



AGENDA



8th autumn
SSC/GBS Strategic Management Conference
18-19 November 2025
Warsaw, Poland

Part of the inaugural
SSC/GBS FEST
18-19 November 2025 (Warsaw)



P2P Process Optimization
Conference

O2C Process Optimization
Conference

R2R Process Optimization
Conference

HR/Payroll Services
Conference



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DAY 1 - 18 November 2025

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

10.00 - 10.15 **Opening remarks**

10.15 - 10.45 **LET'S BE REAL - BOLD STATEMENTS PANEL**

In this opening sessions, 4 panelists and the audience will comment and share their views on some "bold / controversial" statements heard during research and previous events

- "Will we please stop talking about it already? AI is not a game changer, potentially a powerful tool whose value is hard to harness"
- "Let's get more decisive, better to be sorry than to ask for permission"
- "Great if transactional activities are migrated to lower cost locations, that opens up opportunities for more complex services in CEE"
- "FTEs do not matter anymore, if business requires headcount reduction, be it!"
- "India and Asia have already caught up anyway, so we'd better get started on transforming our operating model"
- "The new world order is not coming from Europe, let's get creative to stay relevant"

10.45 - 11.15 **INS & OUTS OF AI AND AUTOMATION AT LARGE**

No B.S., nothing but the truth - Surfing the hype while managing expectations: Concrete applications and realistic timeline for AI as a strategic value creator

- AI is RPA on steroids, don't expect crazy returns before years, but be ready to pay big time
- Opportunities and challenges: implementation, users' trainings, data handling, partners selection, cost...
- Agentic, generative, machine learning, etc. – how to navigate your way through different types of automation and find the best fit to your operations
- Build or buy? A look into starting programs that yield results, depending on your capacities, scale and automation readiness

Andrzej Kinastowski, Head of Delivery - Managing Partner, **Office Samurai** (Poland)

11.15 - 11.30 **SPEED NETWORKING SESSION**

15-minute ice-breaker to get in touch with your fellow colleagues from various organizations, discuss challenges and exchange business cards... Of which you'll need plenty!

11.30 - 12.00 **Morning break & networking**

STRATEGIC SSC/GBS MANAGEMENT CONFERENCE STARTS

12.00 - 12.10 **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, pick the most demanded subjects and address them during the panel in the morning of day 2 and throughout the 2 days.

12.10 - 12.40 **SESSION 1 - IT & GBS, GOOD OR BAD ROMANCE?**

IT & GBS relationship in a context of cost reduction and increasing dependence on technology: Activity split, responsibilities and operating model design

- Are we in the face of a massive evolution in the existing relationship with IT? Integral part of GBS or a global partner to deal with?
- How to convince IT that you need more resources as a global transformation project owner but you don't have the „access key“?
- What is IT doing or not doing in the organization? Are the roles & responsibilities and scopes clearly identified and communicated
- Is there a justification to centralize AI programs in SSC/GBS if IT is sitting outside of the centralized organization?

Mira Mech, VP Global Head of Finance Center of Expertise and Shared Services, **SGS** (Poland)

12.40 - 13.10 **SESSION 2 - SSC/GBS AS AN INTEGRAL PART OF THE BUSINESS STRATEGY**

Gearing up and changing the perception internally: What is the future value proposition of your SSC/GBS organization at global level

- Costs will always remain at the center, but what status for increasingly complex SSC/GBS operations in the eyes of the corporate strategy?
- Is GBS dead in the egg: Function-driven or truly global operating model for tomorrow?
- Has the SSC/GBS model as we know it reached its climax? How to make it indispensable to the business to avoid its downfall
- SSC/GBS as a transformation powerhouse... but what comes after optimization?

Iris Velikonja, Sr. Director, Global Operational Excellence, **CBRE** (Poland)

13.10 - 14.00 **Lunch break (common to all conferences)**

STRATEGIC SSC/GBS MANAGEMENT CONFERENCE CONTINUES

14.00 - 15.00 **ROUND-TABLES SESSION #1**

60 minutes to deepen in small groups of like-minded peers one "hot topic" to be picked from the below list. Perfect occasion to ask questions, share concerns, seek for responses... and help each other

1. Growing importance of data safety and security – is SSC/GBS equipped to be the guardian of the "new gold"?
2. "Everybody hates ticketing systems" – how to structure query handling, measure the results and handle data in the most efficient ways?
3. Reporting best practices in implementing new regulations, anticipating ESG's big-bang and keeping your accountants up-to-date?
4. How to deal with data inputs from multiple ERPs to consolidate your digitalization strategy?
5. How to analyze your people skillsets needs and prepare for a paradoxically digital, though more customer-centric future of operations
6. Legal responsibilities and increased accountability of site leaders: How to be better prepared for what SSC/GBS aspires to be on global level
7. We pay salaries, collect money, issue invoices, develop IT solutions, integrate technology, roll-out global transformation programs – what more should we do not to be seen as "cost centers"?
8. Do your own your operating model or merely influence it – impacts on management styles, strategies and long-term goals

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

15.30 - 16.00 **SESSION 3 - CULTURE EATS STRATEGY FOR BREAKFAST**

Copy, assimilate, embed or "break free"? SSC/GBS company culture and strategy for better business alignment and improved corporate collaboration

- How do you manage to embed the corporate culture in your SSC/GBS organization when your activities are sometimes quite distant from the business?
- Lobbying for your cause – role of the GBS leadership team in creating awareness at top level for improved collaboration
- Company culture as a key differentiator to retain talents, support engagement and create vocations

Jakub Ciura, Head of Shared Service Center, **Castolin Eutectic** (Poland)

16.00 - 16.30 **SESSION 4 - LOCATION STRATEGY: ARE WE IN FOR FUTURE HEADACHES?**

Is CEE still the place to be for currently established SSC/GBS (or newcomers) and can the industry grow indefinitely in the region?

- Impact of geopolitical situation, costs and capabilities on defining the right future roles' allocation in the organization
- Existing centers to remain and leverage on their history but are other parts of Europe emerging as alternative locations?
- How would (will) a slowdown in the industry dynamics impact the labor market?
- How to stay relevant in Europe as a member of a global GBS organization when transactional activities seem to be shifting towards other parts of the world

Alina Carticioiu, Managing Director GBS, **DSV Global Transport and Logistics** (Romania)

16.30 - 16.45 **Closing remarks and end of day 1**

18.30 - 20.30 **Evening function**

*Is day 1 relevant already?
Wait to see the program for day 2 on the next page... or book your ticket straight away!*

TICKET FEE AND REGISTRATION

	Early-bird 1 (valid until 31 Aug.)	Early-bird 2 (valid until 30 Sept.)	Standard price (valid from 1 Oct.)
Conference ticket (2 days) access to all sessions, refreshment breaks and lunches	990 EUR*	1,290 EUR*	1,590 EUR*
Conference ticket (1 day) access to all sessions, refreshment breaks and lunch	590 EUR*	690 EUR*	890 EUR*

Bring colleagues to the other streams of the festival, discounts on group bookings!
(10% off if 3+ participants)

REGISTRATION ONLINE [HERE](#)

More information on contact@connect-minds.com

* For SSC/GBS practitioner only | Price per person, does not include VAT - 23% VAT to be added to the price as the event is taking place in Poland
Vendor / Consultant / Solutions provider ticket = 2,500 EUR + VAT (flat rate - no group discount)
Bank transfer and bank card accepted (VISA, MasterCard, AmEx only) - VAT invoice issued after payment clears in

[HTTPS://AUTUMN.CEESSC.COM](https://autumn.ceessc.com)

DAY 2 - 19 November 2025

STRATEGIC SSC/GBS MANAGEMENT CONFERENCE CONTINUES

9.00 - 9.10 **Opening remarks**

9.10 - 9.30 **"YOU DECIDE THE CONTENT" FLIPCHART PANEL**

You asked for it, we (try to) make it happen!

The content of this panel will be created based on the "flip chart" results of day 1.

We will identify the most important topics that came up live on day 1 and that are not yet covered (or partially) by this program and discuss it with 3-4 brave SSC/GBS leaders willing to dive into the conversation and share their thoughts and opinions without preparation.

The idea? Making the conference very much live and adaptable to your needs...

9.30 - 10.00 **SESSION 5 - TOWARDS A MORE STABLE LABOR MARKET... FOR NOW?**

Geopolitical context, maturing profiles, other industries' "fight back" – What HR strategy for the upcoming years?

- First big shifts and restructuring waves across the region: golden opportunities for some on the short term, but first signs of a bigger concern?
- Increasing minimum wage and impact on sector's competitiveness at global level
- How easy will it be to attract people in the mid-run without having a significant surge in operating costs?
- Bonuses, international environment and nice office among others perks will soon not be enough to attract entry level associates

Mariola Famula, Head of Center of Excellence, **Bystronic Group** (Poland) - *tentative*

10.00 - 10.30 **SESSION 6 - WHAT'S NEXT FOR SSC/GBS LEADERS?**

It is not just about the site lead: Development and career aspirations of the whole leadership teams – are we expecting issues to arise on the long run?

- Governance structure in an increasingly complex environment – role and responsibilities evolution of site leads and „seat at the table“
- What position for the leadership team: Is transitioning towards global process ownership the only way?
- Reporting lines, matrix structures, etc. Natural evolution and shift in operating models to create new opportunities
- Engagement as a key enabler: How to create a real „innovation hub“ spirit with a leadership team owning the mandate for global transformation programs?

Andzelika Zarudzka, Head of Global Capability Centre (GCC), **Astellas Pharma** (Poland)

10.30 - 11.00 **Morning break & networking (common to all conferences)**

11.00 - 12.30 **ROUND-TABLES SESSION #2**

1. ESG reporting – how to deal with it from a back office perspective and opportunities that lie out there for SSC/GBS to take the lead on that
2. Where should GBS sit in the enterprise operating model? And how to get there if you are not already "in da place"?
3. Is technology the only lever to create significant efficiency programs in a global environment of cost reduction?
4. Let's think farther than far: What will come after CoEs, transformation power houses and super-efficient operations?
5. Same player shoots again – is the same as for RPA? How to train people for AI
6. Setting-up goals and performance measurement – how to have a reality snapshot and concrete view of achievements?
7. If you don't build internally, how to choose from a plethora of offers on the market when selecting your AI solutions?
8. How to deal with IT security, hoax, fake emails? How to train people and how to make processes more secured and less dependent on human errors?

12.30 - 12.40 **Closing remarks - end of SSC/GBS Strategic Management Conference sessions**

12.40 - 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**

Proper AI applications in SSC/GBS environment and debate

4 mini case-study presentations of real-life applications of AI in SSC/GBS operations. 15 minutes each, followed by Q&A and exchange with moderator and the audience.

Moderated by:

Andrzej Kinastowski, Head of Delivery - Managing Partner, **Office Samurai** (Poland)

15.00 - 15.15 **Closing remarks & farewell**