



AGENDA

R2R Process Excellence Conference

Part of the
SSC/GBS FEST
21-22 April 2026 (Budapest)



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DAY 1 - 21 April 2026

OPENING PANEL COMMON TO ALL 5 CONFERENCES OF THE SSC/GBS FEST

10.00 - 10.15 **Opening remarks**

10.15 - 11.00 **BOLD STATEMENTS OPENING PANEL**

Our acclaimed "bold statements" opening panel comes back to start the day with REAL talks - no mainstream B.S, no pre-conceived ideas, no theoretical mishmash. Just down-to-earth experience and vision sharing

- "The industry is still growing at a very fast pace in the region"
- "Yes we generate value, but we don't generate cash"
- "If we lose the transactional activities and have only rock stars with 15 years of experience minimum in our teams, who will we hire tomorrow and at what cost?"
- "You know you are reaching maturity when you start needing less people in your center"
- "CEE (and Europe in general) has already lost its edge, it is a matter of time before the industry shifts massively to other parts of the world"
- "If you do your job well in SSC/GBS, then you are working on your own planned obsolescence"
- "AI is not going to take your job, but people with AI-skills will"

11.00 - 11.15 **SPEED NETWORKING SESSION**

15-minute ice-breaker to get in touch with as many participants from various organizations as possible

11.15 - 11.45 **Morning break & networking**

R2R PROCESS EXCELLENCE CONFERENCE STARTS

chaired by

11.45 - 11.55 **FLIPCHART SESSION**

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

TOWARDS POST-TRANSACTIONAL ERA

11.55 - 12.25 **SESSION 1 -R2R IN SSC/GBS: FROM TRANSACTIONAL TO STRATEGICAL**

Expanding scope, redefining value, and becoming a true center of excellence

- What activities R2R teams can realistically absorb to move up the value chain
- Accounting knowledge vs business & analytical skills: what will matter the most and how to upskill your teams?
- Automation as a fast-track to an activity upgrade - are we structurally ready to use the freed-up capacity?

Anna Grzybowska, GPM - DBB Process Consultant RTR, **HEINEKEN Business Services Poland** - Poland

12.25 - 12.30 *5-min buffer time allocated for move between streams*

12.30 - 13.00 **SESSION 2 - PEOPLE, PEAKS & POWER SHIFTS**

How is the structure of R2R teams going to evolve in the "post-transactional" era: New responsibilities, resilience and balance

- Month-end pressure, work-life balance and retention challenges: Will it change ever?
- Mixing senior experts and fresh talent to enable self-checks and foster creativity: How to make it work
- Losing transactional tasks to automation, or worse, to BPO: loss of power or opportunity to reinvent R2R?

Sibel Ibram, R2R Business Excellence Lead - Romania

13.00 - 14.00 **Lunch break (common to all conferences)**

14.00 - 15.00 **ROUND-TABLES SESSION**

60 minutes to deepen in groups of like-minded peers one "hot topic" to be picked from the below list:

1. MINDSET CHANGE: Are we trying to automate R2R faster than we are willing to redefine professional accountability?
2. WHO REALLY OWNS DATA QUALITY IN R2R? Challenges in cleansing, sourcing and validating data to feed automation and AI
3. A REFLECTION ON R2R KPIs: Measuring performance or just reassuring leadership? New strategies towards insight metrics that support process improvement over basic reporting
4. AI IN R2R: Share about initiatives in place and discuss where it can thrive
5. "HARMONY" OVER "STANDARD": THE ART OF COMPROMISE - How to standardize processes in "not so standard" R2R activities to be ready for automation
6. SELF-DRIVE RATHER THAN ACCOUNTING SKILLS? All bets on soft skills and how to empower/train your people to lead change management

R2R PROCESS EXCELLENCE CONFERENCE CONTINUES

15.00 - 15.30 **Afternoon break & networking (common to all conferences)**

END-TO-END, GLOBAL OPERATING MODEL

15.30 - 16.00 **SESSION 3 - END-TO-END & GPO: BUZZWORDS WITH CONSEQUENCES**

Who is responsible in the end? Ownership, accountability and the uncomfortable reality of E2E accounting

- Who truly owns end-to-end R2R in increasingly complex organizations?
- R2R mission in centralizing accounting operations: Overlapping roles and blurred accountability
- R2R as the finance backbone linking P2P and O2C - turning an apparent burden into an opportunity

Sebastian Żuchowski, F&A Service Delivery Manager/Squad Leader, **IBM ISSC** - Hungary

16.00 - 16.05 *5-min buffer time allocated for move between streams*

16.05 - 16.35 **SESSION 4 - FOLLOW-THE-SUN VS. FOLLOW-THE-PROBLEM?**

Globalization vs. local realities, the limits of the model? When resistance comes in the way of cross-regional reporting and global R2R operations

- Can cross-regional R2R really improve efficiency and standardization? And at what cost?
- Managing time zones, calendars, bank holidays and accountability: Is the global operating model the most appropriate?
- How to handle resistance and can centralized R2R teams fully replace local accountants?

Andres Camargo, RTR GPO Manager, **Pandora** - Denmark

16.35 - 16.45 **Closing remarks and end of day 1**

16.45 - 18.00 **Evening function**

*Day 1 looks interesting already?
Have a look at what we have in store for day 2 on the next page...*

Or you can book your ticket straight away!

1 ticket gives access to all the sessions of the SSC/GBS FEST and allows for unlimited "moves" between the streams (Strategic SSC, P2P, R2R, O2C, HR/Payroll)

Ticket options below

TICKET FEE AND REGISTRATION

	Early-bird 2 (valid until 31 Jan.)	Early-bird 3 (valid until 28 Feb.)	Standard price (valid from 1 Mar.)
Conference + hotel (2 nights) access to all sessions, refreshment breaks, lunches & breakfast	1,650 EUR*	1,850 EUR*	1,950 EUR*
Conference only (2 days) access to all sessions, refreshment breaks and lunches	1,290 EUR*	1,490 EUR*	1,590 EUR*

The more the merrier!
Make it a team building by coming along with colleagues - 5 participants for the price of 4!

REGISTRATION ONLINE [HERE](#)

More information on contact@connect-minds.com

* For SSC/GBS practitioner only | Price per person, does not include VAT - 27% VAT to be added to the price as the event is taking place in Hungary
Vendor / Consultant / Solutions provider ticket = 3,000 EUR + VAT (flat rate - no group discount)

Bank transfer and bank card accepted (VISA, MasterCard, AmEx only) - VAT invoice issued after payment clears in

DAY 2 - 22 April 2026

R2R PROCESS EXCELLENCE CONFERENCE CONTINUES

9.00-9.10 **Opening remarks**

9.10-9.30 **"YOU DECIDE THE CONTENT" FLIPCHART DISCUSSION**

You asked for it, we (try to) make it happen! *The idea? Making the conference even closer to your needs*
We will identify the most important points that came up during the flipchart session on day 1 and discuss it "open style" with anyone happy to be involved.

MEC OPTIMIZATION & STATUTORY ON STEROIDS

9.30-10.00 **SESSION 5 - MEC: A RACE YOU NEVER REALLY WIN?**

Closing faster without burning out people or breaking controls - an achievement only automation can reach?

- Practical levers to reduce close duration and stabilize month-end activities
- Dependencies on AP, AR and upstream data: building a "communication by anticipation" that involves all stakeholders in advance
- Intercompany, complexity and business acumen: why MEC efficiency is far from being just "technical"

Luis Neves, GBS Finance Senior Finance Manager - Controllership, **Reckitt** - Poland

10.00-10.05 *5-min buffer time allocated for move between streams*

10.05-10.35 **SESSION 6 - PANEL DISCUSSION - STATUTORY REPORTING: THE REAL STRESS TEST**

Statutory 2.0 - From "just" closing books to owning compliance, mastering complexity... and build credibility with global stakeholders

- Top-down sponsorship and capability building: What it really takes for SSCs to own statutory financial statements end-to-end
- Staying ahead of evolving regulatory requirements across jurisdictions: Can it be done centrally?
- The next step: How to turn statutory reporting into a source of insight, not just a compliance must-do?

Andres Camargo, Luis Neves, Anna Grzybowska

10.35-11.00 **Morning break & networking (common to all conferences)**

AUTOMATION, AI - WHAT'S NEXT IN R2R

11.00-11.30 **SESSION 7 - RECONCILIATIONS: THE LAST MANUAL STRONGHOLD?**

Moving from spreadsheet survival to scalable reconciliation models that can actually hold under audit and time pressure

- Structural reasons manual reconciliations persist despite years of automation initiatives (volume, data fragmentation, ownership gaps, time differences...)
- Exploring the gap between technical needs, accounting comfort and audit requirements when reconciliations are no longer manually reviewed
- Clear ownership, strong upstream controls and close collaboration between accountants, process experts and technical teams to support reconciliation automation

Marcell Szegedi, Head of Internal Control - Global Support Functions, **Opella** - Hungary

11.30-11.35 *5-min buffer time allocated for move between streams*

11.35-12.05 **SESSION 8 - AI IN R2R: PROMISES, PRAGMATISM & PRECONDITIONS**

From experimentation to adoption: What AI can realistically change in R2R and what roadblocks still lie ahead

- It cannot solve everything: Identifying where AI allegedly adds value today (reconciliations, errors detection, etc.) vs. areas where it still creates more questions than answers
- Data readiness is not (just) an IT problem: how fragmented charts of accounts, inconsistent master data and weak process discipline undermine AI initiatives before they start
- Judgement and accountability: How far can AI go in areas requiring professional judgement and who remains accountable when AI-driven recommendations influence financial statements
- Audit, controls and trust: How to design AI-enabled R2R processes that auditors can understand and rely on without falling back into manual "shadow controls"

Magda Haliniak, RTR Senior Team Manager, **3M** - Poland

12.05-12.15 **Closing remarks - end of HR Services & Payroll Conference**

12.15-13.30 **Lunch break (common to all conferences)**

CLOSING SESSIONS BELOW COMMON TO ALL 5 CONFERENCES OF THE SSC/GBS FEST

13.30-15.00 **AI CASE-STUDY LAB**

Proper AI applications in SSC/GBS environment and debate

4 mini 15-min case-study presentations of real-life applications of AI in SSC/GBS operations.



15.00-15.15 **Closing remarks & farewell**