Increase Productivity.
Drive Efficiency.
Continuous Improvement.

19th Annual
Global Business and Shared Services
CONFERENCE

Optimize the Pathway to Unlock
Enterprise-Wide Strategic Value

Pre-Conference Seminar
October 21, 2015
Conference
October 22-23, 2015
The Westin New York at Times Square
New York City

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Pre-Conference Seminar

Wednesday, October 21, 2015

Building Blocks to Business Services Optimization
Join this intensive day-long pre-conference seminar to gain the proper foundation and understanding you need for the overall conference learning experience.

Workshop A: 9:00 am – 12:00 pm
Fundamentals of Moving from Concept to Delivery in Shared Services
Every organization has a different business culture and may implement or develop its shared services model (SSO) differently. However, throughout the process there are proven steps that need to be taken to build a solution that fits your company and enables you to create a scalable platform to support future business growth.

During this session:
• Separate myth from fact and explore the differences between an SSO and a centralized service model
• Take a holistic view of your operation to determine which operations can and should be brought into the SSO
• Create a roadmap for developing and executing the SSO strategy and the appropriate operating model, one that will respond to changes in business needs over time
• Develop a compelling business case with clearly defined goals to ensure that all stakeholders are engaged and understand the value proposition

Nancy Hanslowe, Senior Vice President, Human Resources Shared Services, MetLife
Lunch 12:00 – 1:00 pm

Workshop B: 1:00 – 4:00 pm
Embracing Change and Fueling Employee Engagement to Drive Superior Business Results
Change is a constant. It must be considered in all operations, especially in shared services. Regardless where your organization is on the maturity spectrum of shared services, your ability to manage change as part of day-to-day operations is crucial to ensure the cultural transformation needed for your program’s execution and growth. During this workshop:
• Examine a different way of looking at change management and build great relationships in the process
• Harness the power of change agents and focus groups to create synergy
• Engage employees (in and out of shared services) to drive improvements and overall performance
• Learn to manage change as part and parcel of Shared Services Operations

Robin Stout, HR Strategy Consultant, Tyco

Conference

Day One - Thursday, October 22, 2015

Registration and Continental Breakfast: 8:00 – 9:00 am
Chairperson’s Welcome and Opening Remarks: 9:00 – 9:10 am
Deborah Kops, Senior Advisor, The Conference Board
Principal, Sourcing Change

General Session A: 9:10 – 10:00 am
The State of GBS: Capitalizing on the Emerging Trends and Capabilities to Drive Competitive Advantage throughout Your Organization
To set the stage for the conference, we explore emerging trends and capabilities within shared services and Global Business Services (GBS). This includes the strategic value of GBS today and what the future will bring, especially in terms of the changing workforce and the technology revolution. How will Big Data, Internet of Things, advanced analytics, and other disruptive technologies shape our organizations and the needs of our internal customers? How can we leverage these trends to further enhance the value proposition and harness competitive advantage?

Richard Sarkissian, Principal, Deloitte Consulting LLP

General Session B: 10:00 – 11:00 am
Defining and Optimizing GBS to Achieve Success for your Unique Organization
There are multiple pathways to GBS that are unique for each organization. And GBS may not be the right solution for everyone. As such, no two organizations will embrace and achieve success via a GBS platform in the same way. Hear from a panel of experts as they share lessons learned from their GBS journeys, including why they moved to GBS, the challenges and solutions along the way and what they would do differently now if they had the opportunity to do it all over again.

Panelists:
Bene Werle, Vice President, Global Business Services, Cisco Systems
Christina Crowley, Vice President, Global Business Services, EMC
Paul Bartley, Director, Program Support Center, U.S. Department of Health and Human Services
Scott Singer, Head of Global Business Services, Managing Director - Singapore Rio Tinto

Networking and Refreshment Break: 11:00 – 11:15 am

General Session C: 11:15 am – 12:15 pm
No Time for Complacency: Prioritizing Productivity as the Means to Profitability and Growth
Worldwide slowing productivity since the mid-2000s has largely gone unnoticed. It is time for businesses to ask what they can do to change this trajectory. During this featured session, hear findings of a study by The Conference Board that looks to understand and address the risks of a global productivity slowdown. No magic bullet exists to remedy the slowdown, but how can businesses prioritize productivity and improve their competitive advantage? An industry panel will share strategies to prioritize productivity: leveraging new technologies, investing

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in talent and the workforce, enabling a culture of innovation, and being more agile in response to changing business needs and growth opportunities across the enterprise.

Moderator:
Michel De Zeeuw, Program Director, Global Business Services Council, The Conference Board
Panelists:
Ataman Ozyildirim, Director, Business Cycles and Growth Research, The Conference Board
Jeff Kemmerer, Vice President Global Shared Services, The Hershey Company
Steven Jo, Head of Multisourcing, Silicon Valley Bank
Lunch: 12:15 – 1:15 pm

Building Change Mastery: Change Management, Communication, and Stakeholder Engagement Practices that Will Transform Organizations
Shared services and GBS are built on change. At every stage, overcoming resistance to change and understanding stakeholders’ needs (as opposed to wants) is crucial. We discuss change management and ways to motivate and enable new and constructive behaviors that foster support and engagement from the entire organization.

Panelists:
Diana Tremblay, Vice President Global Business Services, General Motors
Jay Desai, Senior Director, Enterprise Outsourcing Strategies, AbbVie Inc.
Susan Halliday, Divisional Vice President, Accounting Shared Services Excellence Team, Walgreens

Networking and Refreshment Break: 2:15 – 2:30 pm

Concurrent Session E1: 2:30 – 3:20 pm
Plan for the Unexpected: Leveraging the Benefits and Mitigating the Risks of a Regional Shared Services Center
Matt Noe will share the lessons he learned when Caterpillar set up its Shared Services Center (SSC) in Latin America. As head of Caterpillar’s Panama SSC, Noe quickly learned to navigate the nuances of the region, eventually winning for Caterpillar the distinction of a “Great Place to Work.” The Caterpillar SSC story includes overcoming a range of obstacles such as low customer satisfaction, high turnover, environmental challenges, and safety concerns, and navigating local cultures and requirements. Learn from his experiences in order for you to understand what you need to know before entering into a new region to ensure success.
Matthew Noe, Regional Shared Services Manager- Latin America, Caterpillar Inc.

Concurrent Session E2: 2:30 – 3:20 pm
What’s Next? Evolution of GBS to Drive Business Objectives
While GBS leaders have achieved immense success in end-to-end transformation, there is always the struggle to continue to reinvent and deliver greater improvements year after year. Explore what functions are being added to GBS, such as sales, marketing, procurement, and legal, and when it makes sense to expand GBS capabilities further in order to learn how to continue to adapt or modify enabling further maturity and value creation across the enterprise.
Jean White, Principal, Deloitte Consulting LLP

Concurrent Session F1: 3:25 – 4:15 pm
Build Trust and Improve Performance through Shared Services Governance
Effective governance practices are crucial and can improve customer/stakeholder engagement, enable continuous improvement, and improve transparency and trust but often are overwhelming to create a framework that will effectively measure and communicate what is relevant or actionable. Explore the ways to capture truly impactful information and create a vehicle for highly effective working relationships.
Joyce E. Wells, Senior Vice President, General Services, Citi

Concurrent Session F2: 3:25 – 4:15 pm
Shifting Gears: Organizational and Operational Innovation to Drive Excellence
Technology advancements, collaboration tools, and improved access to information have changed the global business landscape. Thus what made sense years ago are becoming obsolete. Advancements in technology and game-changing insights from new analytics capabilities are causing many organizations to consider shifting their current models. Discover the drivers of these new and innovative models and how you can harness the capabilities for maximum impact.

Concurrent Session G1: 4:20 – 5:10 pm
Creating the Evolutionary Path from Shared to Global Business Services
GBS is the next step on the shared services journey, but it brings complexity and risk. Diana Tremblay will detail how GM made the move GBS through careful planning, identification of key objectives and linking strategy to the bottom line. She will demonstrate the benefits realization achieved, value that was created in a short time and the next steps in GM’s business services journey.
Diana Tremblay, Vice President Global Business Services, General Motors

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Concurrent Session G2: 4:20 – 5:10 pm  
**Capitalizing on the Power of Analytics: Global Business Services as a No Cost Value-add Organization**
Capturing and synthesizing real-time data and actually being able to use the information to make quick and informed corporate decisions is crucial to competitive advantage. We explore the ever expanding role of analytics in GBS to support business operations and how to effectively utilize these tools to drive enterprise value realization, as well as promote the highest degree of agility and responsiveness for the entire organization.

Rita S. Brunk, Senior Director, GBS Americas Operations, HP

Networking Cocktail Reception: 5:15 – 6:15 pm

Sponsored by: Deloitte

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**Conference**

**Day Two - Friday, October 23, 2015**

Continental Breakfast: 8:00 – 8:30 am

General Session H: 8:30 – 9:30 am  
**Deliver Superior Customer Service and Enhanced Customer Experience to Be the “Provider of Choice”**
As a business within a business, the relationship between the internal service provider and the internal customer is key to its survival—or demise. Along with an industry panel, uncover the pillars of superior customer service and understand the most effective ways to tap into the "voice of the customer." Included in the discussion will be the ways to hone into what the customer truly wants and needs to ensure greater engagement, usability and overall boost customer experience. Panel members will describe the principles they use to align business and functional goals and deliver superior customer service/satisfaction across the enterprise.

Moderator:
Bill Price, Author *Your Customer Rules!: Delivering the Me2B Experiences That Today's Customers Demand*

Panelists:
Sharon Mirabelle, Vice President, Shared Services, McCormick & Co., Inc.  
Deborah Vander Bogart, Vice President, Finance-GLOBAL Business Services, Levi Strauss & Co.

General Session I: 9:30 – 10:20 am  
**Taking Ownership and Navigating Your Shared Services Career**
If you can make it here, you can make it anywhere! The core competencies required of shared services leaders—to forge partnerships, catalyze change, and drive business outcomes beyond cost reductions, are valuable to every function and organization. Even so, you need to understand how to position yourself to take ownership of your own career. Explore the capabilities necessary to succeed in one of the most important business leadership roles today, and identify the opportunities and challenges that every aspiring leader can be expected to face.

Deborah Kops, Senior Advisor, The Conference Board Principal, Sourcing Change

Networking and Refreshment Break: 10:20 – 10:35 am

General Session J: 10:35 – 11:35 am  
**Robotics Process Automation: Latest Craze or Technological Advancement with Revolutionary Potential?**
There has been much talk about the use of robotics within shared services and GBS. But what is the reality of this hot-button advancement? We break through the chatter to uncover what is possible for businesses today from practitioners who have achieved measurable results. They detail what you need to know before embarking on this initiative, including the hurdles you will have to overcome, and what are some of the more complex activities you can expect robotics can be responsible for in the future to start planning for today.

Moderator:
Ian Herbert, Deputy Director, Centre for Global Sourcing and Services  
Senior Lecturer in Accounting and Financial Management, Loughborough University

Panelists:
Rita S. Brunk, Senior Director, GBS Americas Operations, HP  
Cindy Gallagher, Senior Vice President, Global Controller, Discovery Communications  
Joyce E. Wells, Senior Vice President, General Services, Citi Shared Services, Citi

General Session K: 11:35 am – 12:30 pm  
**Current State of Offshoring: Are the Benefits Worth the Investment?**
In the past few years the once fast growing BRIC countries have lost their initial appeal and the risks of moving into emerging markets may no longer be worth the rewards. We explore current benefits and challenges in offshoring and nearshoring, and we detail the factors that constitute a location assessment in order to mitigate any risks, manage costs, and make the most informed decision for your unique organizational needs and competencies.

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REGISTRATION INFORMATION

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Prerequisites: Bachelor’s degree or higher, Advanced
Preparation: None