



10

Executives of
Shared Services
on...

Current Priorities, Challenges
& What's Next





Steve Bandrowczak
CEO
Xerox

Q: What do you see as the biggest challenge facing shared services executives today and why?

A: The biggest challenge shared services executives face today is ensuring they access high-quality, unbiased data. Data serves as the backbone of AI and emerging technologies, yet many organizations grapple with incomplete or siloed data that hinders their ability to innovate. To harness the power of AI and emerging technologies effectively, organizations need a strategic approach to managing and optimizing their data. Teams everywhere are being asked to do more with less, often with limited guidance on integrating these innovations into existing stacks. At Xerox, we see this as an opportunity to help clients address these challenges by delivering more agile, data-driven, and efficient solutions.

Q: What do you see as the biggest opportunities for shared services within the enterprise and why?

A: For Xerox, shared services hold an enormous opportunity to lead digital transformation across the enterprise while aligning with the demands of modern work environments. Additionally, by leveraging automation and analytics, we can streamline processes in HR, finance, and customer service, reinforcing shared services as a strategic pillar within the company.

Leveraging AI in shared services also provides a huge opportunity for enterprises – for example, at Xerox, we’ve been implementing AI to automate routine tasks, increase the use of remote sensing and monitoring, and reduce reliance on complex supply chains to help clients optimize business procedures. It's not just digital transformation;

Learn About Steve's Upcoming Keynote Session at SSOW!

(Continued) ... It's also business transformation – changing the way people do their jobs and the way clients interact with us.

Q: If you had a blank check to invest in your SSO/GBSO, what would you spend the money on and why?

A: I would invest in driving technology development and creating seamless, end-to-end consumer and partner experiences through next-generation technologies. By investing in cutting-edge innovations such as AI, machine learning, and automation, we can streamline processes, enhance efficiency, and deliver personalized interactions. This approach ensures that every touchpoint, from product discovery to post-sale support, is intuitive and frictionless, meeting the evolving needs of our clients and partners.

Q: What advice would you give a person starting their shared services career today? What are the keys to a fulfilling career in this industry?

A: For anyone starting a career in shared services, my biggest piece of advice would be to approach every day as an opportunity to learn. Shared services are a unique field that touches multiple functions—from finance and HR to IT and customer service—so the more curious and open you are to understanding different parts of the business, the more valuable you'll become.

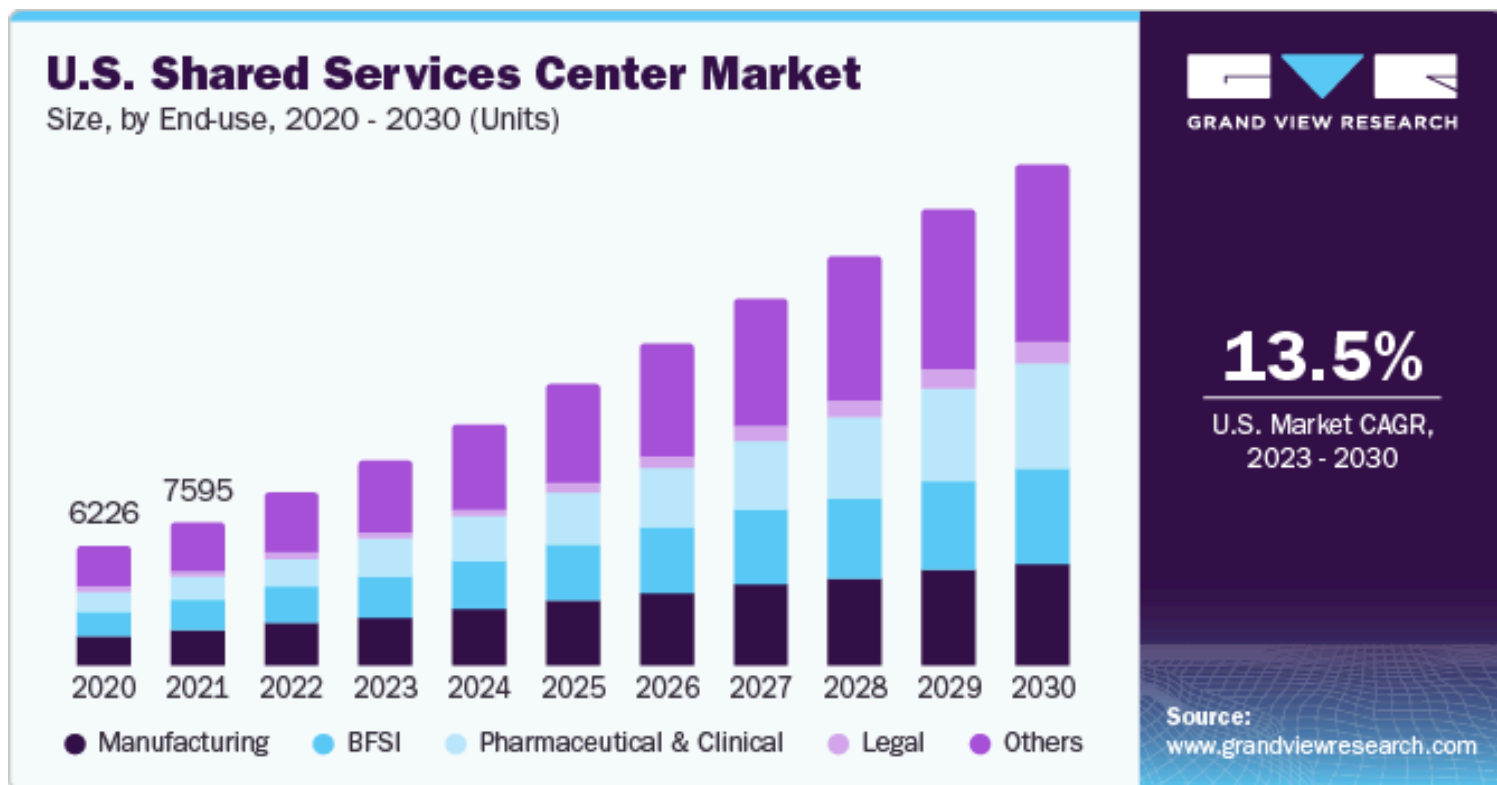
Here are some key tips to building a fulfilling career in shared services:

- **Embrace Technology:** The industry is moving rapidly toward automation, AI and data-driven decision-making. Being comfortable with technology and being eager to leverage it will set you apart.
- **Develop a Client-Centric Mindset:** Whether you're serving internal teams or external clients, think of yourself as a partner and problem solver. In shared services,...

- (Continued) ... A big part of your value comes from making others' work easier and more efficient. Taking the time to understand their needs and aiming to exceed expectations will not only build strong relationships but also make your work more rewarding.
- Focus on Continuous Improvement: Being proactive in suggesting improvements or new solutions will help you grow and gain recognition as someone who adds real value.
- Network and Build Relationships: Shared services span multiple departments, so take advantage of the opportunity to network and build strong relationships across the organization.
- Stay Adaptable and Open to Change: The field of shared services is constantly evolving, and flexibility is crucial. As companies embrace new technology and adapt to changing business needs, being open to change will allow you to stay ahead and maintain a fulfilling career in a dynamic environment.
- Drive to an Outcome: Ensure your work has an operational impact on the P&L, and that you're doing meaningful work that supports business growth. If you ever wonder, why you're doing something – ask.

Q: What are you looking forward to most when heading to SSOW in Orlando? What value does SSOW bring to the community?

A: I'm excited to learn from SSOW's latest survey on trends, challenges and areas where shared services add value. Furthermore, SSOW offers real-world strategies and ideas to implement emerging technologies and drive innovation. It's also a great opportunity to build lasting relationships with peers, leaders and new talent in shared services. I've always believed that you can learn something from everyone you talk to, and I'm looking forward to gaining deeper insight and connecting with my fellow leaders in the shared services community.





Laura Kennedy
Head of Enterprise
Business Services
Aon

Q: What do you see as the biggest challenge facing shared services executives today and why?

A: Two areas for me:

- 1) The balance between cost and quality – Shared Services are known for the positive improvements on the P&L side. Savings sometimes require strategic investment. Proper tools must be factored into the journey to keep products / outputs at a high level of quality.
- 2) Data compliance – Data is the driver for most choices made in Shared Service organizations.

Having timely access with proper controls over the sensitive data is critical.

Q: What do you see as the biggest opportunities for shared services within the enterprise and why?

A: The need to deliver quality insights is expanding and increases the focus on improving daily operations. For example, real-time status for client-driven details is more important than ever. It is not about “was a metric met”; it is about, “how does the client feel in the experience”. If the metric is great, but a big client had a terrible experience and considers leaving the company, it is a failure. This is a game changer in terms of quality measurements within Shared Services.

Q: If you had a blank check to invest in your SSO/GBSO, what would you spend the money on and why?

A: Data management for insights and securing/training top talent.

Learn About Laura’s Upcoming Session at SSOW!

Q: What advice would you give a person starting their shared services career today? What are the keys to a fulfilling career in this industry?

A: If you are just starting your career in shared services, embrace the fun! Not only will you learn large team leadership, which is critical for anyone wanting to grow into executive level roles, you will be exposed to technology, data analytics, process improvement, change management and stakeholder management.

To stay in shared services long-term, make sure that you are deliberate in your movement through the organization. Spend time in data analytics, process improvement, etc, even if they are lateral moves instead of promotions. Make sure you are building relationships throughout your journey.

Q: What are you looking forward to most when heading to SSOW in Orlando? What value does SSOW bring to the community?

A: I love the energy that exists at the event. It is a great place to reconnect with peers as well as to understand how other industries are changing the shared services landscape.

Did you know....

- 70% of corporate risk and compliance professionals have noticed a shift from check-the-box compliance to a more strategic approach in the past two to three years. *Via Secureframe*
- 87% of organizations report negative outcomes from low compliance maturity or reactive compliance. *Via Drata*
- 74% of organizations state that compliance is a burden due to limited budgets and resources. *Via Drata*



Karla Sanchez
R2R Global
Process Owner
TE Connectivity

Q: What do you see as the biggest challenge facing shared services executives today and why?

A: The biggest challenge for shared services executives today is balancing the need for cost reduction with the demand for value-added services. They must streamline operations and cut costs while improving service quality and expanding into more strategic roles. This shift from basic processing to more analytical and customer-focused tasks requires significant investment in technology and talent development.

Q: What do you see as the biggest opportunities for shared services within the enterprise and why?

A: The biggest opportunities for shared services are in digital transformation and expanding their scope. Using technologies like automation, AI, and advanced analytics can boost efficiency, reduce errors, and offer more strategic support. Expanding services to include more strategic and analytical roles adds significant value and positions shared services as key drivers of business growth, talent development, and innovation.

Q: If you had a blank check to invest in your SSO/GBSO, what would you spend the money on and why?

A: With a blank check, I would invest in advanced technologies and talent development. Implementing cutting-edge automation and AI solutions can drastically improve operational efficiency and free up resources for more value-added activities. Additionally, investing in employee training and development programs...

Learn About Karla's Upcoming Session at SSOW!

(Continued) ... Is crucial for retaining top talent and ensuring that the workforce is equipped with the skills needed for the future of shared services.

Q: What advice would you give a person starting their shared services career today? What are the keys to a fulfilling career in this industry?

A: For someone starting in shared services, my advice is to ensure continuous learning and build a diverse skill set. The industry is evolving quickly, so staying updated with new technologies and best practices is essential. Key skills include problem-solving, resilience, proactiveness, stakeholder engagement, and people management skills such as empathy. From my personal experience, I recommend always seeking mentorship and networking opportunities for guidance and career growth.

Q: What are you looking forward to most when heading to SSOW in Orlando? What value does SSOW bring to the community?

A: I'm most excited about networking with industry leaders and learning about the latest trends and innovations. This event is a great platform to exchange ideas, gain insights, and explore new solutions for operational excellence and business growth. SSOW adds immense value by fostering collaboration, showcasing best practices, and highlighting the strategic role of shared services today.

Interesting insights!

- 67% of GBS organizations are adopting automation technologies. *Via Deloitte*
- 78% of organizations identify data analytics as a critical skill deficit. *Via PwC*



Tom Sterling
Vice President, Peoples
Solutions Operations
Cox Automotive

Q: What do you see as the biggest challenge facing shared services executives today and why?

A: Implementation & adoption of advanced technologies. HRSS advanced technology (i.e. Gen AI, etc.) is critical to the success of today's HR service delivery model. There are three unknowns that comes along with this advancement that make it tough: uncertainty around the ROI of these expense technologies, the adoption rates with our employees and data privacy and security.

Q: What do you see as the biggest opportunities for shared services within the enterprise and why?

A: Building the workforce of tomorrow within our centers. Workers must be adaptive and ready to embrace change through results driven outcomes. We can achieve this through uniquely skilled workers that become utilizing players. These workers follow the work, instead of holding one skill set and waiting for the work to come to them.

Q: If you had a blank check to invest in your SSO/GBSO, what would you spend the money on and why?

A: Good question - talent development programs. Creating comprehensive upskilling and reskilling programs to ensure employees are equipped with the latest skills and knowledge. This not only will boost employee morale but also prepares the workforce for future (how to work side by side with advanced technologies, adaptive working skills (adaptive mindset, innovation, data fluency, critical thinking,...

Learn About Tom's Upcoming Session at SSOW!

(Continued) ... cognitive fluency) and emotional intelligence (self awareness & manage, social awareness & relationship, empathy).

Q: What advice would you give a person starting their shared services career today? What are the keys to a fulfilling career in this industry?

A: Master the adaptive working skills and emotional intelligence skills mentioned above... along with raising your head and getting involved in things that are outside of your comfort area... only real way to learn.

Q: What are you looking forward to most when heading to SSOW in Orlando? What value does SSOW bring to the community?

A:

- Learning more about the new trends in the HR Shared Services space and networking.
- SSOW brings the best of the best in HR Shared Services together to share, collaborate and learn from each other.

It's fascinating that...

- 74% of shared services organizations are investing in AI and machine learning to enhance service delivery. *Via Deloitte*
- 62% report concerns about data privacy and security as a major challenge in adopting new technologies. *Via Drata*
- 68% of organizations are focusing on developing digital skills among their workforce. *Via SSON*
- 70% of shared services leaders prioritize continuous learning and development programs. *Via SSON*



Cindy Gallagher
Senior Vice
President & Controller
Gannett

Q: What do you see as the biggest challenge facing shared services executives today and why?

A: Simply put - leveraging AI to gain efficiencies, improve accuracy, and tighten controls in an ethical, logical, and progressive manner. This requires balancing technological advancement with human skills and emotions.

AI has the potential to further automate repetitive tasks, reduce errors, and provide deeper insights. However, we need to do so in a manner that won't leave team members feeling left behind or fearing that their jobs will be replaced.

Q: If you had a blank check to invest in your SSO/GBSO, what would you spend the money on and why?

A: Streamlining systems and talent development. Rapid evolution of technology often outpaces corporate infrastructure's ability to adapt, creating inefficiencies. Additionally, even with the best technology without our talent, we're nothing. Investment in continuous learning opportunities, cross-functional experiences, and professional growth will ensure the team remains motivated and engaged.

Q: What advice would you give a person starting their shared services career today? What are the keys to a fulfilling career in this industry?

A: Quickly adopt a mindset of openness and acceptance. In other words, say yes more than you say no. Even when faced with challenging tasks or unfamiliar responsibilities....

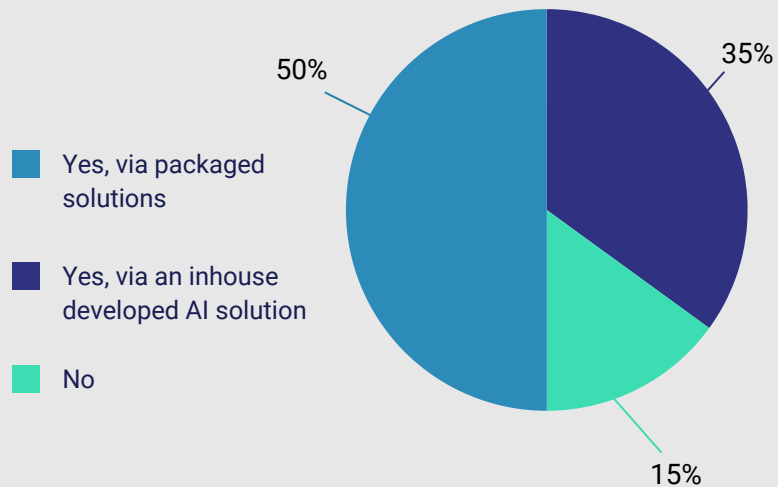
Learn About Cindy's Upcoming Session at SSOW!

(Continued) ...A proactive attitude fosters adaptability, resilience, and a broad skill set – all key elements to building a long fulfilling career in shared services!

Q: What are you looking forward to most when heading to SSOW in Orlando? What value does SSOW bring to the community?

A: SSOW is a time for engagement. It's a time to share challenges and successes with likeminded peers and to learn from many insightful professionals across the industry. It is a chance to share battle scars and success stories in a friendly, safe and open environment.

Are your peers actively deploying AI (as opposed to RPA) to drive advanced E2E process digitization?



Via SSON Research & Analytics



Nick Davis
Director of
Shared Services
Cintas

Learn About Nick's Upcoming Session at SSOW!

(Continued) ... Together seamlessly. I would work to create systems to ensure we set up customer accounts correctly, which would improve our revenue controls. This investment would improve our revenue stream and allow us to be more efficient and profitable.

Q: What do you see as the biggest challenge facing shared services executives today and why?

A: The biggest challenge shared services executives face is balancing the competing demands of being business critical while operating behind the scenes. A shared services organization must manage ROI while identifying ways to scale with the demands of the business. This requires investment in and focus on technology and automation. At the same time, a great shared services organization must add value and deliver results without much visibility to other areas of the business. Excellent shared services leaders find ways to excel at both.

Q: What do you see as the biggest opportunities for shared services within the enterprise and why?

A: Our biggest opportunities are developing our processes and teams in tandem with the business. We must identify the right mix of staffing (internal and external), organizational specializations, and technological solutions. Shared services must identify the right ways to grow to support the organization. Managing and implementing these changes must be strategic. Leaders need to ensure buy-in and investment from the enterprise to develop appropriately.

Q: If you had a blank check to invest in your SSO/GBSO, what would you spend the money on and why?

A: I would invest in a technology platform to better integrate our entire Order to Cash process. Our technology platform has segmentation and inefficiencies, leading to increased challenges in getting our enterprise teams to work...

Q: What advice would you give a person starting their shared services career today? What are the keys to a fulfilling career in this industry?

A: It's imperative to understand how to adapt to deliver for your internal and external customers. Business is constantly changing, and a good shared services team needs to be ready to dynamic, and shift their support as needed. Individuals can thrive when they can be seamless behind the scenes while at the same time being prepared to adapt to support the business.

Q: What are you looking forward to most when heading to SSOW in Orlando? What value does SSOW bring to the community?

A: I'm looking forward to networking and learning from this community. This event provides an opportunity to develop new relationships with like-minded people and organizations. I'm excited to see what collaborations develop and how we can learn from each other to move forward the organizations we all support.

2 Truths & a lie!?

Can you figure out which statements are true and which is a lie? Answer on the last page of the report! ••

- 50% of GBS organizations report ESG (Environmental, Social, and Governance) as a focus area.
- 53% of shared services organizations prioritize developing capabilities as a key objective
- 95% of shared services organizations have fully automated their Order to Cash process.

Via Deloitte



Tage Smith
Vice President -
Technology
Shared Services
Pacific Life

Q: What do you see as the biggest challenge facing shared services executives today and why?

A: Managing cost pressures while also driving innovation (which requires an investment). Many groups continue to scale their capabilities and grow into new markets. This puts additional pressure on the organization to reduce expenses (especially in commodity services) while minimizing business disruptions.

Q: What do you see as the biggest opportunities for shared services within the enterprise and why?

- A:**
- Profit Margin Expansion – Shared services can help to centralize capabilities, increase efficiencies, and reduce expenses. This can help the company create greater profit margins even if revenue declines. For the insurance industry, this is especially true as interest rates reduce, and higher volume sales become more important.
 - Hiring multi-faceted talent – those with breadth of experience (both in managing back-office operations and in supporting the businesses) could provide insights and create cost avoidance by minimizing the number of consultants hired.
 - Potential for global reach – for companies in multiple countries, a shared services model that is regionalized may help to service multiple countries within a specific region (e.g., APAC, Europe, etc).

Q: If you had a blank check to invest in your SSO/GBSO, what would you spend the money on and why?

Learn About Tage's Upcoming Session at SSOW!

A:

- System investments that yield large savings Return on Investments (ROI) – sometimes investing in new capabilities upfront can help companies to reduce their technical debt and ultimately cost (e.g., application rationalization initiatives). It can also create commonality within business operations.
- Early career and mid-career talent (especially for Technology) – these individuals will succeed those that will retire in the future.
- Consolidation of Shadow “X” organizations so that common groups can operate with greater efficiencies.

Q: What advice would you give a person starting their shared services career today? What are the keys to a fulfilling career in this industry?

A:

- I started my career in public accounting focusing on Internal Controls. While you could focus on compliance, there is a great ability to look at processes you are auditing and learn about how to connect the dots because you are exposed to multiple parts of the business (and systems)
- Invest in understanding the business financials and strategy early – this will help you understand the company's priorities and why they focus on some things over others.
- Find a mentor – lean into a leader at least 2-3 levels above you so that you can learn what they've done to accelerate into a role you may want in the future. As you climb into those roles, you should find other mentors that give you advice on how to continue accelerating in your career.

Q: What are you looking forward to most when heading to SSOW in Orlando? What value does SSOW bring to the community?

A:

- Networking with peers to understand their top priorities, how they are managing cost pressures, the war for talent and what key priorities exist across multiple industries.
- Partnering with industry experts.
- Potential for recruiting talent into open roles within our organization.
- Understanding roadmaps created by industry experts that are expanding their global footprint.
- Speaking with others about metrics they have prepared to show progress within their shared services organizations.

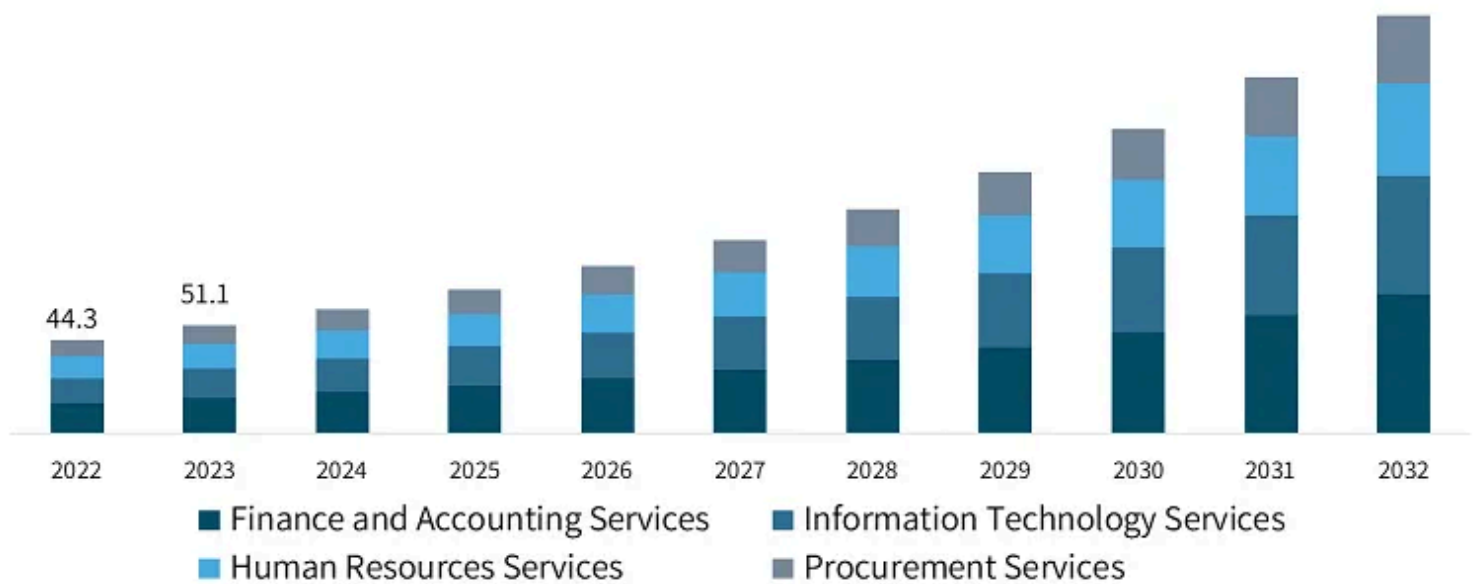
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Shared Services & Outsourcing Week!

March 24-27, 2025 | Orlando, FL

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Shared Services Center Market Size, 2022-2032 (USD Billion)



Via Global Market Insights



Rolando Lopez
Global Finance Director
- Shared Services
AstraZeneca

Q: What do you see as the biggest challenge facing shared services executives today and why?

A:

- Balancing the demand for cost-efficiency operating models with the need to drive digital transformation, traditional delivery models are very user-oriented poor, with mindsets of “self-service” being pushed everywhere, how do we balance cost-efficient operating model, with the need to drive digital transformation, with the need of diversify the support models for the different type of generations we serve, the increased business requirements.
- Talent pipeline in first world countries, management positions usually sit in financial HUBS (UK, US, Switzerland, etc), in a couple of years we will have issues finding talent in those countries as there are no entry level / middle management positions / development in those countries.
- Operational Efficiency + Digital Innovation + Workforce transformation.

Q: What do you see as the biggest opportunities for shared services within the enterprise and why?

A:

- Truly leveraging AI (Gen AI, NLP, predictive insights) with a high level of accuracy and ethically compliant.
- Data Driven decisions - How to make sure the right data is available every time.
- Global Scalability and agility in a changing environment (TAX, regulatory, sanctions).

Learn About Rolando's Upcoming Session at SSOW!

Q: If you had a blank check to invest in your SSO/GBSO, what would you spend the money on and why?

A:

- Generative AI proof of concepts, integrated support models (all sources into one, one front facing platform for end users, SSO users, suppliers, customers) no more “best in class silo solutions.”
- Analytics and process mining solution (Supply Chain, Finance, HR, IT).
- Digital Upskilling programs for our taskforces.

Q: What advice would you give a person starting their shared services career today? What are the keys to a fulfilling career in this industry?

A:

- Prioritize Data and analytical skills (combined with other soft/transferrable skills).
- Aim to deliver impact (so what) not just complete a task. How to find opportunities where nobody else have seen them.
- Spend time to understand the end to end process, how everything gets connected, zoom in/out .
- Learn what process optimization is all about - ie. Lean/Six Sigma.

Q: What are you looking forward to most when heading to SSOW in Orlando? What value does SSOW bring to the community?

A:

- Networking and understand what other SCCs are doing/priorities/investments.

Do you agree?

- In the shared services and Global Business Services (GBS) space, 72% of CEOs identify the availability of key skills as a major concern. *Via The European Business Review*



John Transier
Former Senior Vice
President, Finance
Shared Services
Vericast

Q: What do you see as the biggest challenge facing shared services executives today and why?

A: Balancing automation with talent retention. Yes, AI and other automation activities can free up resources for other, more meaningful activities. However, automation creates fear and distrust in staff positions. Creating real talent retention programs in the midst of automation is a huge challenge. Losing people in the midst of automation can cause deadlines to shift and goals unattainable.

Q: What do you see as the biggest opportunities for shared services within the enterprise and why?

A: Shared services leaders have enormous amounts of data. Own the data, assimilate the data, analyze the data and give management recommendations based on your expertise and insight.

Q: If you had a blank check to invest in your SSO/GBSO, what would you spend the money on and why?

A: Hire the best, smartest people. Quickly eliminate as much technical debt as possible. Implement best-in-bread tools. The reason these three hit my radar is because most SSO/GBSO orgs inherit good people with ingrained processes on antiquated tools. This is not acceptable and many battles ensue in these areas.

Q: What advice would you give a person starting their shared services career today? What are the keys to a fulfilling career in this industry?

Learn About John's Upcoming Session at SSOW!

A: Learn the business you are supporting. Stay on the cutting edge of technology and process. Be responsive and keep commitments. Be willing to change with the ebbs and flow of the business. Have relentless integrity and earn trust. Get some thick skin. Know when it's time to move on to the next SSC challenge. Be a good networker, both inside and outside the company.

Q: What are you looking forward to most when heading to SSOW in Orlando? What value does SSOW bring to the community?

A: First and foremost, seeing/meeting peers from all over the world. Second, listening to successes and in some cases failures in the SSC journeys. Finally, checking out new technologies and their application to solve real world problems.

What your peers are doing:

- 85% of shared services professionals highlight the importance of networking and continuous learning. *Via Seeking Alpha*
- 55% of organizations are focused on reducing technical debt to improve efficiency. *Via Talivity*
- 73% of shared services leaders see the adoption of advanced tools as a key opportunity. *Via SSON*
- 70% of shared services leaders prioritize continuous learning and development programs. *Via SSON*



Kenneth Newton
Director, Service
Delivery at NASA
Shared Services Center
NASA

Learn About Kenneth's Upcoming Session at SSOW!

Q: What do you see as the biggest challenge facing shared services executives today and why?

A:

1. With growing budget challenges in the Federal Government space, continuing to demonstrate the value proposition of the shared services delivery model amidst skeptics that feel utilizing shared services represents a loss of control and transparency.
2. Operating in this post pandemic work from anywhere environment. Having to compete for local talent that now has the leverage to consider remote job opportunities from higher cost regions. Resulting in higher labor and contract costs due to labor arbitrage.

Q: What do you see as the biggest opportunities for shared services within the enterprise and why?

A: Continuing to demonstrate the value proposition of the shared services delivery model and proactively identifying new client opportunities beyond our current core customer base. Leveraging current ERP platforms to become more efficient, effective, and with increased transparency in performance and cost. Winning over the skeptics.

Q: If you had a blank check to invest in your SSO/GBSO, what would you spend the money on and why?

A: Though it sounds good to have a blank check, it would definitely go against the very principles that we esteem in returning limited resources to the core mission of our customers. However,...

(Continued) ... We continue to invest in our greatest asset our people. Upskilling in areas of project management, citizen developer roles, and becoming shared services subject matter experts—going beyond being functional SMEs.

Q: What advice would you give a person starting their shared services career today? What are the keys to a fulfilling career in this industry?

A: This response applies to a person starting any career and I share this with all of our new employees. When I started at NASA 35 years ago, my Center Director at Kennedy Space Center (FL) was retired 3-Star General Forrest McCartney and he said something in orientation that resonated with me my entire career, "If you don't whistle to work and whistle home every day, you should probably find something else to do!". You must find what you are passionate about and be the best that you can be sharing that passion. The opportunities to make a difference in shared services are endless. In NASA I had the opportunity to transform the Mission Support landscape by not only consolidating services from 10 different field centers; but to create a transformed business model that was more efficient, effective, transparent, and provided an improved customer experience. In our careers, we never stop learning, we never stop growing, and we never stop achieving! My intentions were to help stand-up shared services in NASA and then return to my engineering career in Space Operations; however, after nearly 20 years of building the shared services organization; building customer confidence and loyalty for the best place to work in the federal government; and enabling Mission Success in Aeronautics Research, Explorations Systems Development, Science, Space Operations, Space Technology, and Mission Support—it has been an amazing 20 years! FIND YOUR PASSION AND LIVE IT!

Q: What are you looking forward to most when heading to SSOW in Orlando? What value does SSOW bring to the community?

A: I mentioned that we hire Functional Subject Matter Experts but our ultimate desire is to grow Shared Services Subject Matter Experts and sending our leaders to SSOW in Orlando has been a key part of that journey. Our goal when attending is to leave with at least 3 actionable take-aways—technology, networking, or transformational opportunities where we can increase the value proposition of Shared Services to NASA.

SEE YOU AT SSOW 2025

March 24 - 27, 2025 | Orlando, FL

Do YOU have an interesting story to tell?

If you are a shared services or GBS practitioner and wish to be considered for a speaking role, please send an email to Heather.King@ssonetwork.com.

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Meet the Trailblazers Taking the Stage!



Priyaranjan (Ranjan) Jha
SVP and Head, Global Business Services
Iron Mountain



Rod Lindsay
President, Nokia Business Services
Nokia



Carrie Nichol
VP and Chief Accounting Officer
ADM



Amy Rodrigues
Vice President, Finance Shared Services
The Boeing Company



Emma Ridley
Head, Global Business Solutions
Central Operations
BAT



Jason Paradowski
Head, HR Service & Talent Acquisition,
Bosch Americas, Region
Bosch

2 truths & a lie: The lie was “95% of shared services organizations have fully automated their Order to Cash process.” The actual percentage of shared services organizations that have fully automated their Order to Cash process is significantly lower. Only 36% of organizations report that their Order to Cash process is 76-100% automated.

