



AGENDA

O2C Process Optimization Conference

18-19 November 2025 | Warsaw (PL)

End-to-end approach and definition, business alignment and commercial impact, process excellence and automation... while being people-centered

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The O2C complex equation to constantly improving operations

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 - BALD STATEMENTS PANEL**

In this opening sessions, 4 panelists and the audience will comment and share their views on some "bald / 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**

O2C PROCESS OPTIMIZATION CONFERENCE SESSIONS START
chaired by **Maja Bejatovic**, AR Manager EMEA, **Celanese** (Hungary)

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 - END-TO-END + GPO: WHAT BUSINESS OUTCOMES?**

End-to-end process ownership, GPO, governance: A look at the possible evolution of O2C departments towards more global integration and "enterprise solutions incubators"

- How to develop and own new activity lines in O2C and become an integral part of the business
- Defining the contours of "end-to-end" – global process ownership and blurry reporting lines
- You can't have Chip without Dale – Process'n System ownership to pilot standardization and automation efforts in the good direction

Miroslav Prazma, Global Process Owner Order to Cash, **Pandora** - Czech Republic

12.40 - 13.10 **SESSION 2 - AUTOMATION: WHAT'S NEXT?**

Has the first wave of automation really delivered on its promises? Sky-rocketing automation cost, shady RoI, distrust from the top, what to prioritize... lessons learnt before jumping into AI

- Inter-systems' communication and improved interdependency as prerequisites for cash management optimization and automation opportunities at scale
- Sponsorship from the very top and real delegation of strategic power at GPO / center level to maximize the chances of success of automation initiatives
- How to juggle the transformation journey looking at automation, business partnership, operating systems consolidation, etc. to streamline processes across the board... with little automation?

Pawel Poplawski, Global Automation Director, **McCormick & Company** - Poland

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

O2C PROCESS OPTIMIZATION 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.

A good occasion to ask questions, share concerns, seek for responses... or help others with their journey

1. Traditional KPIs are maxed out: Switching from a plethora of irrelevant KPIs to new success metrics more aligned to today's work reality
2. GPO: inside or outside of SSC/GBS organization? Advocate of SSC/GBS or business compass from corporate?
3. Relationship management in critical items, when effectiveness matters more than efficiency
4. Big chunks of activities moving East-bound – CEE vs. Asia competitiveness: only a question of languages?
5. Talent retention - Higher salaries, better leadership, growth opportunities? Why people really leave and how to stop the bleeding
6. Supply chain challenges worldwide and how it impacts O2C operations in globalized business services?

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

15.30 - 16.00 **SESSION 3 - AN HR PERSPECTIVE OF O2C (AND WORK IN GENERAL)**

Are we losing the battle for talents in the "extended scope" of O2C?

- Fight for survival: SSC/GBS strong appetite for more complex activities – but are we ready for it?
- All bets on soft? Which development areas to look into for O2C experts to build on improved skills and capabilities
- Towards more responsibilities and accountability: importance of business acumen and experience in tomorrow's rebranded SSC/GBS industry
- How to make O2C roles attractive in an upcoming world filled with "influencers-to-be"?

Gosia Majewska, Invoice to Cash Global Process Owner, **Merck Group** - Poland (tentative)

16.00 - 16.30 **SESSION 4 - COLLECTION & STANDARDIZATION = FRIENDS?**

Cash collection optimization in a shaky global economy and cost reduction through increased centralization and standardization of AR operations

- Stabilizing and harmonizing collection processes in global environment: Easier said than done in a context of global economic downturn
- Integrated cash management: Dealing with multiple legacy systems and different applications' architectures when initiating the standardization phase of your processes
- Country specific payment cultures and the rise of e-invoicing: Challenges in properly automating your cash application

Blazej Grzybowski, Head of Global Invoice to Cash (Global Process Owner), **TRUMPF** - Poland

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

18.30 - 20.30 **Evening function**

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

Your ticket gives access to all the sessions of the SSC/GBS FEST and allows for unlimited "jumps" to other streams (Strategic SSC, P2P, R2R, HR/Payroll), if of interest...

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 = 3,000 EUR + VAT (flat rate - no group discount)
Bank transfer and bank card accepted (VISA, MasterCard, AmEx only) - VAT invoice issued after payment clears in

DAY 2 - 19 November 2025

O2C PROCESS OPTIMIZATION 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 - CREDIT ON STEROIDS: FLEXIBLE, AUTOMATED & BUSINESS-DRIVEN**
Leveraging on skills and capabilities to redesign credit management policies and reach a higher level of analysis that impacts the entire organization's financial health and stability

- Analytical skills and automation: The most crucial strategic focus for a streamlined alignment of SSC/GBS with business?
- Payment terms flexibility and impacts on credit lines and other financing needs – how to smartly adapt to recent uncertain economic environments
- The down-side of globalization: How to implement a global risk modeling framework and processes cross-regionally amidst a plethora of local policies and new initiatives

10.00 - 10.30 **SESSION 6 - HOLISTIC APPROACH TO DISPUTES RESOLUTION**

Is there such a thing as a quick fix to fasten dispute processes and improve satisfaction results

- Accountability in the "blame game": Should AR teams own disputes end-to-end, or share responsibility with sales and customer service?
- Speed and customer satisfaction: Bad apples?
- Proper resolution strategies and escalations: Why struggles remain in supposedly already "optimized" dispute management processes?

Marcin Sujczynski, OTC Senior Delivery Manager EMEA&ANZ, **Stanley Black&Decker** - Poland

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

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

1. How to develop a credit control model that manages the natural tension between business growth and credit risk while improving the relationship with customers
2. Beyond automation: Is AI naturally the next step for O2C? What are the most promising opportunities out there?
3. Risk-based collection matrix to assess commercial support requirements and collectors' empowerment in setting-up targets to accurately forecast monthly cash flow
4. Integrated data cleansing and accuracy solutions to support contract management and billing automation
5. Improved sales support and reduced DSO via automated dunning and collections
6. Hybrid work - A productivity killer or the only way to survive? Can SSCs afford to demand full-time office presence when, let's face it, everybody wants flexibility?

12.30 - 12.40 **Closing remarks - end of O2C Process 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.

1/ "AI as a supporting partner for change management", by **Wioletta Straczek**, Sr. Director GBS Finance Transformation and Lean Partner, **Jacobs** (Poland)

2/ "Internally-designed Copilot for Microsoft Office Suite support and adoption challenges", by **Anna Bulanowska**, Digital Experience Manager, **Marsh** (Poland)

3/ "AI-driven self-filling order management in procurement", by **Sawa Konfisz**, Senior Continuous Improvement Specialist & **Jakub Markowski**, Senior Smart Automation Developer, **Rockwell Automation** (Poland)

Moderated by:

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

15.00 - 15.15 **Closing remarks & farewell**