

## Tuesday, 21 April

**Delegate Registration Open**  
07:30–18:30 | Foyer

**Continental Breakfast & Exhibits Open**  
08:00–09:00 | Grand Ballroom

### PRE-CONFERENCE SESSION

**Contingent Workforce Basics — Making Sense of it All**  
08:00–08:45 | Grand Ballroom IV

The world of contingent work is incredibly complex and sometimes making sense of it all can be a daunting task for all but the most experienced practitioner. VMS, MSP, Neutrality, Zppers—the list goes on and it seems the acronyms and special terms never end! During this pre-conference session, Staffing Industry Analysts experts will share items from the SIA lexicon of terms, what they mean and how they fit into today's programmes. If you are new to contingent workforce management or have been in the role for years but want to stay abreast of the latest terms, this session is for you!

Speakers:

*Dawn McCartney, Director, Contingent Workforce Strategies & Research, Staffing Industry Analysts*  
*Francesca Vassallo-Todaro, Operations Development Specialist, Europe, Staffing Industry Analysts*

### KEYNOTE SESSION

**Contingent Workforce Management and the 21st Century**  
09:00–10:15 | Heian

It's no secret that the way companies get things done is changing faster than ever. Previously enterprises were concerned with strategies that catered only to full-time hires and the external workforce was simply relegated to the expense line much like office supplies or toner. But that time is long since passed. The demands of a new generation for flexibility and the constraints of older ones seeking stability are demographic challenges which bring the reality of "the war for talent" to the forefront. Progressive enterprises are preparing for this war by leveraging all the HR and talent tools at their disposal. That same technology that has fundamentally altered the way companies engage talent also creates tremendous complexity in the human resources landscape. This gets even more complex when you consider alternate engagement models like the ones we see in Uber, crowdsourcing, online staffing, FMS technology, Zppers and even artificial intelligence. Forward-thinking programme owners are leveraging at least some of these new approaches; those who don't do so at their peril. Don't get left behind!

In this informative keynote session Staffing Industry Analysts' Vice President, Contingent Workforce Strategies & Research, Bryan Peña will share the latest research and insights on what it means to manage the contingent workforce in the 21st century.

Mr. Peña is well known internationally as the most cited expert on contingent workforce management strategies and tactics. A globally recognised leadership speaker and presenter, Peña's specific expertise comes from over a decade of strategic sourcing experience in Fortune 500 companies as well as working as the primary advisor to the CWS Council ([www.cwscouncil.com](http://www.cwscouncil.com)). This experience spans all aspects of contingent labour and contingent labour management including services, pricing and negotiation strategies, contract construction, risk management, and international MSP and VMS programme delivery models. Peña also is the architect behind the only contingent workforce management education and certification programme in the world, the Certified Contingent Workforce Professional programme or CCWP.

Speaker:

*Bryan Peña, VP, Contingent Workforce Strategies & Research, Staffing Industry Analysts*

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**Transition Break**  
10:15–10:20

**CWS Connect: Meet, Share, Network**  
10:20–11:35 | Foyer

A fast-paced, exciting and high-impact networking event to enable you to make new connections, have meaningful conversations and get your creative thinking going for the conference sessions ahead.

Facilitator:

*Richard Thorne, Director, Strategic Solutions, Europe, Staffing Industry Analysts*

**Networking Break & Exhibit Open**  
11:35–12:05 | Grand Ballroom

CONCURRENT SESSION: Integration

**Unanswered Questions: How do you Know You are Getting the Most Value for Money from your Statement of Work (SOW) Projects?**  
12:05–13:05 | Heian | *Thought Leadership sponsored by Randstad Sourceright*

For many organisations, Statement of Work (SOW) projects often represent a significant amount of spend. In fact SIA research estimates that the number of SOW projects can be as much as three times that of traditional agency sourced personnel. But procuring and resourcing for this complex and often politically charged category is not always straightforward and many questions are exceedingly difficult to answer: How do you know if external resourcing is needed? How do you build stakeholder buy-in? How are deliverables monitored and measured? How do you balance and control the quality and costs? In other words: How do you stay in control when it comes to SOW? In this informative session we will give you the tools and techniques to answer these questions and more. Learn from someone who has been there before and how you can stay in control of this difficult category.

Facilitator:

*David Papapostolou, Research Analyst, Staffing Industry Analysts*

Speaker:

*Rachid Schmitz, Client Services Director, Randstad Sourceright*

CONCURRENT SESSION: Leadership and Execution  
**Getting it Right the First Time, Building the Case for Change**  
12:05–13:05 | Otter/Esperance

It's often said that a journey of a thousand miles begins with the first step. And nowhere is this more true than when building a contingent workforce strategy. So often programmes don't succeed because they were doomed from the start, building a strategy based on false assumptions or incomplete information. In this session, we will explore what it takes to get started the right way with your programme strategy and what steps you can take to make sure you and your organisation are building a programme that will last.

Moderator:

*Subadhra Sriram, Editor & Publisher, Media Products, Staffing Industry Analysts*

Panellists:

*Denise Lombard, Director, Procurement Relationship Manager, Cisco*

*Peter Schmutzer, Director, Purchasing, Intel Corp*

*Daniel Wilson, Director, Corporate and Professional Services Global Procurement, Teva Pharmaceuticals Europe BV*

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**CONCURRENT SESSION: Innovation**

### **FMS, VMS, ATS and the Cutting Edge of Contingent Workforce Technology**

12:05–13:05 | Grand Ballroom IV | *Sponsored by IQNavigator*

Across the globe we keep on hearing how technology continues to advance at a breakneck pace. More than just VMS—although VMS technology is more advanced than ever—technologies like online staffing, freelance management systems and even artificial intelligence promise to fundamentally alter the way work gets done in the organisation of tomorrow. Will you be left behind? Find out in this informative session with industry experts as we explore how advanced technologies can take your programme to the next level.

Facilitator:

*Dawn McCartney, Director, Contingent Workforce Strategies & Research, Staffing Industry Analysts*

Panellists:

*Kieran Brady, EVP, Market Strategies, IQNavigator*

*Jeroen Droppers, Global Procurement Category Lead Staffing, H J Heinz*

*Matthew Jessops, Senior Associate, Brightfield Strategies*

### **Lunch & Exhibits Open**

13:05–14:30 pm | Grand Ballroom

**CONCURRENT SESSION: Innovation**

### **“Where we’re going we don’t need roads” The Transformation of the Workforce through Artificial Intelligence**

14:30–15:30 | Heian | *Thought Leadership sponsored by Allegis Global Solutions*

Along with Artificial Intelligence, robotics is one of the fastest-growing and sometimes least understood industries in the world. In truth, these advanced technologies are not just the stuff of science fiction or tools to complete routine manufacturing tasks in factories anymore. Recent studies have estimated that by 2025, half of the jobs in the United States will be performed by brilliant machines and intelligent systems. This number includes many types of knowledge work that have long been considered out of reach with current technologies. It’s time to accept that digital machines are the next major innovation to fundamentally transform the workplace. We are living through a key moment in the evolution of how work will be perceived in the future—the second machine age. Are you ready? In this workshop session we will look at some of these innovations and give you the opportunity to discuss with your peers how you can embrace this new world.

Facilitator:

*John Nurthen, Executive Director, Global Research, Staffing Industry Analysts*

Speaker:

*Bruce Morton, Global Head of Innovation, Allegis Global Solutions*

**CONCURRENT SESSION: Integration**

### **Integrating RPO into your Programme, Getting it Right**

14:30–15:30 | Grand Ballroom IV

As programmes grow and expand, more companies are including Recruitment Process Outsourcing (RPO) in their workforce strategy. But doing so without the right plan or understanding could prove disastrous. From defining your core requirements to managing your RPO partners, the path to success is fraught with risks that could be missed by even the most skilled programme owner. This session will focus on what it takes to incorporate RPO solutions into your programme from programme professionals who have done just that, and how you can incorporate RPO into your programme and align your long-term programme goals.

Moderator:

*Adam Pode, Director, International Research and Analysis, Europe, Staffing Industry Analysts*

Panellists:

*Stephen Clancy, Director, Contingent Workforce Strategies, Knowledge & Research, CCWP, Staffing Industry Analysts*

*Graeme Robertson, SVP, Vendor Manager, Global Human Resources, Bank of America Merrill Lynch*

*Ted van den Berg, Head of Indirect Sourcing, Staples Europe*

*Scott Wilson, Principal Category Manager Resourcing, Supply Chain - Finance, Vodafone Procurement Company Sarl*

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### CONCURRENT SESSION: Leadership and Execution

#### **Global Governance: Building a Programme Office from the Ground Up**

14:30–15:30 | Otter/Esperance

Whether you choose to engage an MSP or build an internal supplier management function, you need to understand how your programme should be governed. From policy administration to issue resolution, your governance strategy needs to be clear enough to manage your programme risk, but flexible enough to not strangle business objectives. A delicate balance to be sure, and one that could have significant consequences for getting it wrong. Don't be the one left behind.

In this workshop session we will explore all the elements of building a programme policy and governance structure by confronting real programme challenges. We will be sharing actionable insights that you can use straight away to make your programme more successful and your company more secure.

Speakers:

*Bryan Peña, VP, Contingent Workforce Strategies & Research, Staffing Industry Analysts*

*Christopher Minnick, EVP, Brightfield Strategies*

#### **IDEAS IN ACTION | 14:30–15:15**

*Showcasing leading suppliers and their solutions*

##### **From Vision to Results | Griffioen | Presented by Beeline**

Beeline presents three groundbreaking ideas turned into innovative tools for helping organisations manage their extended workforce—global solutions precisely addressing local needs and challenges. “From Idea to Architecture” demonstrates Beeline’s uniquely modular Vendor Management System (VMS) solution designed for workforce management. “From Idea to Analytics” introduces Beeline’s SmartView® interactive Business Intelligence analytic tools. “From Idea to Adaptation” showcases Beeline’s scalable Regional VMS Solutions “right-sized” for tail spend in regions previously considered too small for a VMS.

Presenters:

*Kristen Curley, Sales Engineer, Beeline*

*Manuel Roger, SVP EMEA Markets and Operations, Beeline*

*Dennis Van de Vijver, Solution Design Engineer, Beeline*

### **Refreshment Break & Exhibits Open**

15:30–16:00

### CONCURRENT SESSION: Leadership and Execution

#### **Adoption Counts: Underlining the importance of Compliance and Control in an MSP**

16:00–17:00 | Grand Ballroom IV | *Thought Leadership sponsored by TAPFIN ManpowerGroup Solutions*

Programme compliance and adoption should be your number one goal when establishing your programme strategy. Even the most sophisticated programme design can only be successful in real life if all stakeholders are involved and equally committed and using the programme. Both your hiring managers and suppliers have a role to play in complying with your programme policy. But getting a comprehensive and usable compliance policy established can involve navigating a byzantine legal and political world full of landmines. In this session we will explore the ins and outs of establishing a compliant programme and offer specific tips to smooth your path.

Facilitator:

*Kersten Buck, Director Strategy & Solutions, Staffing Industry Analysts*

Speakers:

*Jamiel S. Saliba, VP/General Manager, TAPFIN ManpowerGroup Solutions*

*Sean Garbett, General Manager Europe, TAPFIN ManpowerGroup Solutions*

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### **CONCURRENT SESSION: Leadership and Execution**

#### **HR vs Procurement—Who Runs the Show?**

16:00–17:00 | Otter/Esperance | *Sponsored by Hays Talent Solutions*

Proper programme governance is full of complex considerations. Not the least of which is who should “own” the contingent workforce function. Procurement or Human Resources? This is an age old question. Procurement is great at bringing order to chaos, but should they really be responsible for the talent strategy that is the hallmark of the evolved programme. HR can certainly build a talent strategy, but are they the most appropriate function to manage a complex supplier management strategy? Join us during this informative session where we explore what considerations are most important to address when building a governance strategy and how to make the best possible functional decision: Who should run the show procurement, HR, or something else?

Moderator:

**Matt Norton**, *Research Analyst, Staffing Industry Analysts*

Panellists:

**Richard Jackson**, *Managing Director, Hays Talent Solutions*

**Andy Moffitt**, *Group Professional Services Director, Computacenter*

**Jonathan Winters**, *VP, Sourcing Team Lead, Bank of America Merrill Lynch*

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### **CONCURRENT SESSION: Case Study**

#### **The Hard Truth About SOW—Statement of Work Management Best Practices from Cisco**

16:00–17:00 | Heian | *Sponsored by Fieldglass*

Statement of Work management is on everyone's list as programmes grow and evolve. As a great source of programme spend—it's estimated that in many organisations SOW spend is three times as great as contract labour—attacking SOW is often viewed as an obvious next step. This sounds great in principle and on paper, but what does it really take to be successful in addressing this complex and politically charged category? In this session we will explore SOW management from the company that has done it best. Running one of the largest programmes in the world, Cisco has truly redefined what it means to be best in class when it comes to SOW, find out how they did it and what you can do to build a SOW programme that really makes a difference.

Facilitator:

**Dawn McCartney**, *Director, Contingent Workforce Strategies & Research, Staffing Industry Analysts*

Panellists:

**David Faik**, *EMEA Procurement Relationship Manager, Cisco Systems*

**Mikael Lindmark**, *VP EMEA, Fieldglass Europe Ltd*

**Kreetta Ryodi**, *Head of Contingent Worker Programme EMEAR, Cisco Systems*

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### **Welcome Reception & Exhibits Open**

17:00–18:30 | Grand Ballroom | *Sponsored by Guidant Group*

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**Continental Breakfast & Exhibits Open**

08:00–09:00 | Grand Ballroom

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**OPTIONAL SESSION**

**Talent Data Exchange**

08:15–08:45 | Grand Ballroom IV

Talent Data Exchange (TDX) is a suite of data aggregation and analysis tools that provides current, validated data and analysis of the pricing, performance and quality of your contingent workforce suppliers and workers. TDX will allow you to make mature, fact-based pricing and sourcing decisions based on objective, neutral data without any guesswork to save money and improve process efficiency without sacrificing value.

Attend this information session to find out how you can partake in this groundbreaking technology and how TDX can help you.

Speakers:

*Bryan Peña, VP, Contingent Workforce Strategies and Research, Staffing Industry Analysts*

*Jason Ezratty, President, Brightfield Strategies*

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**KEYNOTE SESSION**

**Collaboration and the New Age Leadership Model:**

**How HR and Procurement can Lead Successfully by Working Together**

09:00–10:30 | Heian | *Sponsored by Pontoon*

René Carayol is one of the world's leading thinkers on business leadership and culture, drawing from his unique experiences on the boards of large European and American organisations; from Marks & Spencer and Pepsi to IPC Media and the Inland Revenue. His book, *Corporate Voodoo*, has become a leadership and culture bible and he has had the privilege of working with some of the world's best leaders including US President Bill Clinton, the seventh Secretary-General of the United Nations Kofi Annan, former US Secretary of State Colin Powell and Sir Richard Branson. He has provided leadership support to the likes of the UK Prime Minister's Strategy Unit, the United Nations and the World Bank.

Speaker:

*René Carayol, Business & Leadership Speaker, Broadsheet Columnist and Author*

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**Refreshment Break & Exhibits Open**

10:30–11:00 | Grand Ballroom

## Wednesday, 22 April

### **Round Table Discussion**

11:00–12:15 | Foyer

Attendees have the opportunity to join two different round tables for group discussion on topical issues during this 75-minute session. Sample topics include:

1. Building a Talent Strategy that Make Sense - Total Talent Management
2. Choosing and Implementing an MSP
3. Communicating with your Stakeholders to ensure Programme Success
4. Cooperating for Success: HR & Procurement
5. Incorporating Statement of Work (SOW) Consultants into your Programme
6. Structuring an RFP
7. Procurement Model Discussion: Master Vendor
8. Procurement Model Discussion: Managed Service Provider (MSP) Best Practices
9. Building your Contingent Workforce Business Case
10. Best Practices for Expanding your CW Programme Internationally
11. Functional Discussion: HR Leaders' Roundtable
12. Incorporating Independent Contractors into your Talent Strategy
13. How Important is Vendor Neutrality?
14. Newcomers' Discussion: Establishing the CW Programme Office - Capabilities and Governance
15. Choosing the Right Sourcing Model for your Organisation
16. Beyond Temps, Using Technology to Manage SOW and Outsourcing
17. Getting the Most out of your VMS
18. Best Practices in Selecting your Staffing Suppliers and Programme Partners
19. Regional Discussion: Middle East & Africa
20. Emerging Technologies and the Contingent Workforce
21. Choosing your Contingent Workforce Model
22. Using Pay and Bill Rate Benchmarking to Drive Savings
23. Leveraging VMS Technology to Mitigate your Risk and Maximise your Visibility into the ZZP Population
24. Best Practices in VMS Management
25. Implementing a Contingent Workforce Programme
26. Managing Risks with your Suppliers
27. Driving Programme Return on Investment
28. In-house vs. Outsourced MSP

### **Lunch & Exhibits Open**

12:15–13:30 | Grand Ballroom

## Wednesday, 22 April

### CONCURRENT SESSION: Leadership and Execution

#### **Building the SOW Business Case**

13:30–14:30 | Otter/Esperance | *Thought Leadership sponsored by Pontoon*

A hot topic for many contingent workforce managers is the inclusion of Statement of Work (SOW) projects into their existing CW programmes. This is a huge source of spend for most companies. It's an obvious next step in the programme evolution to many practitioners. Unfortunately, translating a good idea in concept into a great outcome in practice is always easier said than done. With poorly articulated strategies and an unclear path to success, many managers find that incorporating SOW into their contingent workforce programmes doesn't deliver the anticipated value and, in fact, they were doomed to fail before they began. The way to avoid the same fate starts at the beginning with the business case. What do senior leaders look for when evaluating SOW? What are the risk areas that can trip up the most seasoned practitioner? Exactly what kinds of long-term value can one expect in terms of savings and or efficiency? During this session, we will explore these questions and other elements of a successful SOW programme business and how you can identify the core elements of success at the beginning.

Facilitator:

*Kirsten Hastings, Associate Editor, Staffing Industry Analysts*

Speaker:

*Tom Mason, SVP EMEA, Pontoon*

### CONCURRENT SESSION: Innovation

#### **Avoiding Disaster—Driving for Success and Innovation in your Contingent Workforce Programme**

13:30–14:30 | Grand Ballroom IV | *Thought Leadership sponsored by ZeroChaos*

It's no secret that the line between success and failure can be very thin. Even the largest and most sophisticated programmes can run into serious trouble from time to time. The question is: how can you avoid the same fate? What are the warning signs to look for that can prevent a small issue from becoming a catastrophic case study? Well, during this session learn from programme owners like you who have been there before. These experts will share key findings on why some seemingly well-designed contingent workforce programmes are bound to fail—and others succeed. We'll even include some near-misses—programmes that almost failed, but were able to be turned around, and what was learned. These key findings will help you identify the real drivers for success and innovation in your programme and how you can build a programme that will stand the test of time.

Facilitator:

*Barry Asin, President, Staffing Industry Analysts*

Speakers:

*Harold Mills, CEO, ZeroChaos*

*Keisha Stephens, Alternative Workforce Programme Manager, NetApp*

### CONCURRENT SESSION: Integration

#### **Strategic Workforce Planning - Putting it All Together - Workshop**

13:30–14:30 | Heian

With contingent workers (CW) approaching up to 50% or more of large organisations' deployed workforce resources, CW programme management has evolved into a strategic workforce management practice. Consequently, today's CW programme managers have a strategic opportunity and emerging imperative to contribute to an organisation's workforce planning efforts. A lot of pundits describe a future workforce where contingent and permanent employees are managed under the same unified strategy and governance structure. This session, led by industry experts, will focus on identifying the strategic and tactical benefits of conducting and/or participating in Strategic Workforce Planning, as well as the most effective role to play presently in SWP for CW Programme Managers. Learn how to separate the opportunity from the marketing hype and identify how you can build the integrated approach to talent that can once and for all create a 21st century workforce.

Moderators:

*Stephen Clancy, Director, Contingent Workforce Strategies & Research, Staffing Industry Analysts*

*Adam Podge, Director, International Research and Analysis, Europe, Staffing Industry Analysts*

## Wednesday, 22 April

### **Networking Break & Exhibits Open** 14:30–15:00 | Grand Ballroom

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### **CONCURRENT SESSION: Integration** **From A to ZFP—Best Practices in Managing Freelancers and ICs** 15:00–16:00 | Otter/Esperance

It's no secret that today's companies use many different types of labour to get things done and freelancers (ZFP'ers) and independent contractors have always been one of the best sources. But using this important source of talent is often fraught with risk and managing without the proper programme oversight can result in tremendous fiscal if not criminal consequences. In this panel discussion we will explore the different modes of engagement and show you how properly engaging freelancers and independent contractors can make an impact in your organisations.

Moderator:

*Richard Thorne, Director, Strategic Solutions, Staffing Industry Analysts*

Panellists:

*Gwenda Jansen, Director, Mazura Payrolling Solutions BV*

*Helga Venturini Townend, Director, International Compliance Experts*

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### **CONCURRENT SESSION: Leadership and Execution** **From America to Asia—the Global Legal Climate** 15:00–16:00 | Grand Ballroom IV

Staffing Industry Analysts' data shows that up to 60% of programme buyers plan to expand globally and as many as 86% of Western European buyers plan on expanding to America. This is great for programme evolutions but such expansion is truly fraught with tremendous risk. You don't need to read the headlines to know the legal landscape is frightfully complex and it's very easy to run afoul of local laws when it comes to contingent labour. At the same time governments all over the world are making the engagement of contingent labour a trickier proposition every day. Legislation like the US Affordable Care Act or the Agency Workers Directive can have a tremendous impact on how companies engage labour. Join SIA's Fiona Coombe and a panel of legal experts as they explore the very latest legal and legislative developments in the world of contingent labour and discover what you need to know to minimise your programme and personal risk anywhere your programme takes you.

Moderator:

*Fiona Coombe, Director, Legal and Regulatory Research, Staffing Industry Analysts*

Panellists:

*Chris Engels, Attorney Partner, Claeys and Engels*

*Eric Rumbaugh, Attorney, Michael Best and Friedrich*

Wednesday, 22 April

**CONCURRENT SESSION: Leadership and Execution**

**The Ever Evolving CW Programme—How to Solve the “3 Year Problem”**

15:00–16:00 | Heian

You’ve deployed the VMS technology, consolidated the supply base and built a successful programme office, now three years later you find your programme is getting stale and not advancing. This is what many programme managers lament as the “three year problem”—the metaphorical dead zone where your programme gets stale and stagnant. Not moving forward to the next level of maturity and even shrinking in scope. Unfortunately, this is an all too common phenomenon. Learn from some of the most mature programmes on the planet and hear how they confronted the “three year problem” and kept their programme moving forward and built a solution for long-term success.

Moderator:

*Bryan Peña, VP, Contingent Workforce Strategies & Research, Staffing Industry Analysts*

Panellists:

*Jason Ezratty, President, Brightfield Strategies LLC*

*Vincent Lattimore, International Lead Microsoft Contingent Staffing, Microsoft*

**Transition Break**

16:00–16:15

**CLOSING KEYNOTE SESSION**

**SIA Analyst Round Up: What You Need to Know**

16:15–17:00 | Heian

In our final session of the CWS Summit, our European Research Team will share with you some of the highlights from their most recent research which will include a wide range of important topics and insights not covered elsewhere during the conference. Expect nuggets of wisdom on contingent workforce buyer opinions, supplier trends, legal and regulatory tips, and market insights.

Moderator:

*John Nurthen, Executive Director, Global Research, Staffing Industry Analysts*

Panellists:

*Fiona Coombe, Director, Legal & Regulatory Research, CCWP, Staffing Industry Analysts*

*Kirsten Hastings, Research Analyst, Staffing Industry Analysts*

*Matt Norton, Research Analyst, Staffing Industry Analysts*

*David Papapostolou, Research Analyst, Staffing Industry Analysts*

*Adam Podge, Director, Research & Analysis International, Staffing Industry Analysts*