainment
- 22:30 Coaches depart from the National Museum of Scotland to recommended conference hotels immediately after dinner (and then every 10 minutes until 23:30). Maps will be provided should delegates prefer to go on foot.

Don’t forget to register for the evening event when you book your place at the conference.

*Please refer to the conference website for distances between hotels and the evening venue. A number of the hotels are just a short walking distance from the National Museum.

Detailed Agenda

Conference Day 2 – Thursday 20 November

08:45

Plenary 5: Journey to delivering greater value

HP's internal GBS operation has a significant presence in the organisation, delivering 170 different processes worldwide across F&A, HR, Procurement, Marketing and other functions. During this session, Steve Bandrowczak who heads up HP's internal GBS organisation, will share HP's journey to expand its horizons – from an efficient back office to providers of organisation value.

- HP's journey to value creation – how work has changed and how HP has changed.
- The role of technology and automation – the future of rule-based work.
- Next steps on HP's journey to value creation – the 'new style of Business Process Services'.

Steve Bandrowczak, SVP, GBS and Business Process Services, HP

09:20

Plenary 6: Shared services 'Believing in Better'

For a young organisation, BSKyB's finance shared services centre has shown incredible vision and commitment to its goal to be the 'Best in Britain'. Starting its shared services centre journey just four years ago, its finance shared services function now consists of 150 FTE performing AP, AR, Tax, Procurement Operations, and Financial Systems work. This has allowed commercial finance teams to gain the support of the business with their delivery of a more effective FP&A organisation. Having proven its ability to deliver quality outputs to tight deadlines, the shared service centre is now starting to extend its offerings further up the value chain. In BSKyB's world, this means providing analysis on trends back to commercial finance as well as becoming 'business partners' to some of BSKyB's key customers with a focus on end-to-end process improvement. During this session, the team will share:

- A whirlwind tour of the shared services journey to date.
- Building the foundations for growth: why scale hasn't detracted from the vision to 'be the best'.
- How BSKyB are moving up the value chain: quick wins and the enablers of this.
- Positioning shared services for further growth.

Lesley Laird, Head of Finance, Finance Delivery, & Neil Boyd, Head of Finance, Finance Delivery, BSKyB

09:55

Plenary 7: Empowering modern finance

Oracle has pushed the boundaries more than most in terms of the scope of finance that is within shared services. Now it is looking to emulate the success in functional areas of the business not commonly associated with shared services such as pre-sales support, analytics and partner enablement. During this session, Philippe Mathieu will talk through the process that Oracle continues to go through in order to identify opportunities to expand the scope of their shared services. This applies to both finance and non-finance scope. He will cover:

- How Oracle identifies and evaluates non-transactional areas of the business that could be in scope for shared services using dashboards.
- What are the non-traditional functional areas which Oracle believes is ideal scope for shared services?
- Building an analytics capability within your shared services or GBS organisation.
- Who should drive the scope conversation: can this be done by shared services?
- What are the structures you need in place to enable scope expansion into non-transactional areas of the business?

Philippe Mathieu, VP Finance – CFO EMEA, Oracle

10:30

Coffee and networking

11:00

Tools and methodologies sessions (60 minutes)

Tools and methodologies sessions are designed to be practical 'how to' sessions, inspiring you to make a change in your own organisation.

Tools and methodologies 1: Aligning stakeholders with your shared services design – whether you are starting from scratch or building capability

Getting the right level of stakeholder engagement is never easy, regardless of whether you are starting from scratch or adding to an existing operation. During this session, David Wright and Jo Hart will talk you through how to assess feasibility, design and implement shared services with a special focus on stakeholder engagement. Discuss:



- How do you align your stakeholders before you start the journey?
- What are your considerations when building the business case: to what extent is it worth trying to quantify 'value' above and beyond FTE head count savings?
- How do you get maximum stakeholder engagement during the design process? How do you create a design for the future (e.g. if you are considering other functions in the future)?
- What is the role of the business through implementation? How do you keep them engaged through the build phase?
- What's the best way to handle shared services roll outs: how quickly should you go?

David Wright, Deloitte; & Jo Hart, Deloitte Internal Services

Tools and methodologies 2: How to rigorously track and account for benefits in a mature shared services centre?

Following up on the Plenary 4 session, this breakout will delve more deeply into to specific methods and deliverables in the Benefits Accounting methodology. This is the 'how to' session for delegates wishing to get under the skin of Becton Dickinson's inspiring approach to benefits recognition and realisation. Hear from Paul Nicolaisen:

- What are the 18 different categories of value which Becton Dickinson has identified?
- How does Becton Dickinson track and report on these?
- The role of "Benefit Audits".
- Examples of deliverables and analyses BD employs to optimise their business outcomes.
- The key learnings BD has from its' experience.
- Incorporating benefits accounting into your transition methodology.

Paul Nicolaisen, VP Global Shared Services, Becton Dickinson

This session is targeted at mature shared services or GBS organisations and attendance will be limited to enable in depth discussions on this topic.

Tools and methodologies 3: Ensuring your CI strategy works end-to-end

Shared services and GBS organisations have often set the example for how Continuous Improvement (CI) can be employed in a business context. However, with organisations becoming increasingly global and with the growth of the global business services model how do you ensure that your CI strategy can keep up? According to Jeroen van Koesveld the last 24 months has seen CI approaches and tools improve significantly, enabling Shell to drive end to end improvements across the entire business and providing them with inroads into areas such as analytics. During this session, Jeroen van Koesveld from Shell and Bill Kane from Deloitte will discuss:

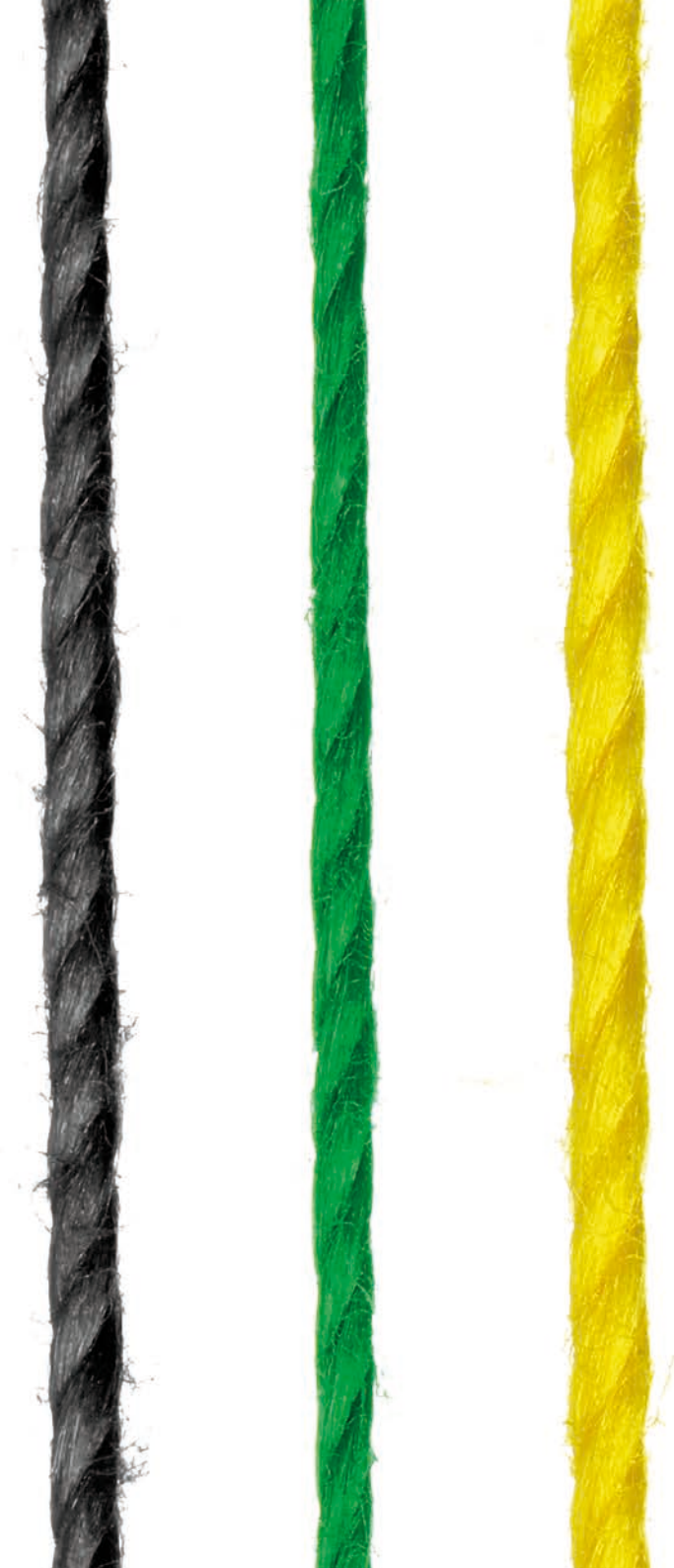
- The evolution of CI in a shared services context – what do we now recognise as being best practice and how Shell has pushed the boundaries with its CI approach?
- So you've got a CI strategy – can your approach work across different functions/globally?
- How do you expand your CI strategy into the end to end process? What additional value can you unlock this way?
- Which end to end processes are ideally suited to this? How do you convince your stakeholders in the business?

Jeroen van Koesveld, Finance CI Manager, Shell; & Bill Kane, Deloitte

“As always this year’s event provided a fabulous networking opportunity to discuss and share ideas with the real movers and shakers in the shared services and BPO worlds.”

“The event coincided with the launch of a group shared services initiative at Mubadala, and I have no doubt that the learnings and relationships developed at the conference will play an invaluable role in guiding our approach.”

Senior Vice President, **Mubadala**



Tools and methodologies 4: Shared services in mid-sized organisations – what are the different routes to value creation?

A world leader in the field of in vitro diagnostics, bioMérieux (8,000 employees and 41 subsidiaries) started its shared services journey 4 years ago as enabler for the SAP implementation especially in medium and small locations, centralising transactional activities for O2C, P2P and R2R processes. Today two regional shared services in Argentina and Poland are serving 18 countries and moving to centres of excellence.

Dassault Systèmes is a fast growing organisation (11,000 employees today in 35 countries) which wanted a finance organisation able to support and facilitate internal and external growth by serving all countries. As such, around 5 years ago, it set up shared services organisations and centres of excellence across Europe (Paris & Stuttgart), the US (Boston), and Asia (Tokyo). These centres are supported by an offshore transactional SSC in Asia (India). This session will cover:

- What are the opportunities that shared services presents to mid-sized/small companies? How do you quantify the benefits beyond labour arbitrage?
- What is the right approach for shared services in mid-sized or small companies – can you still go offshore?
- How do you expand shared services to small/existing lower cost locations where there isn't wage arbitrage?
- What do you leave in countries when you are already dealing with lean finance teams?
- Did bioMérieux and Dassault Systèmes have to adapt their roadmap to take into account the social sensitivities of shared services in southern Europe?

Emmanuel Vignal, Head of Shared Services, bioMérieux, Birgitt Greif, Director Accounting Shared Services EMEA, Dassault Systèmes, & Jean-Michel Demaison, Deloitte



Tools and methodologies 5: Mobile and digital employee services

HR services are on the move. Workforces now expect their employment applications to be accessible wherever they find themselves: in the office, commuting, at home or in the field. During this session Nico Orie from Philips along with Wayne Carstensen and Aaron Alburey from Deloitte will share the latest innovations in Mobile HR Services, and their experiences of what works and where the challenges lie. Topics covered will include:

- What innovations are expected in Mobile and Digital Employee Services?
- How do you select which services are right for digital?
- When implementing services, what challenges need to be considered?
- What are the benefits of this new approach and what considerations for HR?

Nico Orie, Head of Digital HR, Philips; Wayne Carstensen & Aaron Alburey, Deloitte

Tools and methodologies 6: Enabling technologies showcase session

During the sponsor showcase session you'll have the opportunity to receive a fast paced series of demos from our conference sponsors. The focus in this session is on the latest tools and services in the enabling technology markets. An easy and efficient way to bring your market knowledge up to date; these sessions will run concurrently with the tools and methodologies sessions and the discussion forums.

For the latest list of sponsors speaking at this session, please visit the website: www.deloitte.co.uk/makeconnections

11:00



Discussion forums (60 minutes)

Ever feel like you get a lot from the conference, but wish that there was time to swap ideas with your peers in smaller, more interactive forums? In that case, the discussion forums are designed for you! These forums which are purely discussion based will be kept as small as possible to boost interactivity. There will be no PowerPoint slides, so you will drive the agenda and content based on your interests and experience. Attendance may be limited to one attendee per company to ensure we have a breadth of experience in the room.

Discussion 1: Innovative approaches to 2nd or 3rd generation BPO deals, including a case study from Philips

At the beginning of 2014, after a very thorough assessment of their existing BPO relationship and other opportunities, Philips took the decision to renew its contract with its BPO provider for another 5 years. Drawing on their experiences from the previous 7 years however, both parties successfully pushed the boundaries to come up with an innovative approach to contracting and partnering. During this session you will gain exposure into best practices in the market from Deloitte, and gain insight into the Philips approach, specifically:

- The Philips journey.
- The new era of the KPI – why the focus is now on end to end KPIs?
- Achieving flexibility in a fixed term contract – how can you make this work for both parties?
- How can you drive the innovation agenda?

Mathieu Verger, Senior Director for Partnership Development within Philips Finance Operations, Philips

Discussion 2: Business Partnering

Are business partnering activities now in scope for shared services? How can shared services organisations position themselves to move into a business-partner role?

12:00



Delegates move to focus sessions or discussion forums

12:10

Focus sessions (45 minutes)

Focus sessions are designed to give delegates the opportunity to explore specific topics in detail. These sessions will be facilitated by subject matter experts and are designed to create audience interaction.

Focus 1: Get the customer balance right

Eaton's finance shared services centre in Glasgow is a well-established, efficiently run organisation with an extremely sophisticated internal charging model. With new leadership at the helm, Eaton has launched a key initiative to improve understanding and management of the needs of the customer. In doing so, it has opened a number of doors to the centre around improving controls and compliance in the end-to-end process and analytics. Here, Peter Martin will share the journey:

- What do you do when your KPIs are green but your customers aren't happy?
- The new customer relationship management structure at Eaton.
- Using the customer relationship structure to focus on controls and compliance.

Stuart Clark, Customer Relationship Manager, Eaton

Focus 2: Implementing cultural change in multiple functions across multiple locations to enable a virtual shared service centre

Like many organisations across the public and private sectors, Glasgow City Council's shared services journey has had its ups and downs. The centre encompasses a wide range of functions, from Finance, HR and Customer Service to multiple council public services such as council tax collection, issuing marriage licenses and collecting parking fines. But what makes the centre even more remarkable is that it encompasses 2,700 people in over 400 sites across Glasgow and beyond. The cultural change required in bringing these disparate services and people together has been enormous and continues to this day.

During this session, David Heneghan, Head of Shared and Customer Service will talk through the journey Glasgow City Council has taken to manage these changes, highlighting key challenges, pitfalls and lessons learned along the way:

1. The Glasgow City Council Shared Services story to date: how did a centre of 140 Finance and HR staff expand to encompass so much more of the support services functions?
2. How did the organisation engage employees not just to embrace change, but to generate ideas for change?
3. How does the Shared Services organisation keep those employees engaged and how have Glasgow City council used the Shared Services programme to increase employee satisfaction?
4. How do you run a virtual shared service organisation spread across so many locations?
5. What lessons have been learned and what are the future plans for Glasgow City Council Shared Services?

David Heneghan, Customer & Business Services, Glasgow City Council

Focus 3: Selecting locations that will work for you, today and tomorrow

Choosing a fit for purpose location strategy for shared services is no longer just about achieving labour arbitrage. Organisations now need to consider whether a location has the right mix of resources that can help them in the future either move up the value chain or expand across other functions. So how do you build a location strategy which is fit for purpose now and in the future?

- Which are some of the mistakes that other companies made while selecting their shared services location?
- How do you select locations based on your needs today and in the future?
- What would be considered a 'best practice' mix of locations for shared services organisations?
- Which locations are emerging as contenders for multi-functional or higher value shared services/centres of excellence?
- In the future, will the growth of mobile technologies reduce the requirements for sites that can accommodate large-scale shared services organisations?

Elias van Herwaarden & Frederik De Witte, Deloitte

Focus 4: Building quality and consistency of service and improving staff engagement with well-chosen, well-applied people management tools

In 2012 and 2013 improving 'quality and consistency' was at the forefront of Heathrow's multi-functional shared services organisation's list of priorities, as a result of customer and employee feedback surveys which echoed the need for better focus on these two key areas. With this feedback coming at a time of significant change in the organisation, Heathrow's shared services leadership responded with the creation of exemplary people management tools including a comprehensive balanced scorecard which is today one of the best in the industry. Hear from Jon McGrane who will describe:

- The changing business context: what you can do without the mandate for growth.
- How Heathrow went about creating its business balanced scorecard.
- The balanced scorecard today as a mechanism for people management and operational delivery.
- Other key people management tools employed by Heathrow's shared services centre to drive staff engagement e.g. skills matrices.

Jon McGrane, Programme Director, Heathrow



Focus 5: Journey to efficient HR shared services operations

In 2012 the RWE AG Executive Board approved the implementation of a new group-wide HR model and decided to realign the Group's executive and HR management. The 'HR Evolution Programme' was launched shortly after to target HR savings of two million euros per annum by 2018. HR shared services represents a building block of the new HR model and includes standardised and harmonised delivery of services across Europe and a near-shore hub in Krakow. You will gain insights from Oliver Henrichs, the GPO HR of RWE to the following topics:

- HR's approach in the GBS model.
- The 'journey' of setting up HR shared services to reach the target HR shared services organisation.
- The design and setup of a HR shared services network across Europe.
- Challenges of a regional versus a functional approach and the impact on the governance and steering model.

Oliver Henrichs, GPO HR, RWE; Linda Gross & Hendrik Schmahl, Deloitte

“Along with great inspiration and key take-aways I can apply in my own organisation, it was also truly valuable to meet other professionals with the same challenges.”

Deputy CFO, MSC Scandinavia Holding A/S



Discussion forums (45 minutes)

These forums are purely discussion based and will be kept as small as possible to boost interactivity. There will be no PowerPoint slides, so you will drive the agenda and content based on your interests and experience. These sessions will run concurrently with focus sessions.

Discussion 1: Anatomy of a Carve-Out: Does your shared services operation have commercial value?

With considerable business value and IP embedded in their operations, shared services leaders often look to carve out or commercialise their captive operations by selling them to financial buyers. What do financial buyers actually look for in a shared services operation, and how can you position for sale?

Discussion 2: Accounts payable process optimisation.

How can you improve the accounts payable process via lean and leading-edge technology?

Discussion 3: Shared services in the public sector

What developments are taking place around the globe in shared services for the public sector?

Discussion 4: Has the SLA had its day?

New ways of monitoring performance beyond the SLA.

12:55

Lunch & networking

13:55

Plenary 8: Building an effective performance management framework to build credibility and business engagement

The Unilever Enterprise and Technology services (ETS) is Unilever's new functional services organisation bringing together services for Finance, HR, IT, Workplace Services, & Information. While establishing ETS, one of the most challenging aspects of the transformation has been the development of an effective performance framework for the new organisation from scratch. Prior to the establishment of ETS, monitoring and reporting on global costs was severely challenging, which in turn negatively impacted on the ability to drive efficiency and enhanced service. Furthermore, demonstrating benefits from Global IT enabled functional programs had been an elusive goal. Over the last 2 years, Unilever has designed and embedded an effective performance management structure which has positioned the organisation to have better dialogue and better outcomes both internally and externally with the business on costs, service levels, IT enabled business benefits and performance overall. During this session, Gary McGaghey will cover:

- Unilever's journey to establish ETS and the transformation service functions.
- How Unilever built a performance management framework from scratch for a highly complicated organisation.
- What are the challenges of managing performance to drive run cost efficiencies and prioritise project spend for service improvement, including the trade-offs required?
- How can you demonstrate cost and savings to the business simply to enable them to help you drive performance.
- How can you demonstrate business benefits from IT enabled global functional programs to drive project delivery & enable better resource allocation?
- Moving from conversations about cost, to conversations about driving holistic performance to deliver the strategy: the importance of linking ETS targets with those of the business.

Gary McGaghey, VP Finance, Enterprise & Technology Solutions, Unilever

14:30

Panel: Shared services or GBS – is there still a case for single function shared services?

Although the GBS concept is still relatively 'young' there has been a sudden spike in the number of companies that are adopting GBS from scratch or merging pre-existing functional shared services into one organisation. But – is the GBS model right for everyone – or are there instances where single function shared services still makes sense?

- What have we learnt over the last 12-18 months in terms of the potential value of GBS?
- What are the key considerations when evaluating shared services versus GBS?
- Does being single function give you a level of agility and ability to penetrate into the business which GBS don't have?
- To what extent should your choice of delivery model be influenced by the structure you already have and your organisation's appetite for change?
- What are the tried and tested methods for transitioning to GBS and shared services? What are the top tips for managing change?

Panel facilitated by: Nick Prangnell, Deloitte

Panel: Steve Bandrowczak, VP, GBS, HP; Paul Hansen, GBS Programme Director, Lundbeck; Helen Barratt, Director Shared Services, National Grid; George Connell, VP Strategy & Glasgow Centre Lead – Finance Operations, Shell; & Bernd Flossbach, Global HR Operations Lead, Vodafone

15:05

Coffee & networking

15:35

Plenary 9: The journey to a multi-functional organisation

In 2006, National Grid didn't necessarily have a clear roadmap for transforming its newly formed shared services organisation into the multi-functional (largely domestic) 450+ FTE organisation that it is today. It has managed to grow in size and scope by proving itself an effective and trustworthy business partner – moving all activities onto SAP ERP to increase efficiencies, and outsourcing the more transactional based activities to TCS create flexibility to support the business' growth agenda and new regulatory framework. Today the functional scope includes Finance, HR operations, procurement, logistics, corporate property, contract management and they are increasingly taking opportunities to leverage the model further with the establishment of goals around improving customer service, increasing operational performance, value creation, and people management. Helen's story aims to demonstrate how multi-function is in everyone's grasp:

- The shared services vision and objectives in 2006 and what changed.
- How the implementation of SAP and transition to ERP were to act as key enablers for a functional scope increase.
- The journey from single function, to multi-function: challenges and wins along the way.
- The organisation today: leadership and governance of a multi-function organisation.
- Introduction of a roadmap around customer, operational performance, value creation, and people to deliver value and respond to a business going through significant transformation.
- How the shared services organisation is adding value to the business, while continually improving its own performance.

Helen Barratt, Director Shared Services, National Grid

16:10



Plenary 10: The impact of SaaS on shared services

In 2014 Diageo completed its implementation of Workday in HR. This global project has altered significantly the way in which services are delivered in HR. This new technology will change the HR Shared Service delivery, in particular how Tier 0 and self-service impact operations.

Similarly, in early 2013 BT obtained business case sign off for its global HR Transformation – the creation of a new global shared service operating model supported by new Oracle Fusion and Taleo products. This presentation will share the experiences of the Diageo and BT teams covering topics such as:

- The goals of the programmes and the teams' future HR vision.
- How the implementation of SaaS technology has changed the delivery of HR Services and associated benefits.
- How best practice web approaches are being used to build an intuitive HR Portal.
- How new integrated contact and knowledge management technology is being used to enhance the customer experience.
- The shared services advisor experience and career paths, creating a great place to work.
- Use of continuous improvement techniques, lessons learnt from the implementation programmes.

Simon Cunniffe, Director HR Shared Services, BT; & Carolyn Isaacs, Global HR Services Director, Diageo

16:45

Close of conference and transportation to Edinburgh airport

“The Deloitte Conference is the most useful event in the diary. It helps shapes strategy and improve BAU operations through thought provoking sessions.”

Head of Purchase to Pay, ITV

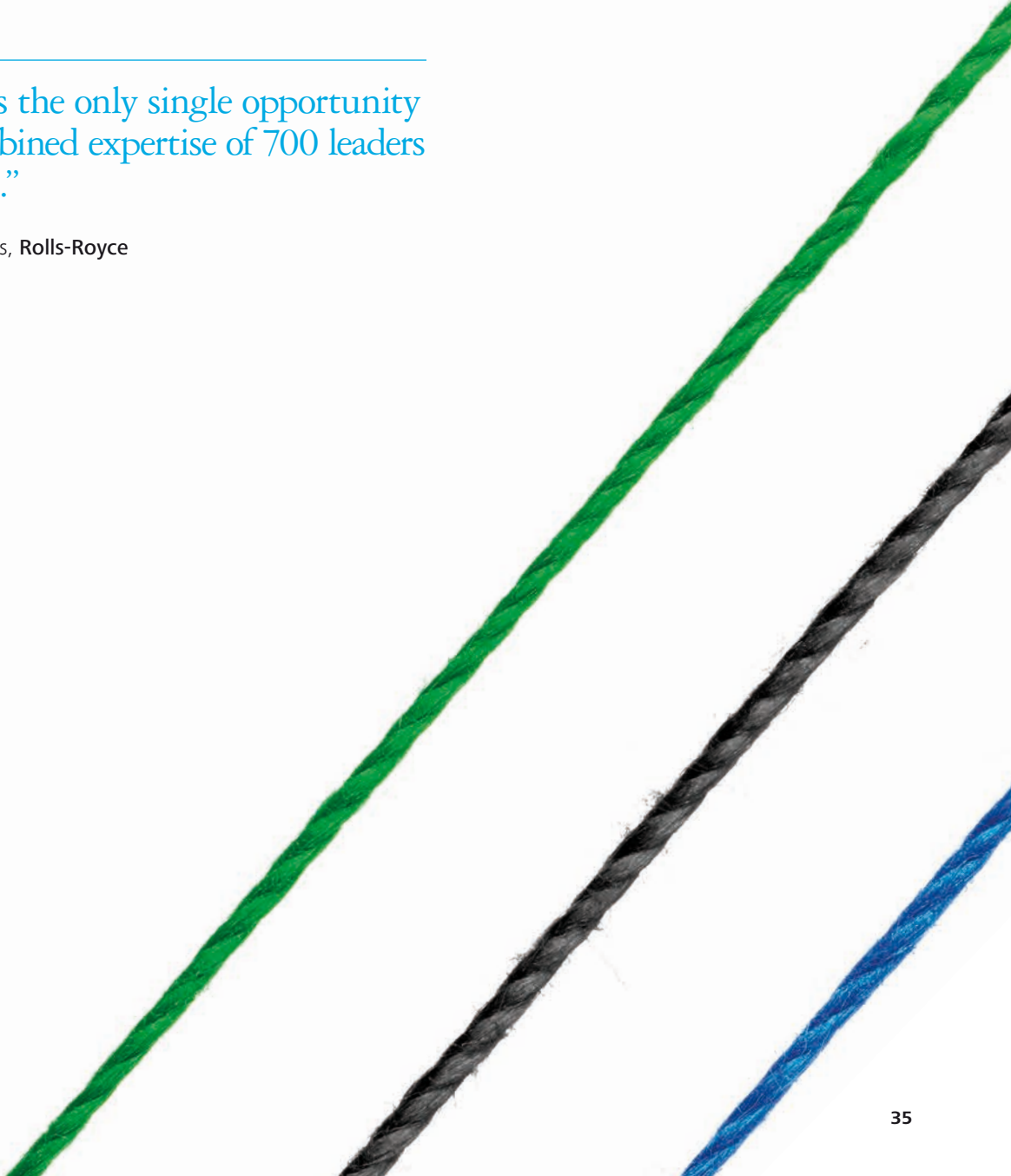
“This conference inspires us to be ambitious when planning the future of our SSC.”

Head of Shared Services, Pandora



“This conference is the only single opportunity to utilise the combined expertise of 700 leaders in shared services.”

Global Head of Shared Services, **Rolls-Royce**



Conference Sponsors



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Scotland is an internationally recognised shared services location with an impressive track record and distinguished pedigree. Many global organisations such as Eaton, BSKYB, Ceridian, Cigna, IBM, Shell, Morgan Stanley have recognised Scotland's strengths in this sector as a location of choice for functions such as: Customer Services, HR, Payroll, Technology, Legal Processing, and Finance and Accounting. For more information, please visit www.sdi.co.uk/.



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“I took a risk in ensuring some of our key SSC leadership took 2 days out of their very busy calendars to attend and it paid off. We all got something out of it and everyone said they would come back next year, so for me it was a result!”

Organisational Change lead, BT

Logistics

Conference website:	For further information and to register, visit www.deloitte.co.uk/makeconnections
Pre-conference site visits:	18 November 2014.
Conference dates:	19–20 November 2014.
Language:	English.
General information:	The two day conference and evening event, including refreshments, are free of charge to invited delegates. Other costs such as travel, accommodation and general expenses are not included.
Registration:	<p>To register for the conference, visit www.deloitte.co.uk/makeconnections/register and complete the online registration form. Confirmation of your place will be received within 48 hours, provided you meet our delegate criteria. We recommend you refrain from booking travel until you have received the final confirmation from us. Please note we reserve the right to refuse applications from companies who would be considered ‘vendors’ in this space.</p> <p>Registration will close when the event is fully booked. Early booking is recommended.</p>
Accommodation:	<p>We have negotiated special conference rates with a number of hotels. Information about the hotels and special conference rates are available through the official conference registration site www.deloitte.co.uk/makeconnections/register. Please note we have a limited number of rooms at each hotel, so book early to avoid disappointment. Delegates are responsible for all accommodation costs and will need to provide credit card information to secure their room. The cancellation policy for the hotels is available on the conference registration site.</p> <p>All the hotels in the list are within 15 minutes’ walk of the conference venue.</p>
Location & transport:	The hotels and conference venue are located within 20 minutes’ drive from Edinburgh International Airport (EDI). Parking is available at most of the conference hotels. Please check the hotel website for details.
Currency:	The local currency is British Pound Sterling.
Attire:	Casual business attire is recommended at the conference and evening event.
Weather:	The average November temperature in Edinburgh is 3–9 Celsius.

Notes

Notes

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