



## AGENDA

# O2C Process Excellence

Conference

21-22 April 2026 | Budapest (HU)

Part of the

## SSC/GBS FEST

21-22 April 2026 (Budapest)



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**OPENING PANEL COMMON TO ALL 5 CONFERENCES OF THE SSC/GBS FEST****10.00 - 10.15 Opening remarks****10.15 - 11.00 BOLD STATEMENTS OPENING PANEL**

Our acclaimed "bold statements" opening panel comes back to start the day with REAL talks - no mainstream B.S, no pre-conceived ideas, no theoretical mishmash. Just down-to-earth experience and vision sharing

- "The industry is still growing at a very fast pace in the region"
- "Yes we generate value, but we don't generate cash"
- "If we lose the transactional activities and have only rock stars with 15 years of experience minimum in our teams, who will we hire tomorrow and at what cost?"
- "You know you are reaching maturity when you start needing less people in your center"
- "CEE (and Europe in general) has already lost its edge, it is a matter of time before the industry shifts massively to other parts of the world"
- "If you do your job well in SSC/GBS, then you are working on your own planned obsolescence"
- "AI is not going to take your job, but people with AI-skills will"

**11.00 - 11.15 SPEED NETWORKING SESSION**

15-minute ice-breaker to get in touch with as many participants from various organizations as possible

**11.15 - 11.45 Morning break & networking****O2C PROCESS EXCELLENCE CONFERENCE STARTS**

chaired by **Maja Bejatovic**, AR Manager EMEA, **Celanese** (Hungary)

**11.45 - 11.55 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.

**FUTURE SKILLS FOR LARGER SCOPE****11.55 - 12.25 SESSION 1 - PEOPLE BEATS PROCESSES**

**Full-on upgrade at every level: Skills, roles and careers in an O2C function constantly evolving towards global responsibilities**

- New skills and expertise levels expected: Are we losing the battle for talents in the "extended scope" of O2C?
- Obsolete HR policies? Redesign needed to better match today's market reality: Grades, job descriptions, flexibility, etc.
- From executors to global SMEs and beyond: Offering growth perspectives to your best performers
- The infamous „mindset“: How can we train our people to be ready for permanent change?

**12.25 - 12.30 5-min buffer time allocated for move between streams****12.30 - 13.00 SESSION 2 - SCOPE EXPANSION**

**Should we be going after the full O2C scope – or what activities are better off to stay within business?**

- Trends for the upcoming years: How fast is the O2C arena evolving in SSC/GBS environment?
- O2C as a real business value generator: GBS to move from support function to integral part of the global business strategy
- We always want more "complex" activities, but are we ready to handle them (processes, seniority, expertise, accountability, etc.)

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

**13.00 - 14.00 Lunch break (common to all conferences)****14.00 - 15.00 ROUND-TABLES SESSION**

**60 minutes to deepen in groups of like-minded peers one "hot topic" to be picked from the below list:**

1. Customer portals: Buy-in, usage, shared experiences... and does it deliver on the promises
2. Outside of the "corporate box": How to integrate new, more flexible global finance solutions?
3. Best practices in collections and cash applications: Technology / processes / improved collaboration with sales
4. Is automation really delivering? Lessons learned from skyrocketing costs and shaky ROI
5. Best practices in efficiency measurement of O2C steps: Tracking performance / workflow optimization / analytical activities
6. How to manage dispute process with multiple stakeholders within different ERPs?
7. What DSO reduction strategies can GBS organizations implement?

**O2C PROCESS EXCELLENCE CONFERENCE CONTINUES****15.00 - 15.30 Afternoon break & networking (common to all conferences)****DATA FIRST, AI FUN AFTER****15.30 - 16.00 SESSION 3 - DATA FIRST****Master data accuracy, customer onboarding and why O2C should revise its basics on the way to business excellence and automation readiness**

- Fast, clean, easy customer onboarding: The often-forgotten front gate of the O2C process
- Master data ownership or partnership? Next level collaboration for seamless E2E process
- Now here is the question: Fixing foundations without stopping the business, mission impossible?
- Isn't data quality the main root cause of disputes, delays and failed automation?

**16.00 - 16.05 5-min buffer time allocated for move between streams****16.05 - 16.35 SESSION 4 - AUTOMATION & AI FATIGUE ALREADY?****What's behind AI and automation at large and does it work as promised when applied to O2C processes in SSC/GBS environment**

- Current limits of automation and what will remain as a human-performed task / activity for the years to come?
- It is not always bringing big gains... Does automation have to be approached from an efficiency perspective only?
- Spotting useful applications from shiny tools: How to find your way in the plethora of offers on the market
- The real challenges start here: What to automate after the first wave of "low-hanging fruits"?

**16.35 - 16.45 Closing remarks and end of day 1****16.45 - 18.00 Evening function**

*Day 1 looks interesting already?  
Wait to see what we have in store for day 2 on the next page...*

*Or you can book your ticket straight away!*

*1 ticket gives access to all the sessions of the SSC/GBS FEST and allows for unlimited "moves" between the streams (Strategic SSC, P2P, R2R, O2C, HR/Payroll)*

*Ticket options below*

**TICKET FEE AND REGISTRATION****Early-bird 2**  
(valid until 31 Jan.)**Early-bird 3**  
(valid until 28 Feb.)**Standard price**  
(valid from 1 Mar.)**Conference + hotel (2 nights)**  
access to all sessions, refreshment breaks, lunches & breakfast**1,650 EUR\*****1,850 EUR\*****1,950 EUR\*****Conference only (2 days)**  
access to all sessions, refreshment breaks and lunches**1,290 EUR\*****1,490 EUR\*****1,590 EUR\***

**The more the merrier!**  
**Make it a team building by coming along with colleagues - 5 participants for the price of 4!**

**REGISTRATION ONLINE [HERE](#)**More information on [contact@connect-minds.com](mailto:contact@connect-minds.com)

\* For SSC/GBS practitioner only | Price per person, does not include VAT - 27% VAT to be added to the price as the event is taking place in Hungary  
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

**O2C PROCESS EXCELLENCE CONFERENCE CONTINUES**9.00-9.10 **Opening remarks****9.10-9.30 "YOU DECIDE THE CONTENT" FLIPCHART DISCUSSION**

**You asked for it, we (try to) make it happen!** *The idea? Making the conference even closer to your needs*  
We will discuss "open style" the most important points that came up during the flipchart session on day 1.

**CREDIT AND COLLECTIONS****9.30-10.00 SESSION 5 - CREDIT MANAGEMENT: GUARDRAIL OR OPPORTUNITY KILLER?**

**Addressing frictions between finance and sales: How to deal with business needs vs. financial risk in credit management?**

- How credit risk evaluation is challenged by volatility, speed and incomplete data in today's turbulent economy
- Financial discipline vs. commercial pressure: Navigating difficult conversations without killing the business
- Global credit frameworks vs local policies: Aligning without oversimplifying
- Who's pulling the strings? Flexible payment terms as a commercial lever and impact on liquidity, risk ownership and accountability

10.00-10.05 5-min buffer time allocated for move between streams

**10.05-10.35 SESSION 6 - GLOBALIZED COLLECTIONS: ONE SIZE DOES NOT FIT ALL**

**Standardization ambitions vs local realities: Globalization one step at a time**

- Processes rigidity in the way of standardization: An oxymoron?
- Looking at the most efficient ways to operate collection and cash applications in global environment: Country or activity split?
- Country payment cultures, e-invoicing and their impact on cash application automation
- How confident can you be at this stage to use AI agents for collection?

**Anna Mischenyova**, OTC Manager, **Gates Corporation** - Poland

10.35-11.00 **Morning break & networking (common to all conferences)****BILLING AUTOMATION AND NEW KPIs****11.00-11.30 SESSION 7 - BILLING AUTOMATION**

**End-to-end billing ownership: How absorbing activities from account managers can ultimately improve debt query and credit notes reduction**

- Entertaining a collaborative relationship with sales teams to build a strong bridge with the business
- Benefits of integrating billing into AR as an extension of customer service and order management
- Next step: Self-billing customers all the way through and global cash control

**Stefan Markov**, Head of Global Finance Services, **Experian** - Bulgaria

11.30-11.35 5-min buffer time allocated for move between streams

**11.35-12.05 SESSION 8 - TOWARDS LESS METRICS THAT MATTER MORE**

**Rethinking O2C KPIs, SLAs and performance management in SSC/GBS environment**

- Classic O2C KPIs under the microscope: What they measure? For whom? And what they don't say?
- Balancing efficiency, quality and customer experience in performance dashboards
- Increased analytics: Using data to support decisions, not just justify a long-established operating model
- DSO, aging reports, touchless ratios, dispute resolution time, etc.: Which metrics to focus on to provide the business with meaningful insights?

**Martin Kavečanky**, Head of O2C, **Holcim European Business Services** - Slovakia

12.05-12.15 **Closing remarks - end of O2C Process Excellence Conference**12.15-13.30 **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 - Real-life applications of AI tools and technology in SSC/GBS operations**  
4 mini 15-min case-study presentations of AI solutions applied in SSC/GBS environment.15.00-15.15 **Closing remarks & farewell**