



AGENDA

P2P Process Excellence Conference

9-10 November 2026 | Prague (CZ)

Part of the
SSC/GBS FEST
9-10 November 2026 (Prague)



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DAY 1 - 9 November 2026

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

11.00 - 11.15 **Opening remarks**

11.15 - 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**

P2P PROCESS EXCELLENCE CONFERENCE STARTS

chaired by **Zuzana Malíková**, AP Manager, **Zebra Technologies** - CZ

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 - 20 YEARS OF P2P TRANSFORMATION... AND STILL COUNTING**

Why harmonization, optimization, automation and lately AI haven't fully delivered (yet) on touchless P2P?

- Fragmented ownership across business, IT, GBS and compliance: Is P2P transformation unintentionally slowed down by design - and is that design serving someone's interests?
- RPA, OCR, workflows, now AI: The same circular pain points keep surfacing despite a decade of investment...
- How is automation failing to deliver on the ultimate touchless goal - and what is really to blame: design, ownership, expectations or adoption?
- A look in the mirror: Are we trying to solve symptoms instead of structural problems? Vendor master data, company culture, compliance obligations and global strategy

Zornitsa Zdravkova, Group Leader Procure to Pay, **UNIQA Group Services** - BG

Mehmed Asanov, SAP Concur Application Manager, **UNIQA Group Services** - BG

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

12.30 - 13.00 **SESSION 2 - THE NEW SKILLSET EQUATION**

"We want to attract more complex activities!" - but are the teams ready, willing and structurally supported to take them on?

- Is your "AP Specialist" job description today the same as it was five years ago - and has your job architecture, grading and reward model evolved in parallel?
- Upskilling relies on willingness and time: Who are the 'chosen ones' and how do you create space for real learning under daily operational pressure?
- Constant transformation is the norm: How to keep P2P teams engaged when the end-game keeps moving and every 'last' transformation is followed by the next one
- The growing mismatch between cost-driven staffing models and the senior experience, business partnering and technology fluency that modern P2P actually requires

Danilo Brković, Global Process Compliance and Payment Lead - PTP, **Grundfos Shared Services** - HU

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. The ticketing system paradox: Useful and efficient for almost everybody, but hated (and bypassed) by most
2. Best practices in sourcing & procurement: Technology / processes / improved collaboration with purchasing
3. On-the-job trainings vs. learning center - what will fit best for P2P operations in the future?
4. Job killer or opportunity maker: What does AI bring to P2P in terms of role complexity and career evolutions?
5. Open discussion on redesigning your KPIs policy to better measure performance and business health

P2P PROCESS EXCELLENCE CONFERENCE CONTINUES

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

15.30 - 16.00 **SESSION 3 - THE ABSOLUTE NEED FOR DATA STRUCTURE**

Vendor master data, department strategy and process discipline: Why the “basics” are even more important for AI than it was for RPA in the global automation quest of P2P

- Vendor master data: Everyone's dependency, nobody's clear responsibility - the ownership gap at the root of most automation failures
- Rigid central control vs. local freedom: How to align your governance model and AI strategy for scalable automation without creating a bureaucratic monster
- Automation doesn't fix bad data, it magnifies it
- What data quality is good enough for automation and how to sustain levels for ongoing transformations

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

16.05 - 16.35 **SESSION 4 - YOU NEED “IT” MORE THAN EVER**

Is IT king in the AI era? How can P2P build a partnership with IT that actually moves your automation projects forward

- Real-life case study on what can go wrong when operations and IT do not share the same understanding of the requirements for success
- How to establish effective communication lines and clearly define responsibilities, ownership and decision-making authority between P2P and IT
- True influencers or passive recipients: When AP teams need to step up in technology selection
- Keeping the flame alive after a difficult rollout: Lessons learnt to realign priorities and joint effort in building sustainable solutions

Zuzana Malíková, AP Manager, **Zebra Technologies** - CZ

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

17.00 - 18.30 **Drink reception - casual time together at a prime Prague location**

TICKET FEE AND REGISTRATION

	Early-bird 1 (valid until 31 Jul.)	Early-bird 2 (valid until 30 Sep.)	Standard price (valid from 1 Oct.)
SSC/GBS employee ticket (2 days) access to all sessions, breaks, lunches & drink reception	990 EUR*	1,290 EUR*	1,590 EUR*
Vendor ticket (2 days) for solutions providers (consultants, vendors, etc.)	_____	3,000 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 - 21% VAT will be added to the price as the event is taking place in Czech Republic
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

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 Services/Payroll)

**- Take a break -
Make it a long weekend in Prague before joining the event!**

DAY 2 - 10 November 2026

P2P 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 - THE QUEST FOR THE PERFECT PO**

Transformation and system calibration for effective PO policy: Understanding the benefits of the "perfect PO" on the journey towards touchless invoice processing

- Scope of responsibilities: At GBS or country level?
- How to develop a user-friendly system and communicate the "full spectrum" benefits for both accounting and the business
- Purchase requisition compliance: How to train the business, what tools actually work for PR management and how to make compliance feel like enablement rather than policing
- Reducing approval turnaround and dictating payment terms: How a robust PO strategy is the unglamorous foundation of every touchless invoice processing ambition

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

10.05-10.35 **SESSION 6 - PROCUREMENT & AP: AN ONGOING MISALIGNMENT?**

Procurement and AP: Two worlds, one process framework... and yet, still some uncovered stories

- Source-to-pay vs. requisition-to-pay and all the iterations in between: Where does process ownership start and end - and what are the implications for who carries the blame?
- AP fixes what it doesn't control, procurement optimizes what it doesn't pay for - immutable reality?
- How to build mutual understanding that delivers in efficiency gains and fewer escalations
- Business partnering in P2P: How to succeed without the typical change management failures and what "partnering" actually means in practice

Luis Zepeda, Director and S2P GPO, **Tate&Lyle** - PL

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

11.00-11.30 **SESSION 7 - E-INVOICING: COMPLIANCE WAVE OR OPPORTUNITY WINDOW?**

E-invoicing globally: How to turn a regulatory deadline into an AP 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 it all wrong?
- More and more controls on P2P activities: How to ensure efficient processing and maintain velocity when the compliance perimeter keeps expanding
- PO compliance in the AI era: How e-invoicing forces to rethink the entire upstream PO & matching process and the opportunity buried in the obligation

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

11.35-12.05 **SESSION 8 - GLOBALIZATION WITH A PRICE TAG**

Global P2P delivery models: When the push for centralizing and scaling hides the increasing cost of structural complexity

- Senior profile requirements for increasingly complex P2P activities: Isn't the delivery model moving in the exact opposite direction from the original cost arbitrage?
- Does centralization + globalization equal efficiency gains? The sky-rocketing structural costs of growing P2P teams in SSC/GBS set-ups designed for a lower-cost era
- Rethinking the business case for global P2P: What to keep, what to ditch, what to attract — and is BPO the only realistic answer when internal scaling becomes too expensive?

12.05-12.15 **Closing remarks - end of P2P 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**

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