

Real benefits in real time
Making a contribution to
the business that counts

Annual Shared Services and
Business Process Outsourcing Conference

Hilton Hotel, Prague, Czech Republic
14-15 October 2009





“If you only have time to go to one shared services event each year, I would definitely go to the Deloitte one. My team and I found it very helpful as we seek to progress down our shared services journey.”

Cummins

Welcome



Peter Moller, European Shared Services and BPO Advisory Lead,
Deloitte, United Kingdom



Dorthe Keilberg, Senior Manager,
Deloitte, Czech Republic

Dear Colleague,

In a difficult market, as leaders of shared services centres, outsourced organisations and finance departments, you need to make your contribution to the business really count. That's why this year we are inviting you to the 'Real benefits in real time' conference, during which we will bring together companies at different levels of shared services and BPO maturity to discuss how they are helping their business through this current economic downturn.

The Annual Shared Services and Business Process Outsourcing Conference 2009 combines case study presentations from companies including **Lexmark, T-Mobile, Unilever, Rolls-Royce** and **Johnson & Johnson**, with practical workshop sessions run by practitioners from **GSK, Carlsberg, COLT Telecom, Daily Mail and General Trust** and **Deloitte**, to equip you with both the vision and the tools to transform your own shared services or BPO organisation. Guests attending will get access to the following:

- Advice from Shared Services Directors who are making a clear contribution to the performance of their organisations.
- Special interest sessions run by shared services practitioners on topics such as constructing SLAs that work, managing the people issues, and shared services in the context of an overall Finance transformation programme.
- Workshops hosted by technology and service providers, who will open your eyes to how you can optimise your shared services operation.
- Site visits to Monster, SAP and Johnson & Johnson.
- Networking opportunities with like-minded individuals from a range of industries and backgrounds.

Attendance at the Annual Shared Services and BPO conference is free of charge to delegates, meaning that this may be the one event you can't afford to miss this year.

Register today at www.deloitte.com/cz/sharedservices2009.

Peter Moller. DKeilberg

Peter Moller & Dorthe Keilberg
Deloitte

Conference Planner

Use the conference planner to navigate quickly and easily through the conference agenda. For detailed information about the sessions, please turn to pages 7 to 17. Look out for the coloured symbols which give you an indication of the content of the sessions.



Day 1, Wednesday, 14 October

09.00	Introduction and discussion on emerging shared services, outsourcing and offshoring trends. <i>Peter Moller and Dorthe Keilberg, Deloitte</i>
09.45	Plenary 1: Establishing a global approach to delivering shared services. <i>Michel Berdou, VP EMEA Structure & Organisation, Lexmark</i>
10.30	Plenary 2: Accelerating the benefits from shared services to release cash when your business most needs it. <i>David Mansfeld, Managing Director, Johnson & Johnson Global Business Services</i>
11.15	Sponsor showcase.
11.25	Networking break.
11.55	Breakout sessions: 60 minutes. <ul style="list-style-type: none"> Breakout 1: Five centres or two? Location and cost reduction opportunities for shared services centres. <i>Elias Van Herwaarden and Alexander Hodac, Deloitte</i> Breakout 2: Managing people and change during shared services set up. <i>Katharina Kofoed, Communication, Training & Change Consultant, Carlsberg and Emma Birch, Deloitte</i> Breakout 3: How can your shared services centre get the most benefit from your ERP implementation? <i>Mark Woodhouse and Susana Cambeiro-Gesto, Deloitte</i> Breakout 4: Adopting a local-country compliance strategy that works for your shared services centre. <i>Chris Platteeuw, Jana Roe and Bob Maurau, Deloitte</i>
12.55	Lunch & networking. Lunch tables will be organised by interest areas, so make sure you pick your spot to optimise your networking.
14.00	Special interest sessions: 80 minutes. <ul style="list-style-type: none"> Special interest 1: Assessing the feasibility of implementing shared services and stories from the war room. <i>Jamie Bartlett, Deloitte and Jo Hart, Director of Shared Services, Daily Mail and General Trust</i> Special interest 2: Managing the design of and migration to shared services or BPO. <i>Dorthe Keilberg and Jeppe Larsen, Deloitte</i> Special interest 3: Shared services as part of a larger finance transformation programme. <i>Nick Prangnell, Deloitte</i> Special interest 4: Getting the internal service management framework right and achieving a 'value adding' retained organisation. <i>Doug Stockton and Sharon Eyre, Senior Process Owners, GSK</i> Site visits: Johnson & Johnson. <i>David Mansfeld, Managing Director, Johnson & Johnson Global Business Services and Donal O'Connell, Regional Director of Financial Shared Services EMEA, Johnson & Johnson SAP.</i> <i>Bernhard Ehret, Shared Services Director, SAP</i>
15.20	Networking break.
15.50	Sponsor showcase.
16.00	Plenary 3: Shared services as a catalyst for finance transformation. <i>Colin Glynn, Shared Services Director, Rolls-Royce</i>
16.45	Panel session: What does 'Business Partner' mean for shared services centres and how do you become one? <i>Panellists: Colin Glynn, Shared Services Director, Rolls-Royce; Michel Berdou, VP EMEA Structure & Organisation, Lexmark and David Mansfeld, Managing Director, Johnson & Johnson Global Business Services. Facilitated by: Nick Prangnell, Deloitte</i>
17.30	Summary & close of conference day 1.
18.30	Depart for evening event at the Palace Zofin.



Day 2, Thursday, 15 October

- 09.00 Panel discussion: BPO, what are you waiting for?**
Panellists: Rick Sturge, Deputy Managing Director, WNS; Kirk Wilkenson, Senior Director, Finance Shared Services, COLT Telecom and Colin Glynn, Shared Services Director, Rolls-Royce
Facilitated by: Peter Moller and Nick Atkin, Deloitte
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- 09.45 Plenary 4: Managing the vendor selection process.**
Tim Spence, Head of Customer Finance, T-Mobile
-
- 10.30 Coffee and networking.**
-
- 11.00 Special interest sessions: 80 minutes.**
- **Special interest 1: Assessing the feasibility of implementing shared services and stories from the war room.**
Jamie Bartlett, Deloitte and Jo Hart, Director of Shared Services, Daily Mail and General Trust
 - **Special interest 2: Managing the design of, and migration to, shared services or BPO.**
Dorthe Keilberg and Jeppe Larsen, Deloitte
 - **Special interest 3: Shared Services as part of a larger finance transformation programme.**
Nick Prangnell, Deloitte
 - **Special interest 4: Managing the vendor selection process, including a vendor showcase session.**
Nick Atkin, Deloitte and representatives from leading BPO providers
 - **Site visit: Monster.**
Zi Jafferji, Vice President of Finance Shared Services Europe, Monster
-
- 12.20 Lunch & networking.**
 Lunch tables will be organised by interest areas, so make sure you pick your spot to optimise your networking.
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- 13.20 Breakout sessions: 60 minutes.**
- **Breakout 1: Six Sigma and Lean in a shared services environment.**
Mike Way, Deloitte
 - **Breakout 2: Shared services in the public sector: are they uncontrollable beasts?**
Roelant Reijmerink and Werner Mullink, Deloitte
 - **Breakout 3: Optimisation and beyond: achieving the mindset of a BPO vendor.**
Kirk Wilkenson, Senior Director, Finance Shared Services, COLT Telecom
 - **Breakout 4: Transforming your business and cost base by monetising your shared services centre.**
Shashank Tripathi, Deloitte
-
- 14.20 Coffee and networking.**
-
- 14.50 Plenary 5: Unilever: Fast-forwarding your finance transformation.**
Suzan van Dijk, Vice President Finance, Unilever
-
- 15.35 Summary and close of event.**
Peter Moller and Dorthe Keilberg, Deloitte

“What I enjoy most about the Deloitte event is the international nature of the participants and the quality of presentations and facilitators.”

Fujifilm Europe



Detailed Conference Agenda, Day 1

Make it count

To help you to select the breakout sessions which best meet your needs and level of shared services maturity all interactive sessions have been colour coded. Look out for the coloured symbols which will give you an indication of the content of the session.



Wednesday, 14 October

09.00 **Introduction and discussion on emerging shared services, offshoring and outsourcing trends.**

Peter Moller and Dorthe Keilberg, Deloitte

09.45 **Plenary 1: Establishing a global approach to delivering shared services.**

Michel Berdou, VP EMEA Structure & Organisation, Lexmark

Over the last 4 years, Lexmark have transformed their back office support model in order to meet company-wide cost reduction targets. They began their journey by consolidating all activities in Switzerland and France. Once consolidated, those processes were standardised and redesigned so that the transactional aspects could be transferred to a low cost location – Cebu in the Philippines. The redesign also allowed them to open a centre of expertise in Budapest, offering high value services to customers in Europe. Today their model continues to evolve in order to deliver continuous cost savings but never at the expense of customer satisfaction. Based on their success to date, Lexmark are now increasing the scope of their centres by adding other support functions including supply chain, after sales service and marketing. Michel Berdou will discuss:

- The journey: from Switzerland to Cebu and Budapest
- Splitting activities between Budapest and Cebu: Lexmark's approach to redefining processes in order to achieve an effective delivery model
- Defining the scope and value add of the centre of expertise in Budapest
- How to achieve cost reduction targets and yet maintain customer satisfaction
- Creating a culture within the SSC which is continually re-inventing itself and which is hungry for business

10.30 **Plenary 2: Accelerating the benefits from shared services to release cash when your business most needs it.**

David Mansfeld, Managing Director, Johnson & Johnson Global Business Services

The Johnson & Johnson SSC first opened its doors in Prague in 2006 and is today a key enabler of their strategic sourcing approach, which achieves significant annual savings for their European organisation. With David Mansfeld at the helm, the SSC has grown considerably and today supports the areas of accounts payable, supplier master data maintenance, and customer services & compliance across 15 countries in Europe, as well as Johnson & Johnson affiliates in North America. One of the key enablers of success has been a close working relationship with procurement. During this session, David Mansfeld will share his insights on:

- How to achieve benefits early from your SSC
- Managing people retention during a period of rapid growth
- Moving from a transaction processing centre to a true business partner by automating as much as possible
- Achieving service excellence and high levels of customer care

Note: Interested in hearing more from Johnson & Johnson? Visit their shared services centre on day 1 at 14.00.

Detailed Conference Agenda, Day 1



Wednesday, 14 October

11.15 Sponsor showcase.
To ensure you leave the conference with a full view of where you want to take your SSC, and the technologies and services that will enable your vision, we have allocated conference sponsors with time slots in which to outline their solutions. Don't miss out on these speedy insights into enabling technologies and services.

11.25 Networking break.

11.55 Breakout sessions.
Breakout sessions are discussion based sessions, during which delegates will be invited to pose questions to the session facilitators.

Breakout 1: Five centres or two? Location and cost reduction opportunities for shared services centres.

Elias Van Herwaarden and Alexander Hodac, Deloitte

To get ahead in a difficult market, companies are today thinking more globally about their location strategy. An increasing number of companies are opting to set up their Global back-office in an off-shore location, whilst establishing regional centres and centres of excellence in near- or on-shore locations. Whether your strategy is for near-shore, offshore or a combination of both, there are a range of options available to you. This session will provide you with thought-provoking updates on the latest and greatest location trends. Topics will include:

- Is there an 'ideal' location strategy and if so, what does it look like?
- How can companies 'split' activities between locations?
- Shared services wage escalation: Is this the end of Central Europe?
- Successful HR planning and micro-location tactics: Examples and lessons learned
- Which are the 'hotspot' locations to be avoided and where should you now be looking?

Breakout 2: Managing people and change during a shared services set up.

Katharina Kofoed, Communication, Change & Training Consultant, Carlsberg and Emma Birch, Deloitte

The Carlsberg European SSC was implemented between November 2006 and May 2008. From the outset, the focus of the transition was systems and process orientated. However, they soon realised that the people and change impacts were equally important and revised their approach to include a change management aspect in everything they did. During this interactive session, Katharina Kofoed and Emma Birch will share the Carlsberg approach to change management and highlight key lessons learned around:

- Typical change challenges when migrating to a SSC
- The Carlsberg approach to change: the framework, tools and techniques including:
 - Stakeholder management
 - Communications
 - Change readiness assessments
 - Business impact assessments
 - Appreciative inquiry workshops
 - Culture workshops
 - Customer satisfaction surveys
 - Dialogue and sparring with middle management and HR
- How to tackle the 'ownership' issue and why change management needs to be everyone's priority
- The role of change post go-live



Wednesday, 14 October



Breakout 3: How can your shared services centre get the most benefit from your ERP implementation?

Mark Woodhouse and Susana Cambeiro-Gesto, Deloitte

The implementation of an ERP represents a significant investment. How will you ensure that you get the maximum value from this and what role can the SSC play? In this session, Mark Woodhouse and Susana Cambeiro-Gesto, along with SAP representatives will:

- Explore the challenges of ERPs in a shared services environment
- Identify opportunities to further deliver value from ERPs in the SSC both through automation and other enabling technologies
- Demonstrate how ERPs can help SSCs to deliver improved services and support the provision of higher value activities



Breakout 4: Meeting local finance requirements: Adopting a local-country compliance strategy that works for your shared services centre.

Chris Platteeuw, Jana Roe and Bob Maurau, Deloitte

Multinationals operating a centralised business model with a SSC are still required to comply with a host of local regulations e.g. tax returns and local statutory financial reporting. This session examines the different models available to achieve compliance and also addresses best practice approaches to structuring the tax reporting function. Chris Platteeuw, Jana Roe and Bob Maurau will explore:

- What different models exist to organise local accounting and tax compliance, and how far can centralisation be applied to local regulatory functions?
- How do you identify and overcome the biggest obstacles to 'staying legal' after a migration to shared services?
- What are the best approaches to structuring local compliance (insource vs. outsource, local vs. central approach)?
- What are the impacts of the following: IFRS, new features of ERP systems, etc?
- What are tax reporting best practices in a shared services environment?

12.55

Lunch & networking.

Lunch tables will be organised by interest areas, so make sure you pick your spot to optimise your networking.

14.00

Special interest sessions.

Special interest sessions are interactive sessions that enable the presenters to explore a specific topic in detail with delegates. Delegates will also be invited to bring their own experiences to the table, raise specific challenges, or share best practice. Sessions 1, 2 & 3 are repeated on day 2, so there are plenty of opportunities to hear about the topics which interest you.



Special interest session 1: Assessing the feasibility of implementing shared services and stories from the war room.

Jamie Bartlett, Deloitte and Jo Hart, Director of Shared Services, Daily Mail and General Trust

Every shared services model has to start somewhere. That 'somewhere' typically takes the form of a feasibility study. Get it right and you create a great platform for your future SSC. Get it wrong and you could de-rail your shared services journey before it has even begun. During this session, Jo Hart will share his experience of how to set up shared services and why it's so important to get the design right. Along with Jamie Bartlett, he will also provide insights into questions such as:

- What are the key activities involved in performing a feasibility study?
- Who should be on the team?
- How long should it take?
- How do you work out which processes can be shared and the extent to which efficiencies can be achieved?
- Which type of shared services model is right for you?
- A business case is important, but what types of costs and savings should be included and how?
- What about tax?
- Is there any way you can use the feasibility study outputs to be more than a 'tick-in-the-box' and 'kick-start' your implementation?
- Case study examples of how the design can positively and negatively impact the effectiveness of your SSC

Detailed Conference Agenda, Day 1



Wednesday, 14 October

Special interest session 2: Managing the design of and migration to shared services & BPO.

Dorthe Keilberg and Jeppe Larsen, Deloitte

During the migration to a SSC or BPO, it is often the people related issues that are the hardest to manage. During this session, Dorthe Keilberg and Jeppe Larsen will talk you through the migration lifecycle, in particular focusing on what they consider to be the pain points, including:

- Migration, road map
- Knowledge transfer, tools and techniques
- Ramping up the new organisation, recruitment, training, travelling, work shadowing and getting the culture right
- How to handle the local organisation
- Language barriers and how to overcome them
- Migration key challenges

Special interest session 3: Shared Services as part of a larger finance transformation programme.

Nick Prangnell, Deloitte

Traditional shared services implementations often take several years to deliver. In these economic conditions, business leaders are no longer content to wait for benefits to accrue. In response to this challenge, this session demonstrates how you can position shared services as part of a wider finance transformation journey which has the potential to realise benefits much quicker. Nick Prangnell will take you through:

- Finance characteristics that make a difference to business performance
- How to build your Finance vision to drive improvement
- How to develop a transformation roadmap that delivers benefits ahead of the SSC payback
- Methods for ensuring transformation programmes deliver the expected outcome

Special interest session 4: Getting the internal service management framework right and achieving a 'value adding' retained organisation.

Doug Stockton and Sharon Eyre, Senior Process Owners, GSK

Regardless of how successful you perceive your SSC to be, unless you have the measures and metrics in place to demonstrate value and your customers are fully engaged in this process, you are unlikely to reach the sought after position of 'Business Partner'. When GSK set up their SSC in 2006, they established an extremely effective service management framework which has since been optimised to support their transition to BPO. During the session, you will hear from Doug Stockton and Sharon Eyre on how they manage the relationship with provider Genpact and ensure that their customers are behind them all the way. They will cover:

- Setting up a governance structure which is truly going to add value to the SSC
- Achieving clarity on the objectives of your service management framework and structuring your approach accordingly
- The role of the retained organisation
- How to keep up regular and positive engagement with your customers and Business Partners
- Customer satisfaction initiatives

Site visit: Johnson & Johnson.

David Mansfeld, Managing Director, Johnson & Johnson Global Business Services and Donal O'Connell, EMEA Finance Director, Johnson & Johnson

You've heard the story behind the Johnson & Johnson SSC in Prague, and now we're giving you the opportunity to get an insiders view of how it works, the way in which teams are structured and its cultural principles. During this session, you will tour the AP and AR centres in Prague and meet the teams who are responsible for delivering the service.

Wednesday, 14 October



Site visit: SAP.

Bernhard Ehret, Shared Services Director, SAP

During this session you will be able to benchmark your Finance and HR Shared Services aspirations against SAP's state of the art operation in Prague and see what 'lights out processing' looks like in practice.

The visit will also enable you to share hints and tips with your peers on how you could leverage SAP technology to achieve efficiency savings in your own SSC.

15.20 Networking break.

15.50 Sponsor showcase.

To ensure you leave the conference with a full view of where you want to take your SSC to, and the technologies and services that will enable your vision, we have allocated conference sponsors with time slots in which to outline their solutions. Don't miss out on these speedy insights into enabling technologies and services.

16.00 Plenary 3: Shared services as a catalyst for finance transformation.

Colin Glynn, Shared Services Director, Rolls-Royce

Many companies have realised benefits from implementing shared services, but with current market conditions, how can you squeeze out more value? At Rolls-Royce, shared services is now being used as a key enabler in their overall finance transformation agenda. Here, Colin Glynn will discuss their strategy and share his thoughts on how to take shared services beyond transaction processing. This session will address:

- Moving the SSC into the realm of Business Partnering
- Central accounting services and the new target operating model
- Using the SSC to release working capital
- Streamlining the period end reporting process and reducing the intercompany burden
- Processes and system standardisation initiatives

16.45 Panel Session: What does 'Business Partner' mean for shared services centres and how do you become one?

Panellists: Jo Hart, Director of Shared Services, Daily Mail and General Trust; Michel Berdou, VP EMEA Structure & Organisation, Lexmark and David Mansfeld, Managing Director, Johnson & Johnson Global Business Services
Facilitated by: Nick Prangnell, Deloitte

Becoming a true 'Business Partner' is a goal which SSC Directors commonly refer to. But what does it actually mean, and how do you become one? During this interactive session we put Directors of SSCs in the spotlight to share their views on Business Partnering and gain insights into where this is actually working.

- What is the role of the SSC in supporting strategic and change initiatives?
- What are the essential qualities of a good business partnership?
- What are the typical barriers to performing the role of Business Partner and how can you become more effective?
- How does the current financial situation change the expectations of the business?

17.30 Summary and close of conference day 1.

Peter Moller and Dorte Keilberg, Deloitte

18.30 Departure for evening event at the Palace Zofin.

Take time to discover the spirit of the Golden City of Prague!

Day 1, Evening Event & Activities



Following a full day of presentations and discussion groups, take time out to experience the wonders that Prague has to offer at our Czech-themed, evening networking event.

We are giving you the chance to relax on one of the most beautiful islands on the Vltava River in Prague and take time to experience the Palace Zofin.

The historical Palace Zofin offers the perfect mix of the best Czech traditions; warm hospitality, great music and haute cuisine. What's more, to ensure you get the most from the networking opportunities, some tables will be themed to ensure you are seated with like-minded individuals.

Coaches will be available for transportation to and from the venue. After the event, maps will also be provided for anyone wishing to explore the city.

Delegates are invited to meet in the hotel lobby at 18.30 where coaches will be waiting to transport you to the Palace Zofin.

“I found the Deloitte conference a great place to benchmark our progress along the shared services journey against a huge variety of other businesses. It was also great to have time out of the day-to-day frenzy to think about new strategies and test them amongst fellow leaders.”

Carphone Warehouse

“Very informative and at times inspirational. Great networking opportunity”

Schindler



Detailed Conference Agenda, Day 2



Thursday, 15 October

09.00 **Panel Discussion: BPO, what are you waiting for?**
Panellists: Rick Sturge, Deputy Managing Director, WNS; Kirk Wilkenson, Senior Director, Finance Shared Services, COLT Telecom and Colin Glynn, Shared Services Director, Rolls-Royce
Facilitated by: Peter Moller and Nick Atkin, Deloitte

According to a recent survey, captive centres are typically more expensive to run than the leading BPO centres. Given this statistic, the question we put to our panel is “are SSCs still a viable option, or should companies move straight to BPO?” Audience members will have the opportunity to direct questions at the panel and hear different perspectives on how to take shared services to the next level.

09.45 **Plenary 4: Managing the vendor selection process.**
Tim Spence, Head of Customer Finance, T-Mobile

When T-Mobile took the decision to move their finance organisation to a BPO provider, they recognised that getting the right partner would be crucial in order to minimise disruption to the business and maximise their future delivery capabilities. During this presentation, T-Mobile will take you through their journey from developing the business case to selecting the right vendor. Specifically, Tim Spence will cover:

- Why the decision was taken to move to outsourcing
- Drivers for change and how that affected T-Mobile’s vendor selection criteria
- The vendor selection criteria and key lessons learned
- Experiences of visiting the vendors in India
- Next steps

10.30 **Coffee and networking.**

11.00 **Special interest sessions.**
Special interest sessions are interactive sessions that enable the presenters to explore a specific topic in detail with delegates. Delegates will also be invited to bring their own experiences to the table, raise specific challenges, or share best practice.

Special interest session 1: Assessing the feasibility of implementing shared services and stories from the war room.
Jamie Bartlett, Deloitte and Jo Hart, Director of Shared Services, Daily Mail and General Trust

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- What are the key activities involved in performing a feasibility study?
- Who should be on the team?
- How long should it take?
- How do you work out which processes can be shared and the extent to which efficiencies can be achieved?
- Which type of shared services model is right for you?
- A business case is important, but what types of costs and savings should be included and how?
- What about tax?
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- Case study examples of how the design can positively and negatively impact the effectiveness of your SSC

Thursday, 15 October



Special interest session 2: Managing the design of and migration to shared services & BPO.

Dorthe Keilberg and Jeppe Larsen, Deloitte

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 - Language barriers and how to overcome them
 - Migration key challenges
-



Special interest session 3: Shared Services as part of a larger finance transformation programme.

Nick Prangnell, Deloitte

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Nick Prangnell will take you through:

- Finance characteristics that make a difference to business performance
 - How to build your Finance vision to drive improvement
 - How to develop a transformation roadmap that delivers benefits ahead of the SSC payback
 - Methods for ensuring transformation programmes deliver the expected outcome
-



Special interest session 4: Managing the vendor selection process including a vendor showcase session.

Nick Atkin, Deloitte and representatives from leading BPO providers

During this session, you will have the opportunity to discover how to run a BPO feasibility study and manage the vendor selection process. Discussions will also revolve around how to get the relationship with your chosen BPO vendor off to a good start. We are also going to give you the opportunity to hear from a number of the leading BPO providers during an interactive question and answer session.



Site visit: Monster.

Zi Jafferji, Vice President of Finance SSC Europe, Monster

The Monster financial SSC journey first began in 2007. During a period of 12 months, Monster implemented Oracle, built a SSC of 100 people in Prague and migrated 14 European countries to the service. This aggressive timeline was made possible by the unique culture and working environment created by the Shared Services head, Zi Jafferji. During the site visit, delegates will tour the SSC and then take part in a question and answer session with Zi. This session is designed to be frank, open and challenging and provide an opportunity to ask questions and examine how to create a culture where your employees can flourish and add value.

Note: Numbers for this site visit will be restricted in order to maximise interactivity, so book early to avoid disappointment.

Detailed Conference Agenda, Day 2



Thursday, 15 October

12.20 Lunch & networking.
Lunch tables will be organised by interest areas, so make sure you pick your spot to optimise your networking.

13.20 Breakout Sessions.
Breakout sessions are discussion based sessions, during which delegates will be invited to pose questions to the session facilitators.

Breakout 1: Six Sigma and Lean in a shared services environment.

Mike Way, Deloitte

One of the reasons that BPO operations typically tend to be more efficient than SSCs is the widespread use of Six Sigma and Lean. So what lessons can you learn from the BPO providers and how can you leverage the Lean tools in your own shared services environment? Mike Way will take you through this practical session, during which he will discuss:

- Why use Lean / Six Sigma rather than traditional business process reengineering techniques in SSCs? Which tools are most appropriate for SSCs?
- What outcomes can or should be expected from Lean / Six Sigma?
- Where can Lean / Six Sigma fail to deliver, what are the critical success factors?
- How do you ensure sustained results after a Lean / Six Sigma project?
- What scale is required to justify having a dedicated internal team in your SSC?

Breakout 2: Shared services in the Public Sector: Are they uncontrollable beasts?

Roelant Reijmerink and Werner Mullink, Deloitte

The process of implementing SSCs in the Public Sector has some specific characteristics. The reasons for pursuing shared services are often quality and agility, rather than cost reduction. In addition to this, the context is also more complex due to governmental and political influence. During this session Roelant Reijmerink and Werner Mullink will discuss these unique challenges and introduce practical approaches to achieving success and avoiding the pitfalls, including:

- How to guide the process of decision making
- What to take into account when starting your journey
- How to prevent your SSC implementation from spiralling out of control
- How to get to the next level after starting your SSC implementation
- The importance of establishing trust and strong relationships with your organisation

Breakout 3: Optimisation and beyond: achieving the service quality and mindset of a BPO vendor.

Kirk Wilkenson, Senior Director, Finance Shared Services, COLT Telecom

So, you have a mature SSC – but what next? If you are not taking the BPO route, then why not consider becoming a third party provider? During this thought-provoking session, Kirk Wilkenson will share the COLT journey along with their recent thinking about how to commercialise the SSC. Even if you are not at this stage, Kirk will focus on how to achieve that service quality and customer services mindset that will give you the edge with your customers, including:

- What are the traits of an optimised SSC: what should you aim for?
- How do you achieve a customer services mindset in your SSC?
- Expanding your service delivery capability to increase your 'attractiveness' as a vendor
- What are the different mix of skills you might require to become a BPO vendor? How can this add value to your existing internal customer?



Thursday, 15 October



Breakout 4: Transforming your business and cost base by monetising your shared services centre.

Shashank Tripathi, Deloitte

Do you already have a SSC and want to know how to release additional value? During this session, Shashank Tripathi will explore options, challenges and benefits of monetising your shared services asset. Shashank will cover:

- How are companies transforming their business to reduce cost and improve service?
- For companies with an existing services centre, what options are available to them: external service, joint venture or spin-off?
- What are the typical benefits and challenges of pursuing this option?
- Who has successfully undertaken this strategy?

14.20

Coffee and networking

14.50

Plenary 5: Unilever: Fast-forwarding your transformation of finance.

Suzan van Dijk, Vice President Finance, Unilever

In 2002, Unilever established a captive SSC in Latin America (LatAm). With a passion for continuous improvement and a clear mandate to achieve optimised finance, they have continued to evolve their delivery model. In 2003, they set up a SSC in India and then in 2006, sold the centre to Cap Gemini. Following the success of this transaction, in 2008 they also sold their LatAm SSC to Cap Gemini. Today Unilever buys finance services from Cap Gemini in Latam and AsiaAfrica and from IBM in North America and Europe, whilst still operating a captive management reporting capability in India. Recently recognised for her work on the programme by the Management Consulting Association Awards, Suzan van Dijk will cover:

- The Unilever vision for Finance. Where we came from and what drove us down the 'spin-off route'
- Pros and cons of this approach, including how to select the right partner
- The global delivery model today and benefits achieved along the way
- What about the customer? Maintaining good customer service throughout the journey

15.35

Summary and close of event.

Peter Moller and Dorthe Keilberg, Deloitte

Conference Information

Conference dates	14-15 October 2009.
Language	English.
General information	The two day conference and evening event including refreshments is free of charge to invited delegates. Other costs such as travel, accommodation and general expenses are the responsibility of the individual.
Venue	Hilton Hotel, Prague.
Registration	To register, please visit our website at: www.deloitte.com/cz/sharedservices2009 Please note registrations close on 09 October 2009.
Accommodation	We have negotiated a special room rate at the Hilton Hotel Prague of 3,500 CZK + 9% VAT (approx. 140 Euros) per night (single use), including breakfast. Hilton Hotel Prague , Pobrezni 1, Prague 8, 186 00, Czech Republic Tel: +420 224 841 111, Fax: +420 224 842 378, Email: guestcentre.prague@hilton.com www1.hilton.com/en_US/hi/hotel/PRGHITW-Hilton-Prague-hotel/index.do Registration form: www.hilton.com/en/hi/groups/personalized/PRGHITW-GDELA-20091010/index.jhtml
Alternative accommodation	We have also negotiated a room rate of 110 Euros (incl. VAT) per night (single use) including breakfast at the Hotel Century Old Town , and a rate of 89 Euros (incl. VAT) per night (single use) including breakfast at the Ibis Praha Old Town . Hotel Century Old Town Prague , Na Porici 7, Prague 1, 11000, Czech Republic Tel: +420 221 800 800, Fax: +420 221 800 801, Email: h3440@accor.com www.accorhotels.com/gb/hotel-3440-hotel-century-old-town-prague/index.shtml Ibis Praha Old Town , Na Porici 5, Prague 1, 11000, Czech Republic Tel: +420 266 000 388, Fax: +420 266 000 660, www.hotelibis.cz/hotely/ibis/10-0-0-homepage Both hotels are within a 10 minute taxi journey of the Hilton Hotel. Please note, all offers are subject to availability. We recommend booking early to avoid disappointment.
Location & transport	The hotels are approximately a 30 minute taxi ride from the airport.
Currency	The local currency is Czech Crown (CZK).
Travel documents	The Czech Republic is a Schengen country and you will require a valid passport to enter. Please contact your local diplomatic establishment if you think you may require a visa.
Attire	Casual business attire is recommended for both days and the evening event.
Weather	By October the weather should be mild with daily average temperatures of around 10-14 degrees.
Event coordinator	If you have any queries about the conference, please contact: Denisa Sednickova, Tel: +420 604 221 247, Email: dsednickova@deloitteCE.com .

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“It definitely provided food for thought and enables self reflection of our own company situation.”

Medtronic

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