CPO ebg outlook 2026

THE 23RD EBG | NETWORK SUMMIT · SINCE 2010

Where Nordic procurement leaders learn from each other

Procurement is being asked to do two jobs at once: run the function as it is today, and rebuild it for an AI-shaped future — with the same team, in the same week. Two days in Stockholm built around that double load.

14–15 October 2026

Hotel Birger Jarl, Stockholm

cpooutlook.com

ON STAGE AND AT THE TABLES IN 2026

Keynote speakers, panellists and peer lab moderators — most of them leading procurement and technology functions today. Full names and roles inside.

WHY THESE TWO DAYS EXIST

Ask good people what matters most to them — then build the room around it

Since 2010 EBG has asked Nordic procurement leaders one question: if you could sit down with people who share your challenges and want to explore the same possibilities — what would you want to discuss? Each summit is a sign of the time, built from those answers.

Every CPO Outlook is a grounded read of where the function actually is — drawn from the people doing the work and the expert partners building the tools alongside them. The 2026 programme is built around the double load: what the work is now, what it's becoming, and how you lead a team through both at the same time.

Curated more tighter this year, so there's a red thread the whole way through and your time is respected.

Independent and neutral

The only independent Nordic procurement summit. Expert Organisations host tables and contribute keynotes; the programme spine is set by practitioners. Sponsors meet you at a table around a question, not from a stage.

Peer exchange, by design

Roundtables and labs are built on a simple observation: leaders learn most from leaders with the same problem. The format is grounded in behavioural science, not stagecraft.

Real, not embellished

Topics are selected from EBG's own surveys and the questions practitioners raise. Every session is led by someone who has done the work and will say so plainly.

HOW EBG DOES IT

Your two days — four conversations, four groups of peers

Keynotes set the frame

Practitioners on stage: market outlook, risk, a live merger, an operating model rebuilt. Short, concrete, and the reason the tables have something to work with.

Theme Discussions

Seven roundtables hosted by Expert Organisations and Silf. You pick two. Each topic runs twice — same topic, new group of peers.

Peer Labs

Ten labs, each led by a practitioner who has done the work. You pick two. Each lab runs twice. You leave with something to put on Monday's agenda.

Award, drinks, dinner

Nordic CPO of the Year presented live on stage, then a drinks reception for the finalists and a seated three-course dinner.

Day 2: the room works

Lab recap, keynotes, a panel with the room, and a working session where every table answers at each stop — a selection read back live.

How every table works. The host opens with a short presentation to set the tone: a case, a method, a view. Then the table talks. You choose your topics in advance; choices are noted on your name tag and can be changed on the day if there is space. **You are not asked to present or prepare anything.** Come alone and you are seated with the people who chose the same questions. By dinner you will have sat down with most of the room.

The plenum works too. Slido runs throughout both days. Anna Bjärkerud opens Day 2 with the pre-summit survey results, the room's own answers read back to the room. Keynotes end in discussion, not just Q&A, and the Day 2 working session is built on what the tables send in.

NEW IN 2026 — PLAN BEFORE YOU ARRIVE

Two ways to find your tables before you walk in

Find your sessions

For participants choosing their tables

A quick way to choose your four table conversations — and to see whether these two days are for you.

1. Tick up to eight areas you are working on
2. Get two Theme Discussions and two Peer Labs that fit
3. See the reason for each, then make your choices

cpooutlook.com/find-your-sessions

Bring your question

For the conversation with Expert Organisations

Start from the question you are carrying, not from a vendor list.

1. Pick what you are working on
2. See which Expert Organisations work on it — platform suites, specialists, advisory
3. Bring the question to their table or stand

cpooutlook.com/expert-organizations

WHY THESE TOPICS — EBG'S OWN DATA

The Nordic function, measured by the people in it

77%

describe their digital maturity as 'developing'

Up from 74% in 2025. Past the basics, not yet integrated. Not one organisation calls itself 'leading' — in either year.

2%

say AI is embedded in how they work and decide

Around 95% use AI in some form — 55% exploring, 38% basic adoption. The gap between use and impact runs through the Day 2 panel.

61%

say operational and analytical work both still build the procurement professional

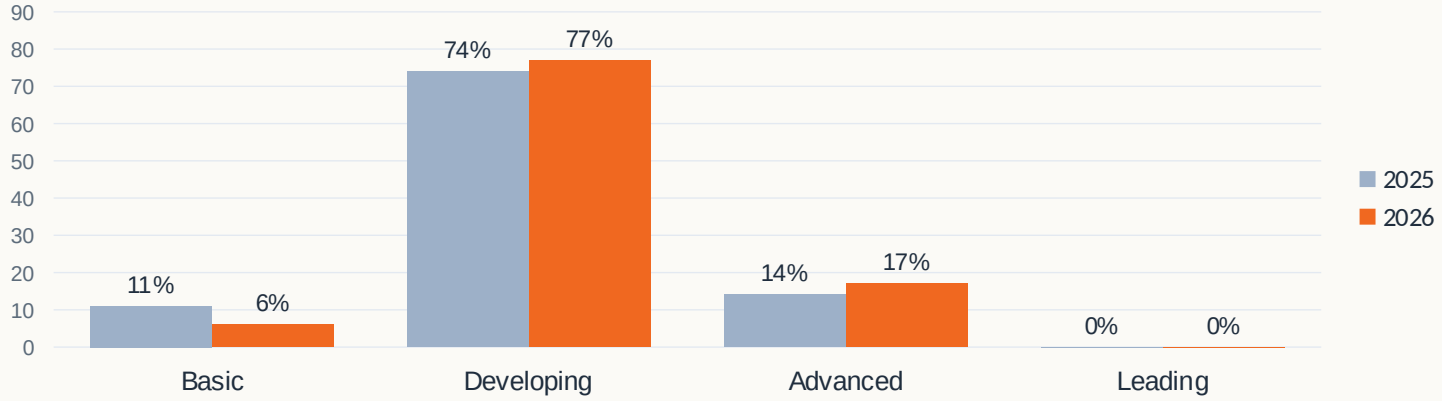
Only 5% are actively building a new development path. Peer Labs 5 and 9 sit exactly here.

29% → 67%

save 4+ hours a week from AI today → expect to in two years

If the hours come, where do they go? The Day 2 working session asks which task the team stops doing to make room.

Digital maturity, self-assessed — 2025 vs 2026 (share of respondents)



Where the numbers come from

EBG runs its own surveys with Nordic procurement professionals before and after every summit. The figures here are from the EBG | Xperience 2026 Post-Survey Report. Anna Bjärkerud opens Day 2 with the CPO Outlook 2026 pre-summit survey results — the room's own answers, read back to the room.

KEYNOTES — DAY 1, WEDNESDAY 14 OCTOBER

Practitioners on stage: the view from outside in, then the work behind the vision

09:15

Lena Sellgren
Chief Economist & Head of Research, Business Sweden

Where Nordic companies are sourcing, investing and expanding — what the data is actually saying

Focus: Market & geopolitical outlook

09:45

Vikram Kulkarni
Head of End-to-End Risk Management

Alexandre Pougnaud
Head of Taskforce Management

Volvo Group Trucks Purchasing

Mitigating supply chain disruptions — Prewave and Volvo Group

Focus: Risk & resilience across supplier tiers

Enabled by Prewave

10:55

Louise Noer
Senior Director, Global Head of Indirect Procurement, Novonesis

The Supermarket: Accelerating growth and Procurement synergies through technology

Focus: Turning a live merger into procurement synergies

Enabled by coupa

14:10

Vesa Kuismanen
Director, Sourcing and Business Transformation, UPM

What to keep, what to stop, what to add — designing UPM's procurement operating model around business value

Focus: Operating model & category design

KEYNOTES & PANEL — DAY 2, THURSDAY 15 OCTOBER

Risk, resilience, sustainability, cost and people — and how AI now runs through all of it

09:50

Nina Rapp
Copilot Regional GTM Lead, Nordics, ALSO

Beyond AI pilots — translating AI workforce transformation into real business value

Focus: From pilots to business value. Nina stays for the working session that follows.

13:15

Hilde Solheim
Director, Deloitte AS · previously CPO, Eviny

From shiny object to something that matters — what AI changes in procurement, and what it does not

Focus: Twenty-three years of technology waves, condensed to one page

Enabled by ivalua

13:45

Joel Andersson
Inter IKEA

Jatin Singhal
The Adecco Group

Kristina Prilepchanska
Electrolux Group

Panel + room discussion · moderated by Anna Bjärkerud

Which road to AI? Who builds it, who owns it — and who answers for it

Focus: Procurement, IT and who owns what the AI does

14:25

Mauricio Bozzo
Group CIO, Arrive (EasyPark, Flowbird, RingGo, ParkMobile, Parkopedia)

Closing keynote | Lean in — the company you get when you stop piloting

Focus: What kind of company are we becoming — and what does that ask of me

THEME DISCUSSIONS — DAY 1, 11:30 AND 13:15

Seven roundtables. Pick two. Each topic runs twice — same topic, new group of peers.

1 **Evolving Supply Chain Resilience with AI: From Risk Management to Strategic Opportunity**

Hosted by Prewave · Ulrika Hallström & Teodor Bretvold

2 **The Human-Agent Balance: Grounding Automation in Day-to-Day Procurement Practice**

Hosted by Coupa · Edwin Rots

3 **From Pilots to Real Work: Scaling AI into Your Daily Procurement Operations**

Hosted by Ivalua · Henrik Nyberg

4 **The Execution Gap: Why Knowing Your Risk Isn't Reducing It**

Hosted by EcoVadis · Robert Ekqvist

5 **What Will We Certify Next? Competences for the Procurement Organization We're Building**

Hosted by Silf · Christian Werngren, Sourca

6 **Procurement's Autonomous Shift: The AI Tour for Leaders Building Unified, Intelligent, Outcome-Led S2P**

Hosted by Zycus · Anthony Gray

7 **Cost down, resilience up — what has AI moved, and what hasn't**

Hosted by Proxima · James Bentley

Not sure which two?

Tick up to eight areas you are working on and Find your sessions suggests two Theme Discussions and two Peer Labs that fit, with the reason for each.

cpooutlook.com/find-your-sessions

Each host opens with a short presentation, then the table discusses. Titles as published by the hosts.

PEER LABS — DAY 1, 14:50 AND 16:05

Ten labs, each led by a practitioner who has done the work. Pick two. Each runs twice.

1 From gate to shaper — designing AI that delivers

Jatin Singhal · The Adecco Group

2 From digitalization to decision-making

Nils Holm Andersson & Isabel Carlebom · Orkla

3 Predictive procurement — building the structure, finding the value

Dnyanesh Sarang · Optinova

4 Compliance: define it, implement it, prove it

Alisha Bloodworth · Perstorp

5 Who do you hire in 2027?

Tobias Lindberg · Sandvik SRP

6 Foundation, speed, value — developing procurement tech at enterprise scale

Kristina Prilepchanska · Electrolux Group

7 Start from the process, not the tool

Marjo Jokinen · Yara International

8 Contract Intelligence: Value Already Sitting in Your Agreements

Kathrin Thiesen

9 Building the next procurement professional

NEXT GEN

The next-gen table — group led

10 Process development, digital enablement, the line: who develops, who enables, who implements

Mårten Wennersten & Ankit Shah · Inter IKEA

How the labs were chosen. Labs are selected from the questions surfaced across EBG's three procurement surveys 2025–2026 and the Xperience mapping. The takeaway from every lab is something you can write down and bring back to Monday.

DAY 2 — THE ROOM WORKS IT

From what the labs surfaced to your own function two years out

09:15 · Lab Recap

Three labs come back: compliance, predictive procurement and supplier risk. One question underneath — who owns it, and does it live in a person or in the structure? What came out, where peers disagreed, and what each moderator takes back on Monday.

Alisha Bloodworth
Perstorp

Dnyanesh Sarang
Optinova

Nils Holm Andersson
Orkla

Isabel Carlebom
Orkla

10:50 · Working session

Where your function is, where it's going, and who takes it there

1. **Where we are.** Nina Rapp opens, then each table answers: What is your team now expected to deliver because of AI, who set that expectation, and do you agree with it?
2. **How the work is changing.** Marjo Jokinen opens, then each table answers: Take one process stage you own or work closest to. What must the person running it be able to do now that they did not need a year ago?
3. **Two years out.** Tobias Lindberg opens, then each table answers: What of that capability do you already have, what do you recruit, and which task do you retire to make room?

You leave with: your own function two years out — one capability you build in someone you already have, one you go to market for, and one task you stop doing. Every table sends a shared answer to Slido after each stop. Facilitated by Anna Bjärkerud; all four stay on stage.

13:45 · Panel + room discussion

Which road to AI? Who builds it, who owns it — and who answers for it

2% describe AI as embedded in how they work and decide (EBG | Xperience 2026 Post-Survey).

Three companies, three different choices about AI, and the same three questions. Joel opens with an agent built inside procurement, and the room answers whether they could just build it where they work. Jatin and Kristina bring their Day 1 labs from either side of the line between procurement and IT.

Joel Andersson, Inter IKEA · Jatin Singhal, The Adecco Group · Kristina Prilepchanska, Electrolux Group

NORDIC CPO AWARD · DAY 1, 16:55

Nordic CPO *of the Year*

The inaugural award, presented live on stage

The first independent recognition programme built for Chief Procurement Officers across Sweden, Norway, Denmark and Finland — evaluated on three equal dimensions, not on title size or headline savings. Nominations reviewed independently by Procure It Right; seven semi-finalists, all interviewed by a Nordic CPO jury. The winner and all finalists are recognised on stage.

People

Integrity

Results

A joint initiative by EBG | Network and Procure It Right · nordiccpoaward.com

INDEPENDENT JURY

Anna Falk
CPO, Boliden

Johan Lindqvist
CPO, NCC

Björn Stenecker
CPO, Vattenfall

Robert Liljeblad
CEO, Procure It Right · Jury Lead

THE EVENING — WEDNESDAY 14 OCTOBER

Summarise the day, find the people you spoke to, and stay for dinner

16:55

Award ceremony

Nordic CPO of the Year 2026 presented live on stage in the main plenum. Winner and finalists recognised.

17:45

Drinks reception

Celebrating the Nordic CPO of the Year 2026 finalists — with everyone still in the room from the day.

19:00

Seated three-course dinner

Open to all summit attendees. Pre-registration required — see cpooutlook.com/registration for terms.

Everything in one place. Drinks, dinner and both summit days are held at Hotel Birger Jarl, Birger Jarlsgatan 61A, Stockholm — subway nearby, walking distance to the city centre, parking garage in the building.

WHO IS IN THE ROOM

The most senior procurement audience in the Nordics — and, new in 2026, the next generation at their own table

CPOs and heads of procurement

The people carrying both jobs — running the function today and rebuilding it — from Nordic industrial, consumer, energy, pharma and service companies.

Sourcing, category and procurement excellence leads

The operating-model owners: process, data, systems and category design. Most of the peer labs are led by exactly this profile.

Digital and transformation leads

Those sequencing foundation and AI at enterprise scale — and answering the CEO's question about what the function is getting back.

The next generation

Peer Lab 9 gathers procurement's newest professionals to compare notes across companies and categories — a room that has been missing in the Nordics.

ORGANISATIONS ON STAGE AND AT THE TABLES IN 2026

Business Sweden	Volvo Group Trucks Purchasing	Novonesis
UPM	The Adecco Group	Orkla
Optinova	Perstorp	Sandvik SRP
Electrolux Group	Yara International	Inter IKEA
ALSO	Deloitte	Arrive
Boliden	NCC	Vattenfall

Speakers, moderators and jury as confirmed in the programme at the time of print.

EXPERT ORGANISATIONS 2026

The partners building the tools — hosting tables and contributing keynotes, alongside the practitioners

Expert Organisations host the Theme Discussions and enable selected keynotes. They bring what they see across engagements; the table brings what is true inside its own functions. The programme spine is set by practitioners — which is what makes the exchange worth a sponsor's time as much as yours.

Bring your question. Start from what you are working on and see which Expert Organisations work on it — platform suites, specialists and advisory: cpooutlook.com/expert-organizations

PLATINUM

Prewave

coupa

GOLD

ivalua

EXPERT ORGANISATIONS

ecovadis

ZYCUS

Proxima
PART OF BAIN & COMPANY

CANDEX®

Achilles
Global Risk Management

Sievo

PARTNERS

Silf
competence

Knowledge Partner · hosts Theme Discussion 5 on competences and certification

PIR

Award partner · independent nomination review and jury lead for the Nordic CPO of the Year

AGENDA AT A GLANCE

Two days, one red thread. Timings may shift as EBG works with people.

Day 1 — Wednesday 14 October

08:00 Registration opens — coffee served
08:45 Opening of CPO Outlook 2026 · Anna Bjärkerud, EBG
09:00 Tech run-through — meet the exhibitors
09:15 Keynote · Lena Sellgren, Business Sweden
09:45 Keynote · Volvo Group Trucks Purchasing · enabled by Prewave
10:15 Coffee & conversation in the expo
10:45 Tech run-through II, in the main plenum
10:55 Keynote · Louise Noer, Novonesis · enabled by Coupa
11:30 Theme Discussions I — roundtables 1–7
12:15 Networking lunch
13:15 Theme Discussions II — same topics, new group
14:10 Keynote · Vesa Kuismanen, UPM
14:50 Peer Labs 1–10, first run
15:35 Coffee & conversation
16:05 Peer Labs, second run — new groups
16:55 Nordic CPO of the Year 2026 — Award Ceremony
17:45 Drinks reception · 19:00 seated three-course dinner

Day 2 — Thursday 15 October

08:30 Coffee is served
09:00 Opening of Day 2 & pre-summit survey results · Anna Bjärkerud
09:15 Lab Recap · Bloodworth, Sarang, Holm Andersson & Carlebom
09:50 Keynote · Nina Rapp, ALSO
10:20 Coffee & conversation
10:50 Working session · with Rapp, Jokinen & Lindberg
12:00 Networking lunch
13:15 Keynote · Hilde Solheim, Deloitte · enabled by Ivalua
13:45 Panel + room discussion · Andersson, Singhal & Prilepchanska
14:25 Closing keynote · Mauricio Bozzo, Arrive
14:55 Closing of CPO Outlook 2026 · Anna Bjärkerud
15:00 End — see you in 2027

CPO Outlook 2026

Will we see you in Stockholm?

Two days, four table conversations of your choosing, keynotes from practitioners, an award, a dinner — and a room of peers carrying the same two jobs you are.

14–15 October 2026
Registration from 08:00 on the 14th; close at 15:00 on the 15th

Hotel Birger Jarl
Birger Jarlsgatan 61A, Stockholm — summit, drinks and dinner in one place

cpooutlook.com/registration
Programme, registration and hotel options

Find your sessions · Bring your question
Plan your tables and your questions before you arrive

The brief film
CPO Outlook 2026 in a few minutes — vimeo.com/ebgnetwork/cpooutlook2026brief

nordiccpoaward.com
Nordic CPO of the Year 2026 — criteria and jury

anna@ebgnetwork.com · lars@ebgnetwork.com
Anna Bjärkerud, Founder & MD · Lars Bjärkerud, partnerships

SINCE 2010

Nordic procurement leaders learning from each other.

EBG | Network has run peer-exchange events for Nordic procurement since 2010. CPO Outlook is the 23rd summit. The format has stayed the same because the reason for it has: ask good people what matters most to them right now, and build the room around the answer.

EBG | Network ebgnetwork.com