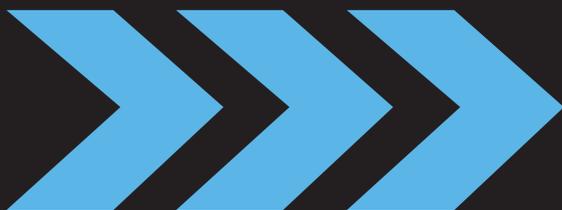
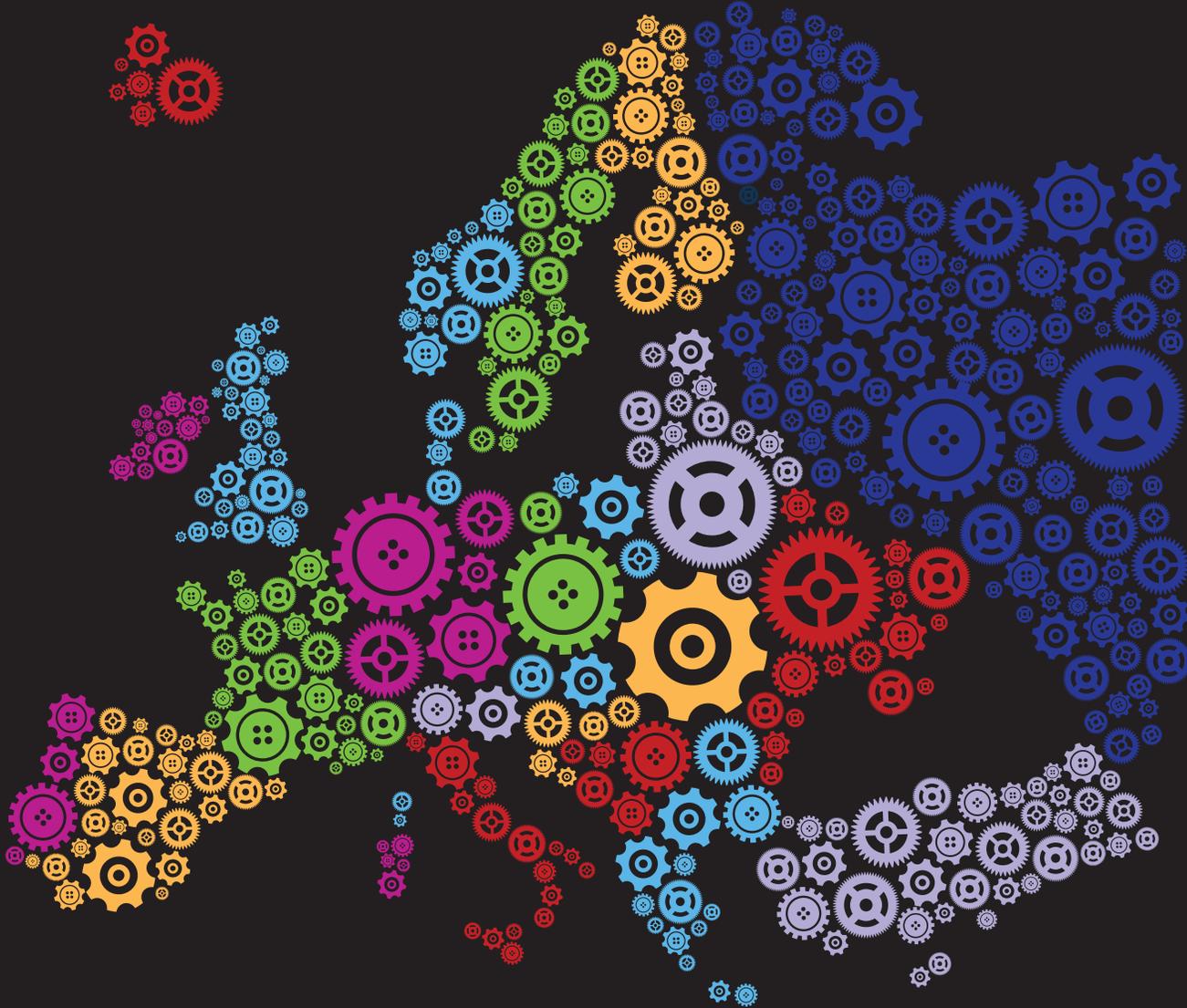


IAOP

EOS15

Part of The Outsourcing World Summit®
Conference Series

FRANKFURT MARRIOTT HOTEL, FRANKFURT, GERMANY
18-20 OCTOBER, 2015



Register at www.IAOP.org/EOS15

KNOWLEDGE. COLLABORATION. OUTCOMES.



IAOP® is the leading global association that brings together customers, providers and advisors in a collaborative, knowledge-based environment that promotes professional development, recognition, certification and excellence to improve business service models and outcomes.

IAOP hosts the world's best-known and most highly-respected executive conferences and forums on the topic of outsourcing. Every IAOP event is first and foremost about learning and networking, and its programs are designed by the leaders in the field.

At IAOP's conferences, outsourcing customers, providers, advisors and academics come together. Game-changing ideas are shared. The latest trends and opportunities are identified. And, hundreds of millions of dollars of business deals are initiated and made.

I have been to several conferences and this one was one of the best I have attended. The networking is awesome.

~Thomas Rolling, Farmers Insurance

First produced in 1998, the Summit has been held more than 30 times on five continents and is renowned for the quality of its speakers and the depth and breadth of its educational programs. The Summit is keynoted by top business, academic and government leaders, and complemented by in-depth breakout sessions, case studies and workshops.

www.IAOP.org

Who Attends?

CEOs, COOs, CFOs and other members of the corporate C-Suite; Directors and Managers, Professionals from HR, Finance, Purchasing, Legal, Administration, IT, Facilities, Manufacturing, Logistics, Service Delivery and related business functions; Entrepreneurs building the businesses of the future; Investors, Analysts and Academics; Consultants and Corporate Advisors; Government Officials and Policy Influencers; Marketing, Sales, and Delivery Professionals from across the outsourcing industry; as well as shared service, global business service, sourcing and procurement professionals and more.

From companies like:

Accenture, Allstate Insurance, American Express, Ancestry.com, Applied Materials, Aramark, Assurant, ASTRA, AstraZeneca, Asurion, AT&T, Avasant, Best Buy, Birlasoft, Bleum, BCBSFL, Boeing, Boston Scientific, Bristol-Myers Squibb, Canon, Capgemini, CBRE, CGI, Citi, Colliers International, Comcast, Deloitte, Diebold, Discover, Disney, Ernst & Young, Fannie Mae, GE Capital, General Motors, Genpact, Germany Trade & Invest, Goodyear, GoDaddy, Gorrissen Federspiel, Guardian Life, HBC, HCL, Hess, Hotwire.com, HP, Humana, IBA, IBM, Infosys, Intel, Intetics, ISS, Manulife Financial, Johnson & Johnson Consumer Group, KellyOCG, Kimberly-Clark, Kodak, KPMG, London School of Economics, Luxoft, Mattel, MAYKOR, McGraw-Hill Companies, Merck, MetLife, Microsoft, Molson Coors, Morrison & Foerster, Neo Group, Neusoft, Nike, Nordea Bank, Northern Trust, Orange Business Services, PepsiCo, PETCO, Pillsbury Winthrop Shaw Pittman, Pitney Bowes, PNC Bank, UTC Aerospace Systems, Procter & Gamble, Qantas Airlines, Quint Wellington Redwood, Rio Tinto, Sprint, State Farm, State Street, Strategy&, Symantec, TCS, Teleperformance, Thomson Reuters, Time Inc Custom Content, TransUnion, USAA, Union Bank, Viacom, Vodafone, Walmart, Western Union, Whirlpool, Wipro Technologies, Zurich Insurance and more!

“I wasn't sure what to expect at my first IAOP Summit so I'm very happy to say I met some great people, enhanced my existing outsourcing skills, learned some new ones and am motivated to become COP qualified this year! Thank you! ”
Stephanie Clark, Zurich Insurance

Conferences & Events

Paris, France
Barcelona, Spain
Copenhagen, Denmark
Lisbon, Portugal

IAOP IN EUROPE

Regional Advisory Boards

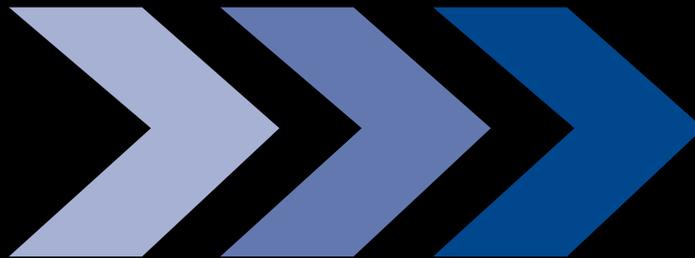
Central & Southern Europe
Eastern Europe & Russia
Northern Europe
United Kingdom & Ireland



Chapters

DACH
Brussels
Italy
UK & Ireland
Nordic
Eastern Europe
Russia

KEYNOTES



Day 1 – Monday, 19 October

9:00 – 9:15 **Welcome and Opening Comments – Debi Hamill, CEO, IAOP**



9:15 – 10:15 **IAOP's Annual Member & Latest European Member Survey**

John Keppel, Partner and President, ISG North Europe and Asia & Chief Marketing Officer

Results of IAOP's Annual Member Survey and Latest European Member Survey – sponsored by ISG. We've leveraged the results from The Outsourcing World Summit (OWS) and created a completely new set of questions for the European markets. Join John as he highlights the key trends gleaned from the survey data and as he identifies unique opportunities and challenges for the European markets.



10:15 – 11:15 **Global Business Services & Governance**

Christine Ferrusi Ross, Senior Vice President, Neo Group

Soumitra Rathod, Vice President of Globalization, Time, Inc.

A fast rising global sourcing model for many companies is being referred to as GBS or Global Business Services. There are many variations of this. The audience will learn from a leading consultant and her experience with European operations. Also, a case study will be shared by a client on their GBS model, including the governance that is exercised in the USA, Europe and Asia.



SOCIAL & NETWORKING EVENTS



Monday, 19 October

1245 – 14:15
17:30 – 18:30

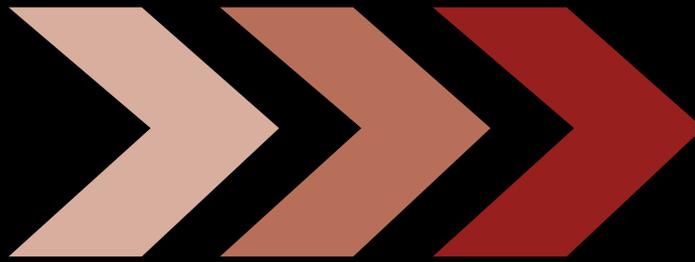
Networking Lunch in Exhibit Area
Cocktail Reception in Exhibit Area – Hosted by HCL

Tuesday, 20 October

13:00 – 14:30

Leadership Hall of Fame Awards Luncheon

KEYNOTES



Day 2 – Tuesday, 20 October

9:00 – 10:00 **Automation and the Future of Outsourcing: The Robots Really Are Coming**

Leslie P. Willcocks, COP, Professor, Technology Work and Globalization, Department of Management at London School of Economics and Political Science

There is much debate about how outsourcing is changing and needs to change. But what role will robotic process automation play in the future DNA of outsourcing? Drawing on a forthcoming book on service automation and four years of LSE Outsourcing Unit research with Mary Lacity into high performance ITO/BPO, LSE Professor Leslie Willcocks pinpoints how automation is integral to transitioning outsourcing practices to higher levels of performance. Using case studies of success, he shows how automation will significantly impact outsourcing futures for corporates and service providers, and could transform the basis for onshore/offshore sourcing decisions. He will talk through the management lessons so far from robotic process automation.



10:00 – 10:45 **Benefiting from Improved Outsourcing Outcomes through Standards**

Adrian Quayle, COP, Managing Partner Europe, Avasant

Ron Babin, COP, (Via Video) Professor, Ryerson University, Toronto, Canada

Outsourcing enables an organization to achieve business objectives, add value, tap into a resource base and/or mitigate risk. The application of standards provides all the parties involved in outsourcing assurance that business objectives can be achieved through utilization of common governance and processes throughout the outsourcing lifecycle, and can help organizations with the processes to identify the business case for outsourcing, select the most appropriate partner, transition to the new operating model and ensure that value is delivered through effective governance from the relationship. This session will provide the audience with an appreciation of how standards can be used in the development of outsourcing deals and relationships.



16:00 – 16:30 **Part II of the ISG/IAOP State of the Industry Survey**

Alexander Müller-Herbst, Partner and Managing Director, ISG Germany

Jan Erik Aase, COP, Principal Consultant, ISG

ISG Research will close out our two day event with an entertaining and insightful overview of the event and the live survey completed by summit attendees. Join Alexander and Jan Erik as they present in a point, counter-point format the new survey results and their observations, recommendations, predictions and trends to watch.



“It was an excellent conference. Maybe the best conference I have ever attended. The ability to network was terrific.”

POST-CONFERENCE WORKSHOP! A One Day Intensive by IAOP on **21 October, 2015**
Outsourcing Governance Workshop at The 2015 European Outsourcing Summit

IAOP is pleased to present a one-day intensive Outsourcing Governance Workshop. Content is based on the Outsourcing Professional Body of Knowledge (OPBOK) and the Outsourcing Professional Standards developed by IAOP and the Outsourcing Standards Board. Whether your goal is to earn 15 points toward the Certified Outsourcing Professional (COP) designation or simply to gain comprehensive cutting-edge knowledge on all aspects of creating and sustaining successful relationships with your outsourcing partners — this workshop is for you!

Eus Pontenagel, COP, Advisor, Quint Wellington Redwood

Organizations that successfully execute Governance within their program structure have a defined set of processes across the entire outsourcing lifecycle. They have a clear understanding of regulatory requirements and risks that need to be managed. And most of all they have highly educated and properly trained staff put into place to manage and monitor the contracted arrangement enterprise-wide through all stages of the sourcing life cycle.

Proper training and understanding of how to input strong governance functions will allow organizations not only to navigate through the current state of economic concern, but also show them how to materialize high revenue streams; efficient back offices; and a powerful and compliant network of third party relationships.

IAOP's Outsourcing Governance Workshop, led by IAOP Authorized trainer and COP Eus Pontenagel, will provide professionals with the knowledge and understanding of how to implement the type of structural framework needed to maintain a successful Governance program.

Add this to your Summit registration at check-out!



Great opportunity for networking!

Day 1 – Monday, 19 October

11:50 – 12:40 Roadblocks to Achieving Innovation Through Outsourcing

Dr. Giovanni Vaia, COP, Professor of Global Sourcing, Ca' Foscari, University Venice Department of Management



This session will showcase research conducted by Prof. Ilan Oshri, Director of the Research Centre for Global Sourcing and Services at Loughborough University and Prof. Giovanni Vaia, Director of the Digital Enterprise Lab at Ca' Foscari University, Venice, and Engineering, an Italian firm. The results of this study are based on a cross-industry survey carried out in 2015 with 150 client firms in Italy (75 firms) and the UK (75 firms) at the executive level who were directly involved in achieving innovation through outsourcing. In this study, researchers answer this question by comparing innovation performance of Italian and British client firms: how can companies achieve innovation through outsourcing engagements?

Outstaffing vs Outsourcing – New Labor Market Regulations in Russia: Opportunities and Risks for Business

Yury Efrosinin, Director Operations, Kelly OCG



Outsourcing service in the Russian market is currently at a very interesting stage. Over the past two decades it developed steadily, but mostly in limited areas. At the same time, outstaffing was booming across all segments because business was seeking efficiency per FTE and a flexible staffing model was a relevant solution.

All that will change now after a new law regulating temporary labor was signed and will come into force as of next year. The market is looking for new solutions but at the old prices. Some are looking for outsourcing of staff, some intend to find “fake” outsourcing, some are ready to outsource, but are not sure how to do that. If you ask 3 business leaders you'll find 4 opinions about what is outsourcing and how is it different from outstaffing. All is illusive now – terms, conditions, benefits and threats. It's clear that outsourcing will not become a “silver bullet” but it definitely comes into new stage of development in Russia.

The Future of Facility Management Outsourcing

Peter Ankerstjerne, COP, CMO at ISS

Claus Kjeldsen, CEO at the Copenhagen Institute for Futures Studies (CIFS)

In the future, value networks will come to replace hierarchical partnerships. Traditional outsourcing models focusing on the success of the contractual agreements are increasingly being replaced by new types of vested relationships based on collaboration, transparency, flexibility and trust. By sharing their expertise and aligning their goals, both parties in a win-win partnership are able to drive innovation, adapt to changing needs and mitigate risk while working towards mutual success.

Companies will look to employ outsourcing strategies that provide continued growth and future-proof their assets. Concepts such as ‘everything-as-a service’, co-creation, and crowdsourcing are already having an impact, and will further encourage new models of outsourcing in the private sector. Given rapid acceleration and increasing complexity in today's and tomorrow's business environment, outsourcing is an issue of growing importance for many. What does the future hold? ISS World Service is proud to present its new white book – *ISS 2020 Vision: Future of Private Sector Outsourcing*.



Day 1 – Monday, 19 October

**14:30 – 15:20 How to Foster Innovation:
Shifting the Mindset from Efficiency to Value Creation****Alexander Reay**, CIO and President, The Nordic IT Outsourcing and Software Development Association(ITOSDA)

In an age where disruption is common place, the time for change is now. You can't do today's job, with yesterday's thinking and be in business tomorrow. The secret to innovation is the ability to manage change; the secret to managing change is the ability to lead adoption.

In this session, we will learn why it's important to question everything, as we take a journey through the evolution and revolution of technology. Understand what it takes to lead a technology transformation, from choosing the right vendors for the right reasons to developing partnerships that foster innovation through innovative sourcing models, strategic vendor management and best practice business alignment.

**UK/Ireland – The Butterfly Effect - The Emergence of the CDO****Adrian Quayle, COP**, Managing Partner, Avasant**Rob Chapman**, Partner, ISG-one

The outsourcing landscape varies from region to region, from trending business service models to maturity levels and more. Hear from IAOP's chapter leads on what's happening now, what you can expect in the future and how to prepare yourselves and make the most of regional opportunities.

**Intelligent Business Cloud: Enabling 'Everything as a Service' for the Digital Business****Michael Burian**, Managing Director, Accenture

The next generation of infrastructure capabilities and services are enabling the digital business. And the next iteration of hybrid cloud—the "intelligent business cloud"—will soon give enterprises everything required 'as a service' to span multiple clouds and multiple vendors and to set a confident course for a truly digital future.



Day 1 – Monday, 19 October

**15:30 – 16:20 Business Continuity Management:
How to Enable a Lean Disaster Recovery Service****Marko Kovacevic**, CEO, Trizma**Boris Vujcic** Co-Founder and Chairman, Trizma

In the world of constant challenges and unpredictable circumstances it is highly important for leadership to think about continuity of services. During the last decade, many organizations focused on IT redundancy and disaster recovery solutions both in the field of infrastructure, telecoms and data. However, recently, focus moved towards ensuring continuity of operations including human element. This is key to securing the complete continuity customer facing operations in cases of major disruption during shorter periods. The question now arising is what happens if the major disruption proves to be much longer than expected. This is why we believe that a new Business Continuity Management approach is needed, one where Disaster Recovery is provided as a continued service as an ecosystem of real-estate, infrastructure, applications, processes and human capital. More importantly, traditional pricing models need to be adapted to be more transparent, scalable and variable.

DACH - The Emergence of Cloud**Vijay Gounder**, Director Accenture GmbH**Josefine Dutschmann**, Senior Manager, GTAI**Peter Schmutzer**, Director, Purchasing, Intel**Armin Strauss**, Partner, Infosys**Andreas Splittgerber**, Partner, Olswang

The outsourcing landscape varies from region to region, from business service models to maturity levels and more. Hear from IAOP's chapter leads on what's happening now, what you can expect in the future and how to prepare yourselves to make the most of regional opportunities.

**What's the business value of your IT? Learn how the CIO
of One Global Airline Answered this Question****Alexander Müller-Herbst**, Partner and Managing Director Germany, ISG

This global airline has over 80% of its IT services outsourced, including IT infrastructure, applications development and maintenance, and telecommunications. These IT services support the mission critical operations of customer service, flight operations, engineering and corporate services for 34,000 staff in 197 locations around the world. Driven by the challenges of the digital transformation and the demand on greater efficiency and agility by their business units, the CIO and IT Finance team needed to understand IT costs to allow IT to be run as a business. In this session you will get to know how ISG implemented Technology Business Management (TBM) to provide full control over related performance and cost/prices in an end-to-end approach, helping to make the right IT decisions faster.

Day 1 – Monday, 19 October

**16:30 – 17:20 The Allianz Private Cloud:
A Foundation for the Digital Transformation of Allianz Group**

Dr. Ralf Schneider, CIO, Allianz Group

Gernot Gutjahr, Partner, KPMG

Michael Cebulsky, Partner, COO Markets, KPMG

Allianz is one of the largest insurers in the world and is leading the way among many companies looking to make the investment and transition to a private cloud. In April 2014, Allianz started to consolidate its data centers from 140 down to six, and to build a private cloud that will be delivering services to its 150,000 employees and 80 million customers worldwide. The objective is to update Allianz' digital capacities and build an infrastructure foundation that can match its digital peers. And the creation of Allianz' very own digital infrastructure means it does not entrust its data to anyone else.


**Exploring the Added Value of Outsourcing in
Eastern European & Russian Markets**

Irina Semenova, VP of Marketing, Maykor

Krill Degtiarenko, COP, Director, IBA Group

Marko Kovacevic, CEO, Trizma

Boris Kontsevoi, COP, President, Intetics

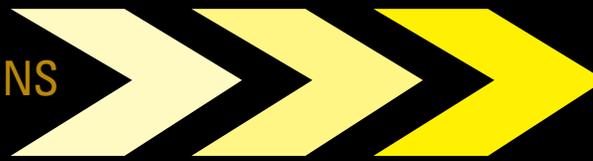
The outsourcing landscape varies from region to region, from trending business service models to maturity levels and more. Hear from IAOP's chapter leads on what's happening now, what you can expect in the future and how to prepare yourselves to make the most of regional opportunities.


Conquering Complexity in a Multi-Sourced Ecosystem

Jim McDonnell, General Manager, Services Integration Technology Group, CISCO

In order to optimize not just cost, but also the quality, integrity and security of multi-sourcing environments organizations today must leverage advanced tools and technologies. During this session, Jim McDonnell, General Manager of the ServiceGrid Business Unit of Cisco Systems will share how companies can leverage the power of service integration to collaborate and improve their operational efficiency while improving the customer experience. Jim will also share how software plays an integral role in the cloud for hyper-distributed environments with governance, vendor management and SLAs as their highest priorities.





Day 2 – Tuesday, 20 October

11:00 – 11:50 The Potential of Knowledge Process Outsourcing: A Client-Vendor Perspective



Daria Timoschenko, Tilburg University

Next to BPO & ITO a new type of outsourcing emerged: Knowledge Process Outsourcing (KPO). Nowadays, the majority of markets are characterized by volatility, where uncertainty is a rule rather than exception. The purpose of this session is to unveil current KPO motivators driving companies to consider outsourcing of supply chain planning and forecasting activities. Outsourcing strategies from the MNEs representing the chemical, pharmaceutical and FMCG industries are discussed. To round up the session, a decision-making model is introduced enabling companies to choose the most appropriate outsourcing or insourcing model based on the qualities of the task or process under consideration.

Central and Southern Europe – Digital Transformation and Innovative Sourcing Practices



Robert Van Der Eijk, Senior Vice President, Capgemini

Serge Librot, COP, Partner, LivIT

Dr. Giovanni Vaia, COP, Ca' Foscari, University Venice
Department of Management



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Effective Contract Management

Thomas Thalhofer, Partner, Noerr LLP

Domenico Colella, Partner, Orsingher Ortu - Avvocati Associati

Patrick Wit, Advocate, Kennedy Van der Laan

Ole Horsfeldt, Attorney, Gorrissen Federspiel



This session will take you through an efficient and best practice contract management methodology, which builds on and is aligned with ITSM standard practices. You will be introduced to six fundamental contract management processes, namely Time Management, Performance Management, Financial Management, Optimisation Management, Compliance Management, and Dispute Management. The methodology represents the missing link between standard ITIL processes and actually using your contracts for both optimising the value of your contracts and securing agreed performance. The approach comes with a number of standard roles with task and work flow descriptions associated with each contract management process.



Day 2 – Tuesday, 20 October

12:10 – 13:00 Outsourcing in the Midmarket: Life Outside the Mega-Deals**Boris Kontsevoi**, COP, President, Intetics**Ruediger Dorawa**, Managing Director, Intetics

Outsourcing became famous because of big brands like Nike and Apple outsourcing parts of their operations abroad. But that's not all that outsourcing is. In fact, a lot of outsourcing happens on the smaller scale, often dealing with individual projects or products. Outsourcing in the midmarket has been steadily growing over the past years. It can still be a daunting task for smaller companies especially, who are not sure where to turn and what to watch out for in their outsourcing partnerships. This session is dedicated to the midmarket CIOs. It will cover the latest trends in midmarket outsourcing, key issues, and finally best practices they can implement in their next outsourcing contract.

**Nordic – The Disintegration of Traditional Outsourcing Models****Poul Tokkesdal**, Director, Nordics, ISG**Katie Gove**, Partner, Trellis**Ole Horsfeldt**, Attorney, Gorrissen Federspiel

The outsourcing landscape varies from region to region, from trending business service models to maturity levels and more. Hear from IAOP's chapter leads on what's happening now, what you can expect in the future and how to prepare yourselves to make the most of regional opportunities.

**Cultivating High Value Outsourcing and Multi-Vendor Relationships****Michael Nacarato**, Senior Vice President, MUFG Union Bank

This session is designed to be an interactive discussion on how to establish and sustain an environment conducive to thriving high value strategic partner relationships. The session will focus on the success factors critical to establishing strong relationships with your key partners that maximizes innovation and business value by minimizing distractions caused by underdeveloped relationships. We will engage in robust dialogue around four key pillars of sound outsourcing relationship dynamics. We will discuss the full lifecycle beginning with selecting the right partner, establishing open and honest communications, strengthening a culture of trust, and establishing goals that meet the needs of both partners.



Day 2 – Tuesday, 20 October

14:30 – 15:20 How to Effectively Manage Relationships in Nearshore Outsourcing - The Role of Face-to-Face Meetings and Clan Control**Daniel Beimborn**, Professor, Frankfurt School of Finance & Management

Nearshore outsourcing of IT and business processes from Western to Central and Eastern European countries has gained momentum during the last years. This session presents findings from a research project which has reviewed nearshoring management practices from more than 20 case studies involving German and Swiss clients and providers from Belarus, Bulgaria, Hungary, Poland, Romania, and Russia. We put particular emphasis on the importance of managing the soft aspects of a relationship, on the role of different face-to-face strategies (who should meet whom how frequently and where?), and on the effectiveness of clan control.

The Challenge to Keep Control in a Hyperconnected World**Eus Pontenagel, COP**, Advisor, Quint Wellington Redwood

Today's hyper-connected world requires the on-demand 'availability' of absolutely everything; in this case, that means information or data. Everything, anywhere, anytime, and on any device. This constant need for availability means continuous, reliable access in this internet-centric society. This is completely changing the way information is provided, how storage works, the way of archiving, and ultimately how we secure our data. The Cloud is the solution to providing new data services that brings continuous availability and access.

But what exactly is meant by the 'Cloud'? It is a bit of a buzz word and marketing term for a low cost service provision. It is essentially no different than IAAS, PAAS or SAAS. The Cloud is a services provision channel. On-demand everything. We must now ask the question, "Should we impose our traditional rules and regulations upon this new kid on the block, or should we accept that this channel has its own dynamics resulting in unique rules and regulations?" We are looking at a paradigm shift within service design as well as security. This brings about new challenges. Cloud Computing has direct impact; technical management of applications, technology and infrastructure will shift to the Cloud provider. Therefore, the IT organization should/could become a broker/aggregator of cloud services. They will need to start directing and look at service orchestration.

Getting Your Outsourcing Contracts Right**Steve Lyons**, Senior Manager, PwC

Whilst contracts will always be a backstop for when things turn sour, there are some simple ways that everything we do with them in our outsourcing deals can be turned around to become a source of real advantage. This session will talk around three themes, all with simplicity and value at the heart. Hear some success stories and some horror stories and have great time exploring how we can get the most out of deals for all parties involved

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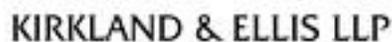
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SCHEDULE AT-A-GLANCE

Sunday, 18 Oct 2015	
17:00 – 19:00	Early Registration
Monday, 19 Oct 2015	
08:00 -09:00	Coffee and Registration
9:00 – 11:15	General Session
11:15 -11:45	Refreshment Break in the Exhibit Area
11:50 – 12:40	Concurrent Educational Sessions - Round 1
12:45-14:15	Networking Luncheon
14:30-15:20	Concurrent Educational Sessions - Round 2
15:30-16:20	Concurrent Educational Sessions – Round 3
16:30-17:20	Concurrent Educational Sessions - Round 4
17:30 - 18:30	Cocktail Reception in the Exhibit Area
Tuesday, 20 Oct 2015	
08:00 -9:00	Coffee and Registration – Platinum Foyer and Exhibit Area
9:00 – 10:45	General Session – Platinum Ballroom
10:45 – 11:00	Refreshment Break in the Exhibit Area
11:00 – 11:50	Concurrent Educational Sessions – Round 5
11:50 -12:10	Refreshment Break in the Exhibit Area
12:10-13:00	Concurrent Educational Sessions – Round 6
13:00 – 14:30	Hall of Fame Awards Luncheon
14:30 -15:20	Concurrent Educational Sessions – Round 7
15:20-15:50	Refreshment Break in the Exhibit Area
16:00-17:00	Closing Keynote
17:00-17:15	Closing Comments
Wednesday, 21 Oct 2015	
9:00 – 17:00	OPTIONAL: Governance Workshop

Program subject to change. Please visit www.IAOP.org/EOS15 for updates.



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