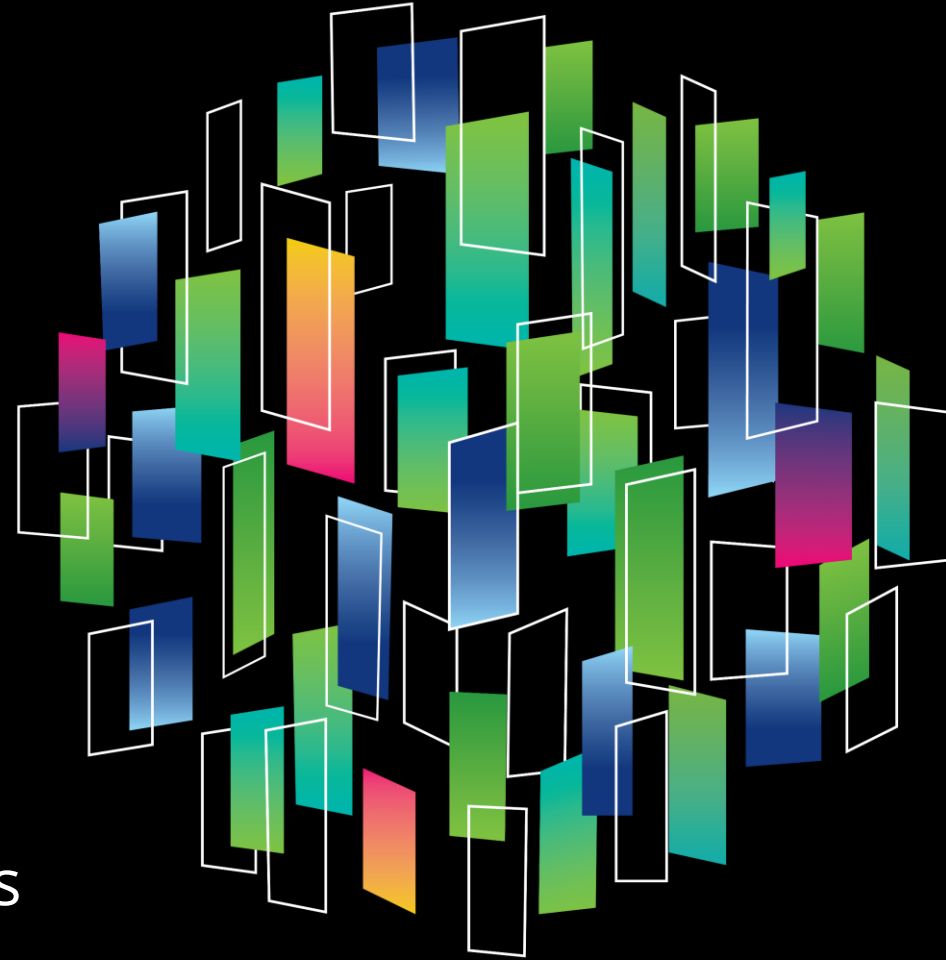




Deloitte Shared Services
Conference 2026



Shared Services, Shared Problems, Shared Solutions

The Smart Approach of the HR SSC for the Dutch Armed Forces regarding Existing IT

**AIR-COMMODORE MARIJKE VAN
DER KROGT**

**Royal Netherlands Airforce
Commander Defence Personnel
and Organisation Division**

Shared Services

*Why we
centralised...*



Shared Problems

*Centralised delivery
does not automatically
mean centralised
control.*



Shared Solutions

*Working with
what we have...*





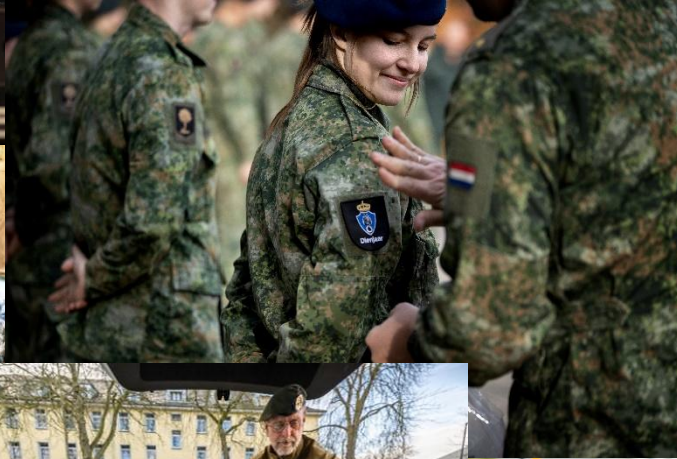
Shared Future...

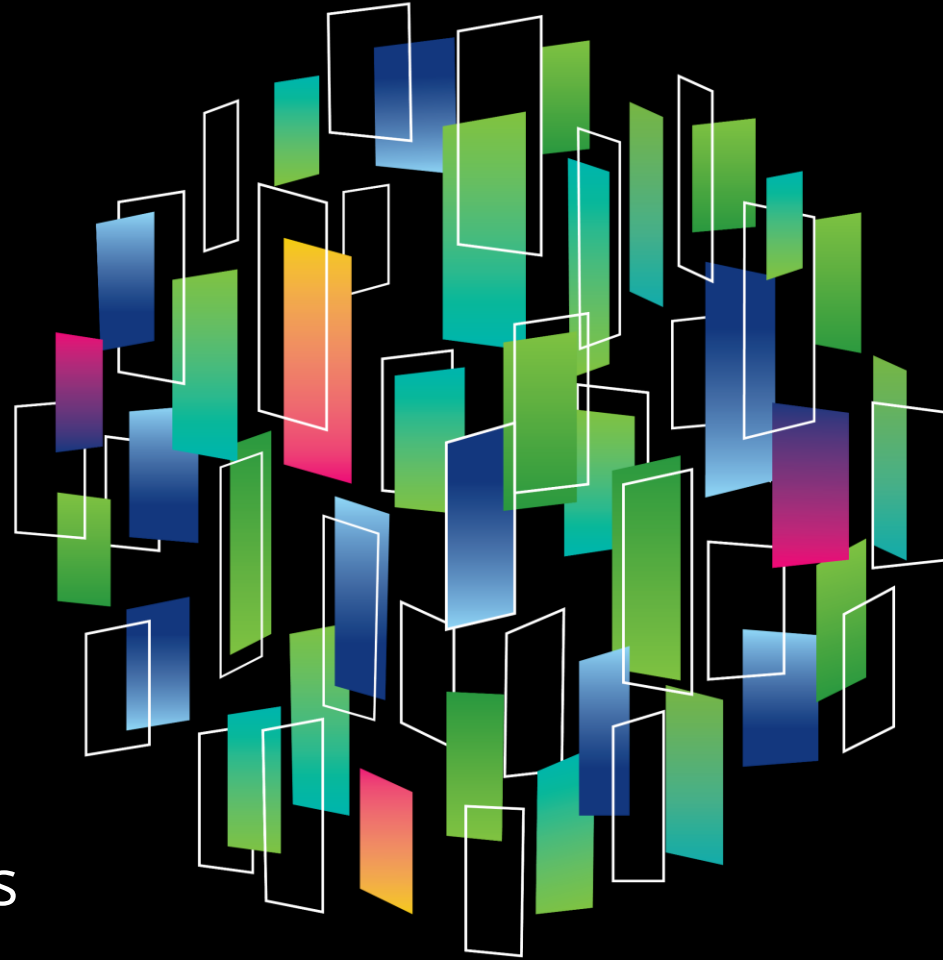
*We are building
the future while
improving the
present.*





Joint Support Command Ministry of Defence





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