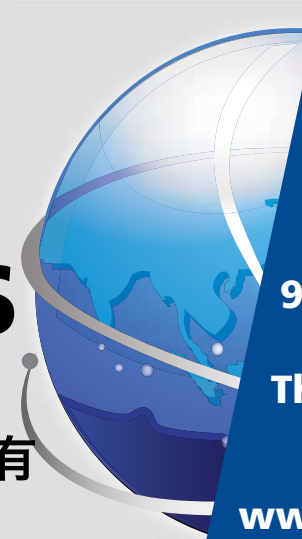


OFFSHORING, OUTSOURCING & SHARED SERVICES SUMMIT JAPAN

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Main Conference Dates:
**10 & 11
November 2011**


Workshop Dates:
9 November 2011

Venue:
**The Westin Tokyo,
Japan**

www.ssojapan.com

Achieving business agility and world-class performance through effective business process transformation and globalization initiatives

Unlocking essential knowledge & best practices from leading
Global Business Services
organizations

▶  **Srinivas Krishna**
Director, Global Vendor Management, Finance Operations, **Microsoft**

▶  **Nobuharu Aoshima**
Finance Director **Microsoft (Japan)**

Understand Microsoft's remarkable journey – One Finance

▶  **Ralph Geertsema**
Director Global Finance Transformation **British Telecom (UK)**

Master global end-to-end process initiatives and multi-sourcing patterns with British Telecom

Meet the top SSO/Outsourcing thought leaders:



Hisashi Sato
Country CFO
ABB (Japan)



Edward Hall
CFO
Amway (Japan)



William Gill
Executive Officer
Head of IT
Merck (Japan)



Kiyoshi Asaka
IT Director
Tesco (Japan)



Keizo Ishikawa
CFO
Dow Corning Toray (Japan)



Jeff Howard
HR Director
Unilever (Japan)



Sebastian Henselmann
Head of HR
Bayer Japan



Takao Morikawa
APAC Regional HR Operations Director
HR Services Global HR Operations
Honeywell (China)

Special Guest Speakers:

 **Avery Palos**
CIO
GE Capital (Japan)


 **Fernando Iglesia**
CIO
Standard Chartered Bank (Japan)

 **Yoshi Kumoda**
Senior Manager Shared Services Japan
McDonalds Corporation (Japan)

 **Arif Iqball**
Finance Director,
Becton Dickinson and Company (Japan)

 **Patrick J. Misciagna**
Director, Japan Technology Infrastructure Country Head & Japan Consumer Site Technology Head
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International Quality & Productivity Centre

JAPAN OFFSHORING, OUTSOURCING & SHARED SERVICES MARKET

2005 - 2008: Trial and growth in IT outsourcing

Market indicator 1: The market witnessed a strong uptake of trial and growth in IT outsourcing both domestically and overseas. China and India started to dominate the IT-offshoring market for Japan.

2008 - 2010: Gearing up BPO initiatives

Market indicator 2: Japan businesses begin gearing up to expand outsourcing and offshoring practices in Finance, HR and even knowledge-driven services such as Engineering and Product Manufacturing. Various sourcing models slowly come into shape including captive, offshoring and outsourcing.

2011 - 2012: Globalization and enterprise-wide transformation

Market indicator 3: Today, the changing business landscape is propelling the need for more outsourcing and offshoring in Japan. With ever-increasing globalization, the ability for Japanese businesses to be flexible and agile in their expansion strategies has become imperative.

Dear Executive,

- Over **90%** of all medium and large companies globally have **adopted a shared services outsourcing strategy** in the last 15 years. More than **5000 delivery centres** now exist worldwide.
- In **2004**, **24%** of Executives worldwide thought shared services outsourcing was "strategic" for their business, in **2011**, **89%** think it is!

- It's not just about labour arbitrage and 'lifting & shifting' to low cost locations anymore. Today, the **REAL IMPROVEMENT** comes from productivity gains, automation and working capital opportunities.
- The **world's third largest economy** is now actively looking for new ways to maximize their growth strategies in the next 12 months, especially in light of the recent events affecting the country.

Are you on the journey of business process transformation? What does operating an effective shared services & outsourcing/offshoring strategy really mean to your business in 2012?

By joining the SSON's premier event in Japan, you will get access to over 20 industry thought-leaders with field-tested strategies to:

- **Mastering sourcing strategies and globalizing transformation initiatives**
- **Function-aligned innovation for enhanced productivity and cost-optimisation**
- **Effective process migration & seamless change management**
- **Rapid expansion & scaling-up to meet new business challenges**
- **Operational excellence & talent management**

Only here will you meet the local pioneers and leaders demonstrating how you can drive further development in your operations to boost the next phase of growth in your organization.

I look forward to welcoming you in November!



Sarah Ye
Sarah Ye
Asian Program Director
SSON (Shared Services and Outsourcing Network)

PRE-CONFERENCE WORKSHOPS

Wednesday, 9 November 2011

SSON's workshops are unique opportunities to spend valuable time with industry experts. These interactive sessions are extended to ensure that you will get to the heart of the conference's most critical issues and uncover practical solutions you can apply in your own company.

WORKSHOP A: 09.00 – 12.00

Creating, managing and sustaining an effective productive and sustainable global outsourcing partnership

In recent years, BPO has come to increasingly occupy a significant place in corporate strategies as they drive their businesses towards greater efficiency and effectiveness. Labour arbitrage, benefits from standardisation and scale economies from shared services and outsourcing models have driven significant value for organisations. Operating business processes from different geographies with varied time zones have helped making functions more agile and flexible to respond to changing market and customer demands.

However, despite these benefits, there is still significant dissatisfaction with the overall state of affairs with outsourcing contracts. Managers continue to report a significant time being spent on managing transactional processes leaving them little time to contribute to the growing demands of strategic insight from their leadership. They continue to struggle with failed transactions and inadequate controls and compliance. Possibly the greatest source of dissatisfaction relates to the inability of organisations to drive value beyond what the initial contract economics dictates. Despite the considerable talk and discussions around "transformational outsourcing", outsourcing companies and service providers appear to be at loggerheads in their attempt to drive value.

Historically outsourcing contracts have been viewed primarily as a legal-commercial construct where one organisation pays a specific sum of money to buy from a service provider an agreed set of services at contractually agreed service levels. There are two problems with this model, albeit simplistic, which impacts the ability of both organisations to drive the most out of this relationship. In the first instance, it takes a rather single-frame view of the operations and extrapolates it over the life of the contract. Secondly, the construct of the relationship itself provides little for both sides to collaborate to grow the operations organically thereby creating value for both.

Research shows that companies that have managed to drive substantial value, over and above what was contemplated in the original business cases adopt a radically different approach to outsourcing and their relationship with their BPO service providers. These organisations view their outsourced operations as part of their overall service supply chain; the contract is merely a framework that guides the flow of their relationship.

BPO has been a key component of Microsoft's operations, both internal and customer facing. Building on its global experience of managing outsourcing contracts, it has developed an approach to BPO contracts that has delivered significant results and has been commended externally.

In this workshop, Srinivasa Krishna will share Microsoft's experiences and learning, and explore:

1. The challenge of creating, maintaining and sustaining outsourcing relationships;
2. Characteristics of sustainable outsourcing relationships;
3. How can organisations set up sustainable partnerships with outsourcing service providers to drive value over the life of the contract?

Your facilitator:

Srinivasa Krishna

Director, Global Vendor Management, Finance Operations - **Microsoft**

About your facilitator: Srinivasa brings 19 years of professional experience, working with senior management and executive boards, giving him the breadth of perspective and depth of detail of managing businesses in a global environment. At Microsoft, as a member of the Finance Operations leadership team, Srinivasa is responsible for managing all global outsourced relationships within Finance Operations, specifically focusing on the business, commercial and contractual structuring of these partnerships.

WORKSHOP B: 13.00-16.00

Running Global or regional centers in-house or through outsourced relationships ?

Finance transformation appears to be the new buzz word in the finance world, bringing together programs that have been separately on the CFO's agenda for a long time. Core components are system migrations, shared service centers & in- and/or outsourcing.

BT has been running a finance transformation for the last decade and expects to continue to do so for the foreseeable future. Each component of the finance estate has seen a remarkable development and we expect the coming years to be of a similar nature for each area.

Maturity of the finance system estate requires continuous investment and business & finance standardization and harmonization programs. Projects can range from straightforward reference data cleanse to Procure-to-Pay business transformations like E-invoicing. ERP Software upgrades appear more frequent as the software lifetimes are rapidly decreasing & the functionality enhancements come at an ever increasing pace.

The Shared service center organization matures and transforms from Transactional centers into regional knowledge centers with key (global) process leads. Programs vary from knowledge and people retention programs to business process transformation program. Shared service center start becoming the center of functional testing for critical system migration and even the hotbed for innovative systems exploitation as critical mass and experience of the finance teams can only be found here.

The different outsource partners, whether they are business process outsourcers, system integrators or application support, are rapidly transforming their business models. This in order to grow their business and to leverage their global presence which they have been building out for the last 5 years. Onshore delivery capability while exploiting their off shore cost base is one of many challenges that have set for themselves. Critical for the CFO will be the capability of 3rd party to deliver business benefits in the finance transformation journey.

The core finance organisation structure of regional or global shared service centers, managed internally or through outsourced 3rd parties plays an critical role in the ability to execute all these programs. This workshop will focus on the impact and strengths of two options at each end of the spectrum –

Main strengths and challenges for Regional captive centers and Global outsourced centers.

In this session, Ralph Geertsema will explore:

- What is finance transformation about and what does it entail?
- What to consider when setting up regional or global centres.
- What to expect from your strategic partners in shared services – what are core strengths of outsourcing and what are benefits for running your own regional shared service centres.

Your facilitator:

Ralph Geertsema

Director Global Finance Transformation

British Telecom (UK)

CONFERENCE DAY ONE

Thursday, 10 November 2011

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08.15 Coffee & registration

08.45 **Chairman's opening address**

Miwa Koji

Partner, **Deloitte Tohmatsu (Japan)**

GLOBALIZATION & OFFSHORING STRATEGY

09.00 **Running global business services as a corporation – Mapping out the journey towards a world-class GBS organization**

Keynote Speech

- What does a successful global business services structure look like?
- Defining the scale for evolving from country to region to global
- Evolving the services provided: From cost arbitrage to value creation to innovation
- The game does not end here – Deploying the right strategy for sustainability and future growth

Miwa Koji

Partner, **Deloitte Tohmatsu (Japan)**

09.30 **SPEED NETWORKING**

Break the ice with this networking opportunity. In this fun and informal setting, you will quickly get to know your fellow delegates as well as learn about their company backgrounds. Form new relationships and explore new opportunities with other members of the shared services and outsourcing community.

09.50 **Carving a best-fit offshoring model in alignment with your corporate strategy: Achieving minimum change impact and greater cost-savings**

- Building the business case and overcoming cultural objections
- Aligning your offshoring strategy with potential tax savings
- Defining appropriate section criteria to choose the right location
- Understanding labour arbitrage and various locations' skills offerings
- Integrating your near-shore and offshore capabilities
- Evaluating the cultural and operational considerations with outsourcing
- Weighing up outsourcing partnership vs. a captive centre vs. a hybrid model

Ralph Geertsema

Director Global Finance Transformation
British Telecom (UK)

10.30 **Morning coffee & networking break**

11.00 **Evaluating and balancing considerations to find the right delivery model**

1. Outsource vs. Captive vs. Hybrid
2. Offshoring vs. Near-shore vs. On-shoring

When making the decision to streamline, cut costs and take advantage of the labour arbitrage in other countries, it can appear easier to outsource your processes to a third party with an established centre and local knowledge. On the other hand, you need to consider the impact this may have on controlling service levels and aligning the activities and processes with your business objectives. This session will consider the factors associated with each models' benefits and limitations to help you decide which route best fits your business.

Senior Executive, **Genpact**

11.30 **Structuring Finance Transformation through shared services and outsourcing to boost total finance operations performance**

Two-thirds of global CFOs are now engaged in finance transformation strategies to move their teams away from routine tasks like account analysis and transactional processing, toward more value-creating activities that can influence corporate strategy and impact enterprise performance. Facing the ever-growing demand of globalization and fresh challenges from emerging markets, the uniqueness of Japanese business model needs to be advanced. How have these organizations been locally restructured? What is the implication of the above-mentioned challenges on your enterprise and its shared services & outsourcing strategy?

- Discussing the fresh initiatives and new thresholds of productivity, transformation and business agility in the finance function
- Conquering the challenges from globalization – How has finance shared services been evolving globally: From single transaction process centralization to end-to-end process ownership to strategic value creation?
- Overcoming unique challenges in Japan

Senior Executive, **SDI**

12.00 **Creating synergy with your offshore centre: Re-designing and re-strategizing the process migration to achieve optimized performance**

Positioning Off-shoring as part of overall IT capability transformation ensures successful execution and benefits to be accrued. Global Common Framework for business and IT operations helps accelerate strategic planning of overall organization transformation including Right-shoring with these critical success factors:

- Developing strategy – Global and country
- Reshaping organizational structure standards
- Identifying common processes and technologies
- Providing guiding principles

Kiyoshi Asaka

IT Director, **Tesco (Japan)**

12.40 **Networking lunch**

PROCESS MIGRATION & CHANGE MANAGEMENT

13.40 **Discovering the hallmarks of a highly effective finance services delivery platform - The ABB story**

- Global vs. local: Getting the balance right
- Introduction of shared service platform including ERP integration
- Measuring and demonstrating the value
- Continuous and sustainable improvement for the future

Hisashi Sato

Country CFO
ABB (Japan)

14.20 **Achieving seamless migration of operational processes and minimizing interruptions during the changeover**

- Conducting effective resource management
- Establishing a project management office that involves all internal and external stakeholders
- Applying right service chargeback model
- Demonstrating the value of centralized operation (onshore or offshore) right from the beginning phases
- Continuously driving excellence in a cost effective manner

CONFERENCE DAY ONE

Thursday, 10 November 2011

Takao Morikawa

APAC Regional HR Operations Director, HR Services Global HR Operations, **Honeywell (China)**

Current customer geography and functional scope

HR Shared Services (Benefits, Payroll, Learning, Staffing, Data Administration, Employee Relations and any other HR Administration) for all APAC Countries except India

Biggest priority/goal/focus for 2011

Expand Service Scope of HR Shared Services with Excellent Metrics; On Time Delivery, Higher Accuracy and Customer Satisfaction with Less Cost.

15.00 Afternoon coffee & networking break

15.30 Top success enablers of workforce restructuring in a shared services & outsourcing environment in Japan

Panel Discussion

It is phenomenal how deeply embedded the concept of lifetime-employment has been inculcated in the national psyche of Japan, including the strict labour-laws which has made shared services/outsourcing implementation extremely difficult. Brainstorm and learn from others how they have conquered those challenges.

- Highlighting key challenges related to employment lay-offs and workforce restructuring
- Brainstorming innovative methods and effective approaches to deal with strict labour-law and embedded cultural norms
- What are the top lessons learned?

Panel Speakers:

Fernando Iglesia

CIO

Standard Chartered Bank (Japan)

Edward Hall

CFO

Amway (Japan)

Avery Palos

CIO

GE Capital (Japan)

16.10 Delivering structured change management programme to ensure the success of phased offshoring transformation

- Modelling the change process phases and understanding what are the key success factors at each stage
- Comprehensive enterprise-wide communication to facilitate change management:
 - Communicating the vision
 - Identifying the benefits of change
 - Generating short-term wins
- Designing and managing an effective retained organization

Arif Iqbal

Finance Director

Becton Dickinson and Company (Japan)

16.50 Chairman's close

17.00 End of day one

CONFERENCE DAY TWO

Friday, 11 November 2011

08.15 Coffee & registration

08.45 **Chairman's opening address**

Miwa Koji

Partner, **Deloitte Tohmatu (Japan)**

EXPANSION & SCALE-UP

09.00 **Looking beyond SLAs: Setting up effective outsourcing governance frameworks & relationship to ensure optimized and sustained services delivery**

SLA is a vital tool in ensuring day-to-day control and performance – but it is just one element in a broader set of controls and measures. There is a growing awareness of the potential to tap into external expertise and produce a real transformation in outcomes for outsourced process. How should you innovatively work with your business partners to broaden the service flexibility and boost greater engagement beyond the simple contract execution. Careful post-deal relationship management is a key factor to successful outsourcing partnerships.

- Implementing systematic management processes
- Adopting a process of effective communication and collaboration
- Sustaining successful partnerships for the long-term

Srinivas Krishna

Director, Global Vendor Management, Finance Operations

Microsoft

Nobuharu Aoshima

Finance Director, **Microsoft (Japan)**

09.40 **Buyer/Provider perspectives on what are the value deliverables: Structured transition phases: Pre-transition transformation and post-transition realities**

- Pre-transition expectations: Preparation, transition and migration
- Post transition reality: What are we measuring and where are we heading?
- What does a successful and lasting partnership look like, and how must it be maintained?

Sourcing Dialogue

Jeff Howard

HR Director, **Unilever**

10.20 **Morning coffee & networking break**

10.50 **Adopting effective local approaches to ensure optimized performance that is in alignment with global process standardization and integration**

- Pinpointing the challenges of process migration in the context of centralization at a global level
- Deploying local approaches to maximize local performance
- Assessing various country-operated models to ensure the success of offshoring migration

Sebastian Henselmann

Head of HR, **Bayer Japan**

Most improved metric in your SSO:

Through the implementation of a Call Center structure with a separation into Front Office and Back Office, we were

CONFERENCE DAY TWO

Friday, 11 November 2011

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able to increase the overall Customer Satisfaction significantly within the first four month (81% to 95% - neutral, satisfied, very satisfied customers). All administrative tasks have been bundled in HR/direct. Standardization and Harmonization of all Processes led to reduction of complexity, costs and redundancies.

Biggest global/priority/goal/focus on 2011:

- **Global focus :** Establish a strong Service Excellence culture; Extend partnering & cooperation within HR; Drive efficiencies & improvements; Promote strong Talent and Leadership development in HR/Services; Align activities with partners in HR Community; Establish Ownership of people matters by management team
- **Local focus:** Smooth kick off and local standardization

11.30 **Sizing up the outsourcing portfolio in a cost effective manner: Fully leveraging external expertise and capacity**

With the emergence of multi-function vendors and increasing quality offered by service providers, buyers can now depend on one partner to provide all their requirements. But seeking a strategic partner who has domain expertise in the industry and can provide the technology enabled transformation or best in class platforms is not a straightforward procedure. Learn from Sirsij Peshin, and keep your thoughts open on how "Everything as service" can become the norm as providers offer more and more innovation and certainty in their delivery

Sirsij Peshin
CIO, Pfizer (Japan)

12.10 **Networking lunch**

OPERATIONAL EXCELLENCE & TALENT MANAGEMENT

13.30 **Laying out the foundation of the successful implementation of shared services: What has worked and what hasn't?**

While the true benefits of implementing shared services include improved productivity and reduced costs, not all companies that have implemented shared services are successful. So, what has gone wrong? What are key elements driving a successful shared services operations? How can you identify the limitations and pitfalls in the model to avoid failures?

Patrick J. Misciagna
Director, Japan Technology Infrastructure Country Head & Japan Consumer Site Technology Head
Citigroup Services Japan Ltd (Japan)

14.10 **Beyond labour arbitrage: Building sustainable strategies and driving continuous improvement for your offshoring operations**

Off-shoring processes for certain regions can provide cost savings due to the labour cost arbitrage. This is, however only one aspect of off-shoring. How can we ensure that we deliver the best value proposition to our customers in the long term?

- Understanding your customers' needs and operationally defining these – with a view on the end-to-end process
- Establishing result and workflow measures for all

- processes to monitor and improve process capability
- Employing process excellence specialists to lead improvement initiatives
- Applying lean principles and tools to eliminate and reduce waste
- Nurturing a culture of continuous improvement and systemic leadership

Keizo Ishikawa
CFO, Dow Corning Toray (Japan)

14.50 **Afternoon coffee & networking break**

15.10 **A critical catalyst in SSO operations: Enabling business transformation through technology**

Enhancing the effectiveness of your IT strategy is critical to your company's success. By driving IT initiatives to streamline enterprise-wide business transformation, you have the potential to make your company's business units more effective and efficient while actively mitigating risk. The session will focus on how strategic automation and business intelligence solutions can be leveraged across finance, accounting & procurement.

William Gill
Head of IT, Executive Officer,
Head of Information Technology, Merck (Japan)

15.50 **When service meets culture: Achieving excellence service delivery through better customer engagement and needs-based value propositions**

Increasing your customer service satisfaction level is not just about operational excellence; process standardization and compliance, but also about engaging your customers to better understand and meet their needs.

- Implementing robust customer engagement model
- Promoting customer focused organization
- Creating compelling value through end-to-end process innovations

Yoshi Kumoda
Senior Manager, Shared Services Japan
McDonalds Corporation (Japan)

16.30 Chairman's close

16.40 **End of Conference**



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Angelo Dennis Matutina, Senior Vice President, **UnionBank of the Philippines**



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IQPC WORLDWIDE PTE. LTD.

Company Registration No: 199702288Z

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SSON members receive an additional **10% discount** for conference only bookings

CONFERENCE PACKAGES ALL PRICES IN USD	Book & Pay by 2 September 2011	Regular Price
INDUSTRY PRICING	EARLY BIRD	STANDARD
<input type="checkbox"/> Conference + 2 Workshops	4,097 (save 800)	4,397 (save 500)
<input type="checkbox"/> Conference + 1 Workshop <input type="checkbox"/> A <input type="checkbox"/> B	3,198 (save 550)	3,498 (save 250)
<input type="checkbox"/> Conference Only	2,299 (save 300)	2,599
<input type="checkbox"/> Workshop(s) Only <input type="checkbox"/> A <input type="checkbox"/> B	1,149 (each workshop)	

SSON members receive an additional **10% discount** for conference only bookings

VENDOR PRICING	STANDARD
<input type="checkbox"/> Conference Only	4,999
<input type="checkbox"/> Workshop(s) Only <input type="checkbox"/> A <input type="checkbox"/> B	1,999 each

*Discounts **DO NOT** apply to workshop(s)-only bookings

*Registrations without immediate payment or credit card details will incur a processing fee of USD99 per registration

DELEGATE DETAILS

Salutation / First Name: Last Name:.....

Job Title:..... Email:.....

Tel:.....(Office)(Mobile) Fax:.....

Department:..... Company:.....

Address:.....

Postcode:..... Country:.....

Delegate's signature:..... Date:..... I agree to IQPC's payment terms.

Approving Manager's Name:.....

Email Address:.....

Signature:..... Date:.....

If the invoice is to be addressed for the attention of a different person than the delegate, please complete the details below:

Salutation / First Name: Last Name:.....

Email:..... Tel:.....(Office)

Please note:

- If you have not received an acknowledgement before the conference, please call us at +65 6722 9388 to confirm your booking.

- Photocopy this form to register multiple delegates.

PAYMENT METHODS

By Check/Bank Draft: Made payable to IQPC Worldwide Pte Ltd

By Direct Transfer: Please quote **20562.001** with remittance advice
IQPC Bank details:

Account Name: **IQPC Worldwide Pte Ltd**

Bank Number: **7232** • Account No: **260-085824-690** • Swift Code: **HSBCSGSG**

The Hong Kong and Shanghai Banking Corporation, 21 Collyer Quay, #08-01 HSBC Building, Singapore 049320

Correspondent Bank: HSBC Bank USA, New York

Swift Code for correspondent bank: MRMDUS33

All bank charges to be borne by payer. Please ensure that IQPC receives the full invoiced amount.

By Credit Card:

Please debit my credit card: Visa MasterCard American Express

Card Number: Expiry Date:

Name printed on card: _____ Signature: _____