



# AGENDA



# SSC/GBS Strategic Management Conference

9-10 November 2026 | Prague (CZ)

Part of the  
**SSC/GBS FEST**

9-10 November 2026 (Prague)



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**

**SSC/GBS STRATEGIC MANAGEMENT CONFERENCE STARTS**

Moderated by:

11.45 - 11.55 **FLIPCHART SESSION - YOU SHAPE THE PROGRAM!**

Grab a pen and write on the flipchart the most important topics you would like to discuss. We will review all suggestions and try to address all topics throughout the 2 days.

11.55 - 12.25 **SESSION 1 - AI ROADMAP, GOVERNANCE, ACCOUNTABILITY**

**Beyond the hype and the promises: Confronting the real governance, ROI and failure-ownership questions that nobody seems to be answering at board level**

- With a plethora of (forced) AI initiatives across GBS, where are the measurable returns and who is accountable: Framework, team, governance and strategy
- The cybersecurity dimension: Why the GBS / IT relationship matters more than ever in a world of agentic AI
- Is it RPA all over again? Return expectations vs. reality, the gap between the leadership's vision and what can actually be delivered (as of now)
- Who owns the AI roadmap? How GBS needs to force their way in to benefit from the revolution and not be a victim of it

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

12.30 - 13.00 **SESSION 2 - TOMORROW'S MINDSET REALITY**

**Fighting resistance and embracing permanent change in a corporate world that no longer tolerates "business as usual" (and people who didn't sign up for this)**

- Upskilling your people = forcing AI use for personal productivity and mandatory change management trainings?
- The psychology of resistance: Will forcing AI adoption on unwilling teams accelerate attrition rather than transformation? And for how long...
- Knowledge transfer in the automation era: What if the people who built, developed and understand the processes are the ones being "automated out"?

**Soňa Bodnárová**, Head of GHAR Business Shared Services, **Holcim** - CH

13.00 - 14.15 **Lunch break (common to all conferences)**

14.15 - 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. Re-thinking the model - Will the current set-up (size, scope, cost, etc.) of SSC/GBS still be legit in the close future?
2. 40+ talent: Liability, asset or just a generational management problem we have difficulties to address?
3. Recruitment process transformation, new generations' expectations, evolving skillsets: The HR big-bang?
4. Is the GBS Head role's announced obsolescence accelerated by the rise of AI at every layer of the organization?
5. A candid discussion on how on earth to approach this "AI thing" and make it work
6. Does global mean "in charge"? Global process ownership under the test of SSC/GBS strategic evolution

## SSC/GBS STRATEGIC MANAGEMENT CONFERENCE CONTINUES

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

15.30 - 16.00 **SESSION 3 - STRATEGIC SSC/GBS, JUST A GOOD TOWNHALL PEP TALK?**

**From independent silos to an integrated engine firing up all cylinders: The hard conversation about whether GBS can truly redefine its design or just recommission the same room**

- SSC/GBS to become more strategic... if it can redefine their core design
- Breaking-down silos and reporting lines: Improved cross-functional collaboration and communication for more business coherence
- Leadership team duty to initiate the transition toward a self-aware and uninhibited business partner

**Bilal Samad**, Head of Corporate Center, Prague, **Novartis** - CZ

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

16.05 - 16.35 **SESSION 4 - TRUTH OR DARE: GEOPOLITICS, DEMOGRAPHICS & BCPS**

**Alarming demographics, boiling geopolitical context (to say the least) - What does "fate" have in store for the SSC/GBS industry in CEE over the coming years?**

- The rise of AI is not the only game changer – how to adapt to other mega trends that will make tomorrow look definitely different from yesterday
- Shifts needed: Are the current / future geopolitical and demographical situations in CEE likely to impact employment in GBS?
- The big return of BCPs in a multi-crisis world: geopolitics, climate, supply chains, migrations

**Michal Sokolowski**, GBS Hub Manager, **ABB** - PL

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

16.45 - 18.00 **Evening function**

## TICKET FEE AND REGISTRATION

|                                                                                                      | Early-bird 1<br>(valid until 31 Jul.) | Early-bird 2<br>(valid until 30 Sep.) | Standard price<br>(valid from 1 Oct.) |
|------------------------------------------------------------------------------------------------------|---------------------------------------|---------------------------------------|---------------------------------------|
| <b>SSC/GBS employee ticket (2 days)</b><br>access to all sessions, breaks, lunches & drink reception | <b>990 EUR*</b>                       | <b>1,290 EUR*</b>                     | <b>1,590 EUR*</b>                     |
| <b>Vendor ticket (2 days)</b><br>for solutions providers (consultants, vendors, etc.)                |                                       | <b>3,000 EUR</b>                      |                                       |

**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](mailto: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)*



Day 2 - 10 November 2026

**SSC/GBS STRATEGIC MANAGEMENT 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 - IT: A SUPPORTING FUNCTION OR A DOG IN THE MANGER?**

**Navigating the most dysfunctional (?) and possibly the most consequential relationship of the entire enterprise operating model**

- Growing GBS digitalization needs and what it means when IT controls the roadmap but GBS owns the pain
- The hypocritical courting situation? How to deal with global automation roadmap when IT & technology sit at global level, very often "above" GBS
- Talking a common language is a 2-way street: Technical fluency on one side and business acumen on the other to steer in the same direction
- AI governance at the intersection of GBS and IT: Who owns the guardrails and who carries the liability when something goes wrong?

**Paweł Wysocki**, Director of Data & Analytics Operations - Head of Poland GCC, **Dun & Bradstreet** - PL

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

10.05 - 10.35 **SESSION 6 - HELLO AI AUTOMATION, BYE-BYE CEE FINANCE OPERATIONS?**

**Can the ongoing transformation of finance functions in SSC/GBS environment mean the end of the "bread and butter" of the industry in CEE on the long run?**

- Efficiency over effectiveness: Smart standardization and cost optimization as competitive advantages for the region to stay relevant
- "Finance transformation" - buzzwords or motto to live by?
- "Not all finance functions can be offshored": Reality or turning a blind eye to the facts?

**Marek Wurm**, Director Finance & Finance Site Lead, **Zebra Technologies** - CZ

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

11.00 - 11.30 **SESSION 7 - CUSTOMER EXPERIENCE IS NOT JUST FOR THE TOURISM INDUSTRY**

**In a technology-driven SSC/GBS world, service quality is no longer a soft topic: Considering CX as an operating must-have and a power lever**

- When "acceptable" matters more than "compliant": Processes only matter to us, stakeholders want effort, speed and clarity
- Process excellence is worthless without service design: Green process KPIs don't always mean customer satisfaction
- Changing old habits: If you keep calling them „clients“, don't be surprised if you are just a „supplier“ (and suppliers can easily be changed)
- The smartphone effect: Immediate availability, user-friendliness, self-service, after-sales, IT reliability... or when consumer-grade experience should bleed into corporate expectations

**Justyna Kierska**, VP, Global GBS, **Barry Callebaut Group**

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

11.35 - 12.05 **SESSION 8 - STUCK IN THE CAPTIVE MODEL?**

**Mindset shift wanted - Will BPOs (finally) become more than just friends in a cost-pressure macro environment?**

- We all know it is a 6-7 year cycle, but it sometimes feels needed to go for it – how to be better prepared for it "this time"?
- Pushing partners to take on the process improvement and automation costs to reap
- the benefits of their quality upgrades
- Pains vs. gains: Can it really be identified before the romance begins?

12.05 - 12.15 **Closing remarks - end of SSC/GBS Strategic Management 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**

