9sh EDITION

AGENDA

SSC/GBS Strategic Management Conference

9-10 November 2026 | Prague (CZ)

Part of the

SSC/GBS FEST

9-10 November 2026 (Prague)

SSC/GBS Strategic Management Conference | P2P Process Excellence Conference | O2C Process Excellence Conference | R2R Process Excellence Conference | HR Services 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 unless 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"

Justyna Kierska, Petter Frisell, Emilio Offredi, Gabor Meszaros

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: **Stefan Covaciu**

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

Stefan Covaciu, Transformation & GBS Expert

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 Analytics & Reporting, **Holcim BSCs**

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, Hub Infrastructure and Administration Manager, **ABB** - 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

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?

Krzysztof Herdzik, GBS Independent Advisor, **herdzik.pro** - PL

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 **PANEL DISCUSSION**
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)**

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**