



AGENDA

O2C Process Excellence Conference

9-10 November 2026 | Prague (CZ)



DISCLAIMER: The information contained in this document is confidential, privileged and only for the information of the intended recipient and may not be used, published or redistributed without the prior written consent of Connect Minds Kft.

DAY 1 - 9 November 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 AND TIMELY QUESTIONS**

Our opening panel is meant to set the tone - no mainstream B.S, no magic theories. Just down-to-earth experience sharing. Not a problem if we disagree, this is an open space for exchange

- "The technical knowledge and process expertise now fully belong with us - how to re-design the SSC/GBS model (and with it, the relationship with HQ) in the light of this reality"
- "Your impressive communication skills won't matter with the Board until you find a way to generate cash"
- "We spent decades building a bench of deep technical experts in CEE and now wondering about their future and who we will hire tomorrow and at what cost?"
- "AI is masking the reality of a world where Asia and soon, Latin America will swallow a big chunk of operations currently done in CEE"
- "If you do fulfill the SSC/GBS mandate to perfection, you'll soon be out of job"
- "Hi again more and more complex BCPs! Nobody in this room controls the demographic clock or the ego-centered world leaders creating chaos and uncertainty"
- "Embracing AI is a must, but isn't it also the beginning of the end"

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**

O2C 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 and address the most crucial ones throughout the 2 days and at the beginning of day 2.

11.55 - 12.25 **SESSION 1 - PEOPLE BEATS PROCESSES**

Full-on upgrade at every level: Skills, roles and careers in an O2C function constantly evolving towards global responsibilities

- New skills and expertise levels expected: How to develop talents in the "extended scope" of O2C?
- Obsolete HR policies? Redesign needed to better match today's market reality: Grades, job descriptions, flexibility, etc.
- From executors to global SMEs and beyond: How to offer growth perspectives in a flat structures SSC/GBS environment
- The infamous "mindset": How can we train our people to be ready for permanent change?

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

12.30 - 13.00 **SESSION 2 - STRUCTURING GLOBAL END-TO-END O2C**

Process ownership and accountability gaps end-to-end: Addressing information flow and handoff failures that affect performance across the cycle

- The accountability gap: Commercial, finance and GBS - or when foggy mapping impacts cash, disputes and customer experience
- Should GBS be going after the full O2C scope - or what activities are better off to stay within business?
- Process / system / data ownership: The only option toward control and true efficiency?
- Deductions, a thorn in the flesh: Ownership, accountability and authority questions cross department

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. Customer portals: Buy-in, usage, shared experiences... and does it deliver on the promises
2. Best practices in cash application reporting and automation: Processes, governance and technology
3. RPA, AI or other? What technology for what part of the O2C cycle?
4. Disputes: Whose job is it really - credit, collections, billing or a separate team of its own?

O2C PROCESS EXCELLENCE CONFERENCE CONTINUES

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

15.30 - 16.00 **SESSION 3 - BILLING PROCESS EXTENSION**

End-to-end billing ownership: How absorbing activities from account managers can ultimately improve debt query and credit notes reduction

- Entertaining a collaborative relationship with sales teams to build a strong bridge with the business
- Benefits of integrating billing into AR as an extension of order management and an open-door to better customer service
- Next step: Self-billing customers all the way through and global cash control

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

16.05 - 16.35 **SESSION 4 - E-INVOICING: COMPLIANCE WAVE OR OPPORTUNITY WINDOW?**

E-invoicing globally: How to turn a regulatory deadline into a transformation accelerator (and deal with the drama along the way)

- State of e-invoicing mandates across CEE and Europe: Country-by-country readiness, timeline pressure on GBS/SSC operations and compliance risk
- VAT/Tax Code automation in the e-invoicing era: Are we getting there already?
- Control at its peak? How to ensure efficient processing and maintain velocity when the compliance perimeter keeps expanding
- Data management and privacy related challenges: e-invoicing as an opportunity buried in the obligation?

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

16.45 - 18.00 **Evening function**



DAY 2 - 10 November 2026

O2C 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 discuss "open style" the most important points that came up during the flipchart session on day 1.

9.30 - 10.00 **SESSION 5 - GLOBALIZED COLLECTIONS: ONE SIZE DOES NOT FIT ALL**

Standardization ambitions vs local realities: Globalization one step at a time

- Processes rigidity in the way of standardization: An oxymoron?
- Looking at the most efficient ways to operate collection and cash applications in global environment: Country or activity split?
- Country payment cultures, e-invoicing and their impact on cash application automation
- How confident can you be at this stage to use AI agents for collection?

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

10.05 - 10.35 **SESSION 6 - CREDIT MANAGEMENT: GUARDRAIL OR OPPORTUNITY KILLER?**

Addressing frictions between finance and sales: How to deal with business needs vs. financial risk in credit management?

- How credit risk evaluation is challenged by volatility, speed and incomplete data in today's turbulent economy
- Financial discipline vs. commercial pressure: Navigating difficult conversations without killing the business
- Global credit frameworks vs local policies: Aligning without oversimplifying
- How to use the power of AI in credit management: Improved flexibility and risk assessment

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

11.00 - 11.30 **SESSION 7 - DATA FIRST**

Master data accuracy, customer onboarding and why O2C should revise its basics on the way to business excellence and automation readiness

- Fast, clean, easy customer onboarding: The often-forgotten front gate of the O2C process
- Master data ownership or partnership? Next level collaboration for seamless E2E process
- Now here is the question: Fixing foundations without stopping the business, mission impossible?
- Isn't data quality the main root cause of disputes, delays and failed automation?

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

11.35 - 12.05 **SESSION 8 - TOWARDS LESS METRICS THAT MATTER MORE**

Rethinking O2C KPIs, SLAs and performance management in SSC/GBS environment

- Classic O2C KPIs under the microscope: What they measure? For whom? And what they don't say?
- Balancing efficiency, quality and customer experience in performance dashboards
- Increased analytics: Using data to support decisions, not just justify a long-established operating model
- DSO, aging reports, touchless ratios, dispute resolution time, etc.: Which metrics to focus on to provide the business with meaningful insights

12.05 - 12.15 **Closing remarks - end of O2C Process Excellence 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 - Real-life applications of AI tools and technology in SSC/GBS operations**
4 mini 15-min case-study presentations of AI solutions applied in SSC/GBS environment.

15.00 - 15.15 **Closing remarks & farewell**

