6sh EDITION

AGENDA

O2C Process Excellence Conference

9-10 November 2026 | Prague (CZ)

Part of the

SSC/GBS FEST

9-10 November2026 (Prague)

SSC/GBS Strategic Management Conference | P2P Process Excellence Conference | O2C Process Excellence Conference | R2R Process Excellence Conference | HRServices Payroll Conference

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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 **Anna Mishenyova** and **Beatrix Major**

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?

Radmila Vojnovic, O2C Manager EMEA - SRB

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 thorne in the flesh: Ownership, accountability and authority questions cross department

Eszter Ács, Senior Accounts Receivable Team Lead & AI Champion, **KOSTAL GBS** - 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. 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

Anna Mishenyova, OTC Manager, **Gates Corporation** - PL

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

16.05 - 16.35 **SESSION 4 - AI-POWERED AUTOMATION: DATA, COLLABORATION, SCALABILITY**

Order entry automation - Reimagining order processing with the help of AI-powered automation

- Transitioning from manual, email-driven order entry process to an AI-enabled automated workflow
- It is not just faster and less manual - when automation also improves accuracy and scalability opportunities
- Crucial role of test data, SME involvement and early process standardization: Collaboration and data accuracy as key pillars of automation projects
- Building strong fondations to create a repeatable automation blueprint for O2C expansion across regions

Pawel Poplawski, Global Automation Director, **McCormick & Company** - PL
Radoslaw Ociepa, Process Automation Manager, **McCormick & Company** - PL

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

16.45 **Gathering in the lobby before heading over to Červený Jelen for the drink reception**

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)



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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?

Ádám Balatoni, CSS Manager Requisition to Pay (previously Order To Cash), **Corning** - HU

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

Aleksandra Tarnawska-Haack, Director, Order to Cash, **Zoetis** - PL

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?

Daniel Caires, Senior Manager, Order-to-Cash Operations, **Aptar** - CZ

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

Emilio Offredi, GBS Financial Operation - Europe Lead, **Viatris** - HU

12.05 - 12.15 **Closing remarks - end of O2C Process Excellence Conference**

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

AI LAB

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

13.30 - 15.00 **AI LAB - Interactive 90-min workshop to cut through the AI noise and identify actionable priorities**
Balázs Koltai, AI Advocate | Digital Transformation Leader, **Genezit** - HU

15.00 - 15.15 **Closing remarks & farewell**