

cpo outlook 2022

October 12th | drinks reception & dinner
October 12th & 13th | Onsite Conference
Hotel Birger Jarl, Stockholm



POST SUMMIT REPORT

cpooutlook.com

Speakers & Moderators include



ahlsell



norwegian



H&M



ERICSSON



NORDEN
Trust powered by intelligence



NORDEN
Trust powered by intelligence



MAERSK DRILLING



The Bioforce Company
UPM



GETINGE



IKANO BANK



Lantmännen



ERICSSON



AstraZeneca



EY
Building a better working world



norwegian



norwegian



MTR



**stockholm
exergi**



ARJO



norwegian



Cepheid
A better way

Expert Organizations

ivalua



Icertis

GEP

ecovadis

C2FO

interos

Magnit

SAP

Sievo

basware

coupa

HICX

riskmethods
a sphere.com group

**XOOMWORKS
PROCUREMENT**
Part of Accenture

PER ANGUSTA | **SpendHQ**

JAGGAER
Autonomous Commerce

Organizer:

e|b|g | **Network**

Thank You!

Would it be possible and desirable to meet like we have met since 2010? Would peers and experts find value in round table discussions and workshops after 3 years of online streaming of content (apart from EBG enabling 129 online round table discussions that is, but still)? Would people come? Would people stay? Would people choose to open up to each other?

Yes.Yes.Yes and yes all the way!

It even felt that finally after having enabled round table based summits for 12 years it now sank in how rare it is to meet like this and how extremely valuable it is for all involved to be given time to have real conversations.

CPO Outlook 2022 give EBG the energy to schedule **CPO Outlook 2023 on October 18th and 19th in Stockholm**. It also give us energy to plan for smaller group discussions throughout the year.

Hard work pays off and we just want to say Thank You to all involved! The summit got sold out and we hope to earn the trust again in 2023.

In the following pages you can see what it looked like and what was discussed.

Want to discuss matters that matter with peers in 2023? Send Anna an email via anna@ebgnetwork.com for a discussion.

Want to join as an Expert Organization and host round table discussions, have a customer in stage or join in another way? Send Lars an email via lars@ebgnetwork.com for a discussion.

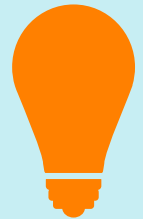
Best regards

Anna & Lars



KEYNOTES

For all presentations in the plenum hall



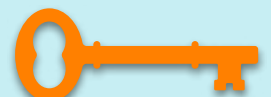
FOCUSED THEME DISCUSSIONS

Parallel workshops where you choose what topic best fit you

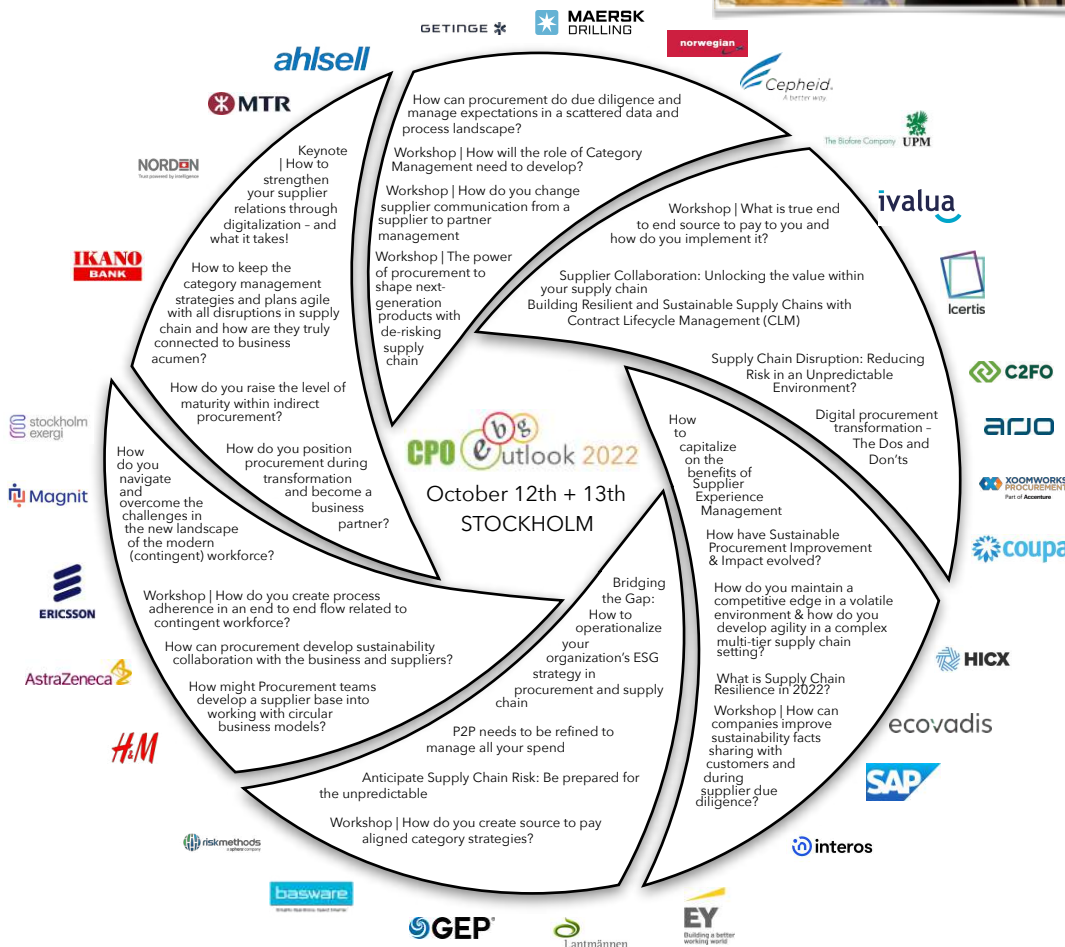


THEME DISCUSSIONS

Round table discussions enabling You to learn from peers and experts



You create Your own day based on Your challenges and the opportunities Your organisation want to develop



Visit cpooutlook.com here

Register here to meet us in Stockholm in 2023!

Who joined CPO Outlook 2022?

People attending

Business Navigation Manager
Business Process Manager
Operational Procurement
Business Process Manager
Procurement & BI
Category Leader
Category Manager
Category Manager
Category Manager
Category Manager
Category Manager - Digital (IT)
& Transformation
Category Manager Facility
Management
Category Manager Indirect
Category Manager Indirect
Procurement
Category Manager Indirect
Procurement
Category Manager IT/Professional
Services
Chief Procurement Officer
Corporate Program Manager for
Procurement Digitalisation
CPO
CPO and member of the Group
Management Team
Director Contract Manufacturing,
Group Procurement
Director for Direct Material
Director for Direct Material
Director Indirect Procurement
Director IT & Technical Procurement
Director of Procurement
Director Purchasing and Planning
Director Purchasing Digital Business
Transformation
Director SCM Strategy
Director, Head of Category
Management
Director, Indirect & IT Procurement
Director, Sourcing, Business & Site
Services
Enterprise Risk Manager, Procurement
EVP IT and Business Services

Global Category Director Electronics
Global Category Manager
Global Category Manager Energy &
Utilities
Global Category Manager IT
Global Supply Chain Innovation
Director
Group Manager Operation Purchasing
Group Manager Project & Innovation
Sourcing
Group Manager Projects
Group Manager Strategic Sourcing
Group Manager Supplier Quality
Group Procurement Manager
Head of Airport Procurement
Head of APS & ESC BP Global
Head of Business Development,
Sourcing TMHE IS
Head of Catalogue Mgmt
Head of Category Management
Head of Central Procurement
Head of Development, Reporting &
Data Management
Head of Indirect Materials and
Services
Head of Indirect Procurement
Head of Indirect Procurement
Head of Know Your Supplier Unit
Head of NCG Procurement
Head of Operational Procurement
Head of P2P & Compliance, Group
Sourcing
Head of P2P Process & Operations
Head of Procurement
Head of Procurement
Head of Procurement
Head of Procurement
Head of Procurement
Head of Procurement
Head of Procurement
Head of Procurement
Head of Procurement
Head of Procurement Business
Strategy
Head of Procurement Indirect &
Enabling Functions
Head of Procurement New Energy
Solutions

Head of Procurement, Corporate
Functions & Indirect
Head of Project and Innovation
Sourcing
Head of Purchasing
Head of Sourcing & Procurement
Head of Strategic Indirect Purchasing
Head of Strategic Sourcing
Head of Strategic Sourcing
Head of Strategic Transformation and
Business Development
IT Procurement Manager
Lead Advisor SCM
Leading Advisor SCM Plan 2 pay
Manager - New product development
and introduction SC
Manager Category management &
Sourcing
Manager Global Indirect Sourcing
Manager in Category Management
Manager Operational Procurement
Process and digitalization manager
indirect procurement
Process specialist
Process, Quality & System
Coordinator
Procurement Analyst and Developer
Procurement Category Manager,
Indirect
Procurement Category Manager,
Indirect
Procurement Category Manager,
Indirect
Procurement development manager
Procurement Development Manager
Procurement Director
Procurement Director BA Generation
Procurement Director Distribution
Procurement Excellence Digital
Procurement Excellence Manager
Procurement Process Manager
Procurement Team resp
Project buyer Team Manager
Project leader process development
and digitalization indirect procurement

Project leader process development
and digitalization indirect procurement
Purchasing Director
Purchasing Manager
Purchasing Manager
Purchasing Program Director
Responsible Sourcing Program
Manager
Senior Business Developer
Senior Category Manager, Port
Services
Senior Manager Purchasing
Development
Senior Manager, Procurement
Development
Senior Manager, Sourcing BI and
Analytics
Senior Manager, Supplier Operations
Senior Process Developer
Senior Procurement Manager
Senior Procurement Manager
Senior Sourcing Manager
Senior Strategic Purchaser
Sourcing Business Developer
Sourcing Director
Sourcing Director
Strategic Category Buyer
Strategic Category Buyer IT
Strategic Indirect Procurement
Manager
Strategic lead buyer
Supplier Relationship Manager
Supplier Relationship Manager
Supply Management Controller &
Data Analyst
Sustainability Leader
Sustainable Procurement Assistant
Director
Technology Sourcing Manager
Vendor manager
Vice President, Source 2 Pay
Operations
VP Business Centre and Operational
Procurement
VP Strategic Sourcing

Practitioner companies attending

Ingka Procurement
IKANO Bank
NOTE
Arjo
MTR Nordic
Ahlseil
Fazer
Aurobay
Norwegian Air Shuttle
Kjell & Company
SKF
Maersk Drilling
Finnair
Volvo Cars
AstraZeneca
Epiroc Rock Drills
Autoliv
Stena Metall
NCC

Lantmännen
Sobi
Swedbank
H&M Group
Ericsson
DS NORDEN
Holmen
Söderberg & Partners
BAE Systems Hägglunds
Nordic Paper
Recipharm
Tele2
Fortum
Toyota Material Handling
Manufacturing
Stockholm Exergi
AB Trav och Galopp
Equinor
Cepheid
Länsförsäkringar
Siemens Energy

Vattenfall
INTER IKEA Group
Trelleborg
Geberit
Electrolux
Scania
Getinge
Danish Crown
Axis Communications
Orkla Foods Norge
Coloplast
DeLaval Services GmbH
Atlas Copco
Sodexo
Vattenfall N.V.
EY
EY Sweden
UPM
Adapteo Services

What did people think of CPO Outlook 2022?

Dnyanesh Sarang (He/Him) • 1st
Procurement transformation | NPI NPD leadership | Procurement leader...
A day full of wisdom, actionable insights, and industrywide perspectives at #cpooutlook2022. Thanks, **Anna Bjärkerud**, **Lars Bjärkerud**, eminent speakers and presenters of theme-based discussions for the very learned experience today!

#procurementleaders #procurement #npd #procurementtransformation #digitalisation #sustainability



Ragnar Lorentzen • 1st
Supplier Experience Driver
Enjoying the EGB CPO Summit in Stockholm with **Steve Copley** who facilitated great roundtable discussions on the topic of Supplier Experience Management and 120 attendees from across the Nordic region.

Some good bullets worth sharing thus far;

Run data transformation projects before or at least in parallel with implementation of digital solutions.

Loved the concept of 'bragging Fridays' by Ahlells CPO. Instead of just focusing on problems set aside a fixed time to put words to what is going well and put your team in a positive light.

Start change management early on in a project and find the 'why' with each stakeholder.

Set aside monthly time for learning and best practice sharing.

Procurement is a competitive function; how can we offer better service, higher quality products, better ecosystems, higher profit contribution, become more differentiated and more sustainable to the benefit of our end customers. This is what matters, not price.

#data #digital #experience #transformation



riskmethods
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2w • Edited •

Kicking off our roundtable session at the CPO Outlook 2022 event from EBG | Network!

Jorge Rodriguez Martin is animating the discussion on how to anticipate the unpredictable in terms of #supplychainrisks.

Lars Bjärkerud **Anna Bjärkerud** #supplychainriskmanagement



Manisha Mathur • 1st
Head of Procurement at DS NORDEN
For the last two days, I had the opportunity to attend EBG CPO Outlook in Stockholm. It was a wonderful opportunity to listen and learn from my colleagues in the procurement world and share DS NORDEN's insights into indirect procurement.

Thank you to **Anna Bjärkerud** & **Lars Bjärkerud** for arranging such an interesting conference.

#learningeveryday #cpooutlook2022 #procurement #dsnorden #enablingmarterglobaltrade



Benny Hall • 1st
CPO Chief Procurement Officer at MTR Nordic Group
Anna and Lars, you are great, thank you for another inspiring CPO Outlook, what a great platform you have established for us procurement professionals to listen, share and learn from each other.

We all returned from the two days packed with good ideas that we will try to apply in our own reality, this is the energy boost that we need to continue our procurement development journeys.

Thank you for keeping EBG CPO Outlook running.
#cpooutlook2022 #network



Geraint John • 2nd
Vice President, Interiors Resilience Lab
Great discussion on #supplychainresilience with Scandinavian procurement leaders from the food, automotive, energy, pharmaceuticals and medical devices sectors at the CPO Outlook event in Stockholm last week. There was broad agreement on the need for better multi-tier supply chain visibility and being more proactive in identifying and managing supplier risks.

#supplychainrisk #supplychainvisibility #operationalresilience



Anna Erasme • 1st
Head of NCO Procurement at H&M Group
Last week I had the pleasure hosting two round table discussions on "how procurement teams can develop suppliers into circular business models" at CPO Outlook.

A huge thank you to all that participated by sharing experiences, ideas and reflections. And thank you for arranging **Anna Bjärkerud** and **Lars Bjärkerud**.

A short summary:
We need to work close to R&D and design to "Design for Circularity", a shift from "Design for Production".

We need to learn internally- and educate our suppliers in the basis of circular economy. Reduce - Reuse - Recycle.

With Reuse of assets there are great opportunities to capture value both from monetary and Co2 perspective.

We need to support change - in mindsets and business process. This will impact how we work with SRM and Innovation.

Storytelling is crucial to get attention, support innovation and drive the mindset shift that is needed. We need to learn from failures and successes.



Henrik Nyberg • 1st
Employers purchasing to be outstanding
At the EBG conference in Stockholm. Keynote with **Karolina Hagberg Chiniell** from Ahlsell on how to strengthen supplier relationships through digitalization. Always extremely fun to see customers speak.

#suppliermanagement



Martyna Wojciechowska • 1st
Sustainable Procurement Strategy | Supply Chain Sustainability & ESG ...
Starting this week with some great inspiration from last week's EBG | Network CPO Outlook. A wonderful knowledge-sharing space!

Robert Ekqvist and I had a pleasure to host round table discussions. Hope you enjoyed them!

Thank you **Anna Bjärkerud** and **Lars Bjärkerud** for making this event happen! EcoVadis is proud to partner with you!



Marshall Mathias (He/Him) • 1st
Helping organisations to gain full visibility and value of their business ...
Last week I had the pleasure of attending the 2022 CPO Outlook summit in Stockholm hosted by EBG | Network. I had the opportunity of sitting down and actually talking (tired of online meetings!) to procurement professionals and experts, asking follow-up questions and engaging in constructive discussions on relevant topics.

To summarise my experience over the two days, the summit was very professionally organised. I witnessed heads of procurement departments talk about their road to success in developing best-in-class procurement organisations. At the same time, I engaged in insightful round-table and workshop events where the goal was really to collaborate as one team, share challenges and ideas, and learn and grow together. As our CEO **Rob Bernsten** says - "None of us is as smart as all of us"

I walked away with several insights, however, wanted to take the opportunity to summarise three takeaways that resonated with me the most.

1. The focus of procurement is no more just on cost reduction or hard-dollar savings. For procurement to be best-in-class, organisations need to focus equally on ensuring complete control and visibility, ensuring complete alignment with the organisation's sustainability mandates and vision, ensuring setup of internal and external controls to manage and mitigate risk, and last but not least keeping strong supplier relationships at the core of the procurement strategy.

2. As procurement continues to digitise, the most successful procurement organisations are the ones that deploy an end-to-end and fully integrated digital solution across their source to settle remit. The AP problem is a P2P problem, and the procurement problem is a sourcing problem. It is imperative that these elements seamlessly flow into one another in order to be successful and best-in-class

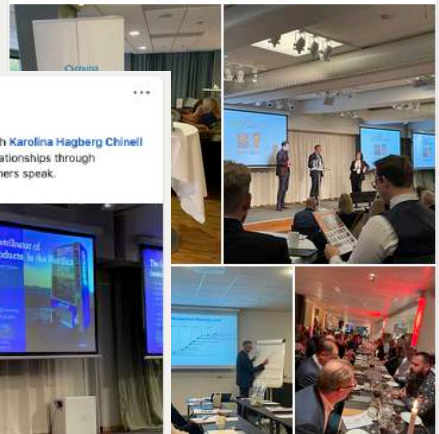
3. Lastly, ESG is very high on agenda for all organisations in the Nordics region. **Sian Ellis** from EY highlighted an interesting statistic regarding the UK market - Only 1% of all corporate spend in the UK is with diverse suppliers, while one in six suppliers in the region are diverse! Some food for thought there. ESG factors have been found to be positively correlated with financial performance and attractiveness to investors, and we can expect this to be of increasing importance in the years to come

Thank you EBG | Network once again for organising the summit, and I look forward to continuing engaging and collaborating with the highly advanced Nordics procurement fraternity.

Also, thank you **Benny Hall** for hosting a fantastic session on Category Management best practices. I managed to capture it in one of my pictures :)

Martin Homan **Jesper Odeblom** (fd Hellström) **Carl Claughton-Wallin** **Richard Northcote** **Lars Bjärkerud** **Hans Lindblom** **Maria Kämbart** **Benny Hall** **Anders Lundin** **Oskar Dahlöf** **Kai Nowosel** **Larissa Haspel** **Raluca Larkin**

#procurement #sustainability #sourcing #strategy



CPO Outlook 2022 feedback

EBG | Network put down many hours perfecting each summit but we can always improve!

- ★ All in all, it was a great summit. Relevant topics and theme based discussions, well-read and well-spoken speakers
- ★ Overall it was a pleasant experience
- ★ In words, it was worth it, really good and open discussions and insights, great meeting IRL.

A great summit of interesting topics, which provides a great opportunity to network and discussion/enhance understanding of critical topics.

- ★ The conference it self was very positive. But there seems to be a general lack of awareness about sustainability in the purchasing community.
- ★ Such events are a good networking opportunities to learn from each other
- ★ Very good platform to share information between procurement professionals. I like it.
- ★ Very good
- ★ A good opportunity to meet IRL and discuss with professionals in similar situations. Relevant topics

Really good opportunity to build network and understand what others are facing right now (which in many cases are the same questions/situations myself is facing)

- ★ Very good and really nice to meet all again f2f.
- ★ Relevant topics, engaging and inspiring presentations and open people, willing to share :-)
- ★ Great opportunity to reflect over my own company's approach to the discussed topics.
- ★ Insightful energetic relevant
- ★ It was a great experience and chance to meet people from the same area and share issues/best practices etc. It was very inspiring!
- ★ Networking, nice atmosphere, interesting topics.

High energy level and open discussions during sessions and in breaks.

- ★ Good sharing and exchange of thoughts.
- ★ Excellent and happy to be back in the flesh
- ★ For me, first time, it was interesting to get to know about this. It was well organized, even if the agenda was a bit complicated to follow.
- ★ It was really good to meet colleagues and industry colleagues to share experiences and discuss hot topics. It was a good mix between Direct and indirect purchasing as well
- ★ Great event.
- ★ Lots of take aways to work with and get even better at Category Management in our organization
- ★ Very good!
- ★ Really fruitful

I am impressed by the number of participants and their role within their organizations. A good mixed of different industries

- ★ Good networking event.
- ★ It gets your thoughts going, inspires you and gives you the possibility to connect with peers.
- ★ Liked it very much, to meet with similar and to have a chance to discuss common interests.
- ★ Good and enough time for networking in between sessions

On site and face to face conference brings more active interaction and bring network with both hosts and participants. It is very inspirational to hear the keynotes speaker share their learnings, challenges from different industries and business areas, you will always find similarity and new perspectives from the speech. The conference was organized and structured in a very good way, a good preparation, time control, all the breakout session and network setups, we feel taken good care of through the whole session.



- ★ Overall good content, but some speakers needed to work a bit on the presentation and some of the workshops need to give more "answers" than only share pain points.
- ★ Great opportunity to meet people from various industrial verticals sharing same

mindset and challenges - cultivating exchange both on eye level as well as in the confidence of intimacy - very well organized + structured somehow feeling (positive) on the level of bigger market players (G....), super job!

- ★ Great event with a lot of interesting discussions.
- ★ Good overview, good relevant topics and good speakers

Fantastic, it has been inspiring and positive atmosphere

- ★ Inspiring event
- ★ Relevant topics and good with breakout sessions to share and learn
- ★ Professional Inspiring Energizing Well organized
- ★ Good networking opportunity
- ★ I really enjoyed it and it was nice to learn from companies with similar challenges
- ★ The experience of presenters and the diversity of personnel/ industries was fantastic. It really enabled us to get insights and learn from various industries and organisations which was fantastic.
- ★ Inspiring, engaging
- ★ Inspirational

Preparing procurement and supply chain for the future

Reflections | How can companies develop procurement and supply chain through business acumen?

Let's kick start the summit with two perspectives on the challenges and opportunities procurement and supply chain face. How can companies think ahead to ensure category management strategies and plans are agile with all disruptions in supply chain? How can companies and procurement professionals make sure they are truly connected to business acumen?

This opens a question often discussed at an EBG summit - How may Category Management need to develop? As more and more insights are demanded, as the need for efficiency and effect continue to grow in volatile markets. How can you ensure you get the buy in needed?

Benny Hall | CPO | MTR Nordic Group & Grant Morrison | Director, Head of Category Management | Maersk Drilling



Strengthening supplier relations through digitalization

Keynote | How to strengthen your supplier relations through digitalization - and what it takes!

The Ahlsell Group is the leading distributor in the Nordics of installation products, tools and suppliers to private and public customers. At Ahlsell category and procurement aims to create a sustainable, competitive, profitable customer offering for all channels.

At Ahlsell working closely with suppliers is key to sustaining and further develop customer loyalty and satisfaction. Just as at other companies working on that closer relationship, creating insight and speed, has been an area under development.

You will learn

- How have Ahlsell chosen to structure supplier communication?
- How have suppliers reacted to changed ways of working?
- What does digitalization mean in this area?
- Which have the biggest changes and lessons learned been during the digitalization journey?
- How have the work procurement do affected and strengthened the Ahlsell market offer?

Karolina Hagberg Chinell | CPO and member of the Group Management Team | Ahlsell
Session enabled by Ivalua



Technology enabled 360 business impact

Keynote Remote | Accenture's Business Transformation: Technology enabled 360 business impact

EBG met up with Kai Nowosel, Chief Procurement Officer at Accenture online to learn about Accenture's procurement transformation

Session enabled by Icertis



Theme Discussions aka Interactive Round Table Discussions | Session 1

What are Theme Discussions about? Each moderator host a discussion about a topic he or she find interesting. Thus ensuring mutual interest in what is being discussed. A win-win situation where you give and take and have very unique possibilities to learn from others and ask questions You may have! You choose sessions before the summit and EBG type down your choices on your name tag (with the possibility of course to change sessions also during the summit)

Increasing supplier collaboration to unlock value

1

Supplier Collaboration: How do you unlock the value within your supply chain

Join this session to learn more on:

- Sharing new ways of collaborating with suppliers
- How to connect supplier innovation to other departments
- What initiatives such as ESG & Supplier Risk mean for skills requirements & development
- How to turn current-strategic supplier initiatives into future competitive advantages
- Turning automation into a competitive advantage



Henrik Nyberg | Account Executive and Nordic Lead | Ivalua



Improve Contract Lifecycle Management (CLM)

2

How can you build Resilient and Sustainable Supply Chains with Contract Lifecycle Management (CLM)

Discuss;

- How can you stay ahead of competition, stay agile and create a single source of truth with contract intelligence?
- How can you control supplier risk and performance?
- How do you secure transparency and agility across the supplier network?



Niklas Karlsson General Manager | Northern Europe | Icertis



Reducing Supply Chain Disruption & Risk

Supply Chain Disruption: How can you reduce risk in an unpredictable environment?

Discuss;

- What impacts are inflation, shortages and delays having on your supply chain?
- How has supply chain finance evolved and how is it being used to efficiently adapt to the extremes of disruption that seem commonplace today?
- How can procurement, supply chain and finance effectively collaborate to ensure maximum effect?
- How to segment, roll-out and govern a financial support program over time?

Matt McQuillan | Managing Director, Business Development | C2FO



Developing Supplier Experience Management

How can you capitalize on the benefits of Supplier Experience Management

Discuss;

- How has the buyer-supplier relationship changed in recent years?
- What pain points do suppliers experience in working with large enterprises?
- How can these issues be addressed with technology?
- How can enterprises benefit from providing enhanced supplier experiences?

Steve Cobley | Regional Sales Director EMEA | HICX



Status of Sustainable Procurement Improvement & Impact

How have Sustainable Procurement Improvement & Impact evolved?

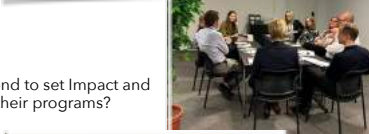
In this session, we'll explore trends and forces including;

- The Norwegian Supply Chain Transparency Act, The EU proposal on Corporate Sustainability Due Diligence
- The convergence of ESG reporting frameworks and the radical shift in Climate action expectations and strategy, together with the growth in greenwashing scrutiny/accusations

Practical experiences including;

- How can leading procurement teams respond to set Impact and Improvement as their new "North Star" for their programs?
- What tools/ indicators - and engagement strategies are they using to not just monitor, but engage suppliers in an improvement journey for environmental, carbon, social and ethical performance?

Robert Ekqvist | Enterprise Account Executive, Nordics & Baltics | EcoVadis



Developing agility in a complex multi-tier supply chain setting

How do you maintain a competitive edge in a volatile environment & how do you develop agility in a complex multi-tier supply chain setting?

We will discuss

- Bad news early is good news: how to map and evaluate all the nodes of your supply chain?
- How do you create a pragmatic approach to the balancing cost, sustainability and compliance?
- In what ways can you incorporate supply chain risk into daily operations including tail suppliers?
- What are the winning strategies for retaining control while extending your core processes beyond your organization?

Pasi Tervo | Head of SAP Business Network, EMEA | SAP



Operationalizing ESG strategies in procurement & supply chain

Bridging the Gap: How do you operationalize your organization's ESG strategy in procurement and supply chain

Join this discussion to discuss;

- What is ESG performance in Scope 3?
- What regulatory pressures are on the horizon?
- How can you measure emissions from your external supply chain?
- In what ways do you communicate and collaborate with your suppliers about Scope 3 and other affecting aspects?

Natalie Henfrey | Director - Consulting | GEP



Meaning of Supply Chain Resilience in 2022

What is Supply Chain Resilience in 2022?

Discuss;

- Which are the Geopolitical Risk on Supply Chain Leaders' Minds?
- Which are the Concentration Risk in High-Tech Supply Chains?
- Operational resilience as a multiplayer game - how can you ensure collective responsibility?

Geraint John | Vice President, Interos Resilience Lab | Interos



Anticipating Supply Chain Risk

Anticipate Supply Chain Risk: How can you become prepared for the unpredictable

Join us to discuss:

- Which events are affecting supply chains the most in 2022?
- What proactive measures are currently being implemented to mitigate or anticipate risk?
- What are best-in-class risk anticipation strategies?

Jorge Rodriguez | Director Revenue Europe | riskmethods



Purchase to pay managing all spend

How can you refine P2P to manage all your spend?

Discuss:

- Are today's Purchase-to-Pay (P2P) solutions sufficient?
- How do we need to redefine P2P?
- How should you approach P2P?

Magnus Bergfors | Director Product Marketing | Basware



Lunch time!



Reflections | What do we mean by end-to-end in procurement?

EBG was funded with the ambition to connect sourcing, procurement and finance as part of the end-to-end process procurement is. A lot has happened since 2010 but still one may wonder - What Do We Mean by End to End? It is still evident having complete control over your spend, your contracts, your POs, your suppliers and your cash is a challenge. It may be helpful to draw from how a couple of companies define end-to-end. How they incorporate ways of working that will ensure that visibility. Is source to pay part of your category management strategies? What trends and technology do you think will help you ahead?

Rasmus Kristensen | Head of Central Procurement | Lantmännen & Jukka-Pekka Hämäläinen | Vice President, Source to Pay Operations | UPM



Navigating the modern (contingent) workforce

How do you navigate and overcome the challenges in the new landscape of the modern (contingent) workforce?

Join us to discuss contingent workforce challenges and possibilities!

- How have the procurement of contingent workforce changed the last couple of years?
- Which are the biggest challenges you face in regards of the procurement of contingent workforce?
- Have your organization done any changes in how you source, attract and handle your total workforce the last couple of years. If so, which changes?
- How do you secure full compliance to the procurement process of contingent workforce?



Per-Anders Meyer | Head Of Purchasing | Stockholm Exergi & Henrik Fredga | Client Sales Director | Magnit, previously known as Workforce Logiq



Working with suppliers to create circular business models

How might Procurement teams develop a supplier base into working with circular business models?

We need to build a more resilient supply chain with utilizing less resources and challenge the linear model of take-make-dispose. With a circular model we need to challenge current ways of designing both products but also our business processes. Many companies today have high ambitions reducing their carbon footprint and to reach the objective there is often a need to collaborate with partners, with an ecosystem approach.

The call for action is here - and within Procurement teams we have an opportunity to support the change, impact company objectives, lead our industries towards a more sustainable future. We will also have increased obligations connected to compliance and legislations.

We will discuss;

- How do we develop our suppliers to implement circular business models?
- How can we measure progress?
- How do we get the best outcome working with a broad and global supplier base?
- How do circular business models differ between Commercial and Non Commercial Goods?

Anna Erasmie | Head of NCG Procurement | H&M



Develop sustainability collaboration with the business and suppliers

How can procurement develop sustainability collaboration with the business and suppliers?

Discuss;

- How are you making sure the business is engaged in the targets set and incorporated in contracts?
- In what ways are you engaging with suppliers to follow up on targets set?
- How do you help suppliers comply with targets and be able to share data?
- How much may it cost to ensure set targets given there is not a unified way of sharing data?

Håkan Sjöberg | Global Category Manager Energy & Utilities | AstraZeneca



Connecting category management strategies to business acumen

How do you keep category management strategies and plans agile with all disruptions in supply chain & how are they truly connected to business acumen?

Discuss;

- How are you structuring procurement today and what does category management mean to you?
- To what extent can you follow your category plans and how often do you need to make ad hoc decision?
- How do you incorporate business acumen into procurement strategies and operations?
- As many companies are in transformation and under constant change pressure - how do you manage to hold your course?

Benny Hall | CPO | MTR Nordic Group



Inflation impact on procurement measures & value creation

How is inflation changing how Procurement measures and demonstrates its value?

Discuss;

- How is inflation affecting your organization and procurement function?
- How is your definition of performance success in procurement changing?
- In what ways are you changing what is tracked and how you measure it?
- How are you using technology to support this?
- Have your non-financial goals changed due to current market conditions?

Richard Nixon | Head of UK & Nordics | Per Angusta



Raising the maturity level in indirect procurement

How do you raise the level of maturity within indirect procurement?

Discuss;

- How can you create central purchase to pay governance when buyers are not professional purchasers?
- How do you mature an indirect organization starting from zero?
- How can you manage without a S2C or P2P system yet create end to end insights?
- What are the issues you face when you cannot get a system?
- In what ways can you connect and develop a contract repository and purchase to pay data?

Manisha Mathur | Head of Procurement & Mikkel Lyhne Hansen | Category Manager - Indirect Procurement | Norden

NORDEN
Not covered by legislation



Positioning procurement as a Business Partner

How do you position procurement during transformation and become a business partner?

Discuss;

- How are you supporting organizations in their Digital transformation Journey
- Is procurement seen as bottle neck or partner which can add value
- Do we have right IT knowledge in procurement function
- How can you combine efficiency competences with business acumen in procurement
- In what ways are you using data to create a basis for decision making processes
- How can we be better in serving our business

Manish Panchmatia | Category Manager - Digital (IT) & Transformation | Ikano Bank

IKANO BANK



Due diligence in a scattered data & process landscape

How can procurement do due diligence and manage expectations in a scattered data and process landscape?

Discuss;

- How do you visualize the connection between expectations and outcome today?
- Companies having grown through M&A - how are you centrally (if you are) performing due diligence?
- How are you acting towards the business as customer demands for facts and insights increase (yet data is scattered)?
- How do you in parallel work you way towards "perfect structures and processes"?

Tobias Dock | Senior Manager Purchasing Development | Getinge

GETINGE ✱



The Dos and Don'ts in digital procurement transformation

Digital procurement transformation - The Dos and Don'ts

Discuss;

- Why do fast-growing companies need a digital procurement transformation?
- How do you set your main project objectives? OR What should your main project objectives be?
- Do you think an integrated scalable solution is better than periodically adopting new systems to fit your business objectives?
- How to deal with user resistance to change (low user adoption)?

Oskar Dahlöf | Corporate Program Manager for Procurement Digitalization | Arjo & Richie Northcote, Sales Director Nordics Region, Xoomworks Procurement, part of Accenture

ARJO ✱ **XOOMWORKS** PROCUREMENT
Part of Accenture



Demystifying

Reflections | How are you organizing and structuring your sustainability goals?

Let's share and discuss:

- How is sustainability organized in your organization?
- What common processes do you have to pre-evaluate suppliers, communicate results with the business and do due diligence?
- What is expected of you to meet legislations and to continue to develop according to your corporate targets?

Tobias Dock | Senior Manager Purchasing Development | Getinge, Håkan Sjöberg | Global Category Manager Energy & Utilities | AstraZeneca & Lena Ekberg | Head of Sustainability Audits | Sustainable Audits

GETINGE ✱ **AstraZeneca** ✱ **Sustainable Audits**



We had drinks & dinner! Excellent food in the hotel restaurant and 110 of us staying all evening



Indirect procurement, becoming a business partner and change management

Reflections | What was discussed yesterday and how do we become better at change management?

During this session we will learn about what came up during discussions Day 1 and in particular how indirect procurement is developing, also when systems and data are not in place. Further we will discuss cross function collaboration and what it really mean becoming a business partner.

Manisha Mathur | Head of Procurement | Norden & Dnyanesh Sarang | Manager - New product development and introduction SC | Cepheid (Danaher group)



Change, challenges and team spirit as procurement is being transformed

Reflections | The Norwegian story about change, challenges and team spirit as procurement is being transformed

During this session you will learn from a team that have managed to stay devoted through challenging times and come out stronger from it. This is a story about how to structure and organize procurement in a fairly young company. It is also the story about how you do that facing the biggest challenge the industry ever faced. Finally it is a story about how to think about creating team spirit and get results even though the procurement organization is spread geographically.

Learn about;

- What was the initial transformation decision and how has that turned out?
- Cost savings, sustainability and risk mitigation – how do you ensure a holistic approach when developing a procurement platform from zero?
- Today all talk about hybrid work – how do you create and work as a team that is spread geographically?
- What are the lessons learned to date and what will be next?



norwegian **Knut Olav Høeg | EVP IT and Business Services | Norwegian Air Shuttle ASA**

Supplier communication | Role of category management |
Meaning of end-to-end | Involving procurement

What will be discussed during Focused Theme Discussions 1, 2, 3 & 4?

Focused Theme Discussions 1, 2, 3 & 4

A Focused Theme Discussion is a one time workshop where you come together to share experiences in a dedicated area. The moderator will introduce the topic to you so you all share the same perspective. After the introduction you will discuss specific topics in smaller groups and share group insights in the room. By now you all know each other quite well which make these sessions very valuable. Seats are limited.



Developing the role of Category Management

Workshop | How will the role of Category Management need to develop? Go through;

- How can the category manager support company sustainability goals through Supplier lead sustainability initiatives?
- How do you structure and achieve Senior Management buy-in?
- Why do we need to partner rather than only working with suppliers to innovate and digitalize?
- What does mean to drive an alliance model, how does this differ from a relationship model?

Workshop host: Grant Morrison | Director, Head of Category Management | Maersk Drilling



Overview of maturity results



Workshop | How do you change supplier communication from a supplier to partner management perspective?

We will discuss;

- What is good supplier communication to you?
- In what ways and at what levels do you exchange insight today?
- How do you segment which suppliers to transition into partners?
- How are you transitioning from daily ad hoc communication to long term strategic collaboration strategies?
- Should we treat and communicate with suppliers like we treat and communicate with our customers?

Workshop hosts: Paul Salwik | Director IT & Technical Procurement, Dace Lubane | VP Business Centre and Operational Procurement & Francine Gayard | VP Aircraft and Ground Operations Procurement

norwegian



What is true end to end source to pay

Workshop | What is true end to end source to pay to you and how do you implement it?

Discuss;

- How have you organized sourcing, procurement and finance?
- What is stopping you from end to end optimization?
- Which trends and technology advances do you think will help you ahead?
- What technology challenges are you or have you experienced?

Workshop host: Jukka-Pekka Hämäläinen | Vice President, Source to Pay Operations | UPM



Involving procurement & supply chain in product development to de-risk supply chains

Workshop | The power of procurement to shape next-generation products with de-risking supply chain

We will discuss;

- How does Procurement fit in New product innovation, development, and introduction
- How can you accelerate Procurement engagement with other departments?
- Checklist for Procurement team responsible for New product development
- Using supplier innovation to de-risk product
- Blueprint of Procurement involvement engagement and value driving

Workshop host: Dnyanesh Sarang | Manager - New product development and introduction SC | Cepheid (Danaher group)



Lunch time!

Contingent workforce development |
Source to Pay aligned category
strategies

**What will be discussed during
Focused Theme Discussions 5 & 6?**



Preparing for increased ESG legislation and regulations

Keynote | How do you prepare for increased ESG legislation and regulations in a global supply chain?

Learn more about;

- A short overview of the scope of the EU Directive
- The importance of ESG risk mapping and how has EY done this
- Learning and engagement with staff and targeted suppliers
- Integrating ESG into processes to make it Business As Usual

Sian Ellis | Sustainable Procurement Assistant Director | EY



Workshop | How do you create process adherence in an end to end flow related to contingent workforce?**Discuss:**

- How do you define and create an end to end contingent workforce process? If your process includes stakeholder approval of timesheets/milestones - how do you ensure compliance and timely approval?
- How well does the classic 2- 3- or 4-way match process fit the contingent workforce flow? Self-billing vs PO-flip?
- In what ways are you handling vendor rationalization (preferred supplier usage), rate optimization, micro bidding, contract standardization and compliance (incl vetting) within contingent workforce?
- How have you divided the roles between HR, the business and procurement in relation to the contingent workforce flow?
- MSP- Manage Service Provider approach (outsourcing) versus internal setup, pros and cons?

Workshop hosts: Maria Lindeborg | Head of P2P & Compliance, Group Sourcing & Joakim Sidnäs | Head of P2P Process Mgmt & Ops, Group Sourcing | Ericsson

**Workshop | How do you create source to pay aligned category strategies?****Discuss:**

- How have Lantmännen chosen to organize and ensure end to end collaboration?
- What does a source to pay structure for each category mean?
- What can you do to ensure category strategies are realized from source to pay perspective?
- What are the key features ensuring category management and operational procurement collaborate?

Workshop host: Rasmus Kristensen | Head of Central Procurement | Lantmännen (with the help of great colleagues!)

**Workshop | How can companies improve sustainability facts sharing with customers and during supplier due diligence?****Discuss:**

- Should companies use shared platforms to ensure efficiency?
- Would additional measures be needed?
- Will this adequately meet legislation?
- What platforms and standards are acceptable? (what with so many around the world)

Workshop host: Sian Ellis | Sustainable Procurement Assistant Director | EY



What should you take away from CPO Outlook 2022? Make sure to connect and let's go through lessons learned.



End of CPO Outlook 2022 - welcome back on October 18th & 19th 2023 in Stockholm!

Welcome to CPO Outlook 2022!

Who is who joining us in October, sharing their know how



Karolina Hagberg Chinell | CPO | Ahlsell
Karolina holds a board position at Saltå Kvarn, a supplier of ecological products to the Swedish grocery retailers. Prior to Ahlsell Karolina worked within the grocery and FMCG industry and has held management positions within leading retailers and suppliers such as Coop, ICA and Barilla. Karolina is an engaged and experienced leader with a strong track record of delivering commercial results and a passion for change management and continuous improvements.

ahlsell



Mikkel Lyhne Hansen | Category Manager Indirect Procurement | DS NORDEDN
Establishing and developing a professional global procurement function within Indirect Procurement responsible for strategic initiatives and procurement across D/S Norden. Overall responsible for establishing and implementing end to end global category management including category strategies and planning across the 8 different categories. Categories including IT & Communication, Professional Services, Facility Management and Travel etc.

NORDEN
Trust powered by intelligence



Manisha Mathur | Head of Procurement | DS NORDEN
As Head of Procurement my role is three-fold: developing and growing my team, creating value for Norden and safe-guarding Norden's interests when it comes to procuring goods and services. I believe that motivated people are the key to success in any team. Therefore, my focus lies in building my team so that they can grow both professionally and personally.

NORDEN
Trust powered by intelligence



Jukka-Pekka Hämäläinen | VP Source to Pay Operations | UPM
Experienced sourcing, procurement & finance professional with more than 15 years of experience in the wood-based products industry. A proven track record in developing Group-wide operating models, new capabilities and digital enablers. Leading complex, global organisations in Source to Pay domain, improving competitiveness and driving operational excellence.

The Biofore Company **UPM**



Paul Salwik | Director IT & Technical Procurement | Norwegian
Experienced Procurement Manager and Head Of Supply Chain with a demonstrated history of working in the airlines/aviation industry. Strong engineering professional skilled in Negotiation, Line Maintenance, Operations Management, Aircraft Systems, and Airworthiness.

norwegian



Dace Lubane | VP Business Centre and Operational Procurement | Norwegian
Prior to working at Norwegian, Dace worked at Circle K as Senior Procurement Manager and at EY as a Tax consultant. Dace have both operational and strategic experiences developing procurement as an end to end process.

norwegian



Manish Panchmatia | Category Manager - Digital (IT) & Transformation | Ikano Bank
Category Responsible for Digital (Global IT Services, Products, Infrastructure, Opensource, SaaS, etc) and Transformation (Enterprise transformation). Prior to Ikano Bank, Manish worked at Tata Consultancy Services

IKANO BANK



Håkan Sjöberg | Global Category Manager Energy & Utilities | AstraZeneca
Acting in FM leadership team, Södertälje. Accountable for Global energy purchasing strategy and delivery, sourcing activities for energy supply. Implementing strategies on how to fulfill the RE100 commitment that AZ has signed up to. procurement manager for Hard Service contract on Swedish sites, MRO contracts on energy systems EMEA and are also Nuisance Partner with Global SHE. Working at AstraZeneca's biggest production site to deliver a Sustainability program at site and cross AstraZeneca, sits on leadership team that manages a fund and approves projects that will deliver Natural Resources Reductions from a Global perspective

AstraZeneca



Tobias Dock | Senior Manager Purchasing Development | Getinge
Tobias have many years of experiences working in companies such as Getinge, Mölnlycke Health Care, Volvo Cars and more.

GETINGE



Sian Ellis | Sustainable Procurement Assistant Director | EY
Sian have worked with ethical sourcing and sustainable procurement since 2015. Today she is Sustainable Procurement Assistant Director at EY in the UK. She have a Human Rights MA from University of Sussex. And a Bachelor International relations from University of the West of England.

EY
Building a better working world



Francine Gayraud | VP Aircraft and Ground Operations Procurement | Norwegian
Prior to Norwegian, Francine lead the strategic sourcing, delivery and supplier management for ground handling services across International Airlines Group (IAG) GBS worldwide network and lead multi-cultural team of Senior Buyers through a series of organizational transformation in an international environment in the area of airline operation.

norwegian



Geraint John | VP Interos Resilience Lab | Interos
Experienced researcher, writer, content creator, presenter and adviser to leading companies. I have spent the past 22 years covering issues affecting the global procurement and supply chain profession, initially as a journalist/editor, then as a consultant, and latterly as a research specialist in supplier collaboration/CRM, supply chain risk management and resilience, and digital sourcing transformation.

interos



Steve Cobley | Regional Sales Director | HICX
Specialties: eCommerce, Supply Chain, Clustering, Collaboration, Social Media in Business, Cloud Technology, CRM, SRM, eProcurement, Supplier Enablement, Cataloguing, P2P, eInvoicing, Digital Marketing, Business Mentor, Customer Engagement

HICX



Niklas Karlsson | General Manager, Northern Europe | Icertis
Niklas Karlsson is General Manager for Northern Europe at Icertis. Based in Stockholm, Mr. Karlsson leads Icertis' expansion in the Baltics, Benelux, and Nordics, helping organizations transform contract management to drive revenue, reduce costs, manage risks, and ensure compliance. He has more than a decade of experience establishing and growing technology businesses regionally and working closely with enterprise and public sector organizations.

Icertis



Anna Erasmie | Head of NCG Procurement | H&M
 Anna is an experienced Leader and Head of Purchase within the retail industry. Value driven and humble, driven by seeing people grow and develop. Experience from both big organisations with set structures and processes and smaller brands with focus on entrepreneurial approach and flexibility. Used to changing conditions and leading in unpredictable circumstances.



Pasi Tervo | Head of Customer Solution Advisory | SAP
 Experienced leader with ability to lead change in global environment. Able to execute global digital Source-to-Settle solutions including Market Intelligence-, Strategy Execution-, eSourcing-, eProcurement-, eCatalogue- and eConnectivity-processes. Fully automated, shared service center -driven and end-user enabled RFQs, SpotBuys and operational purchases.



Rasmus Kristensen | Head of Central Procurement | Lantmännen
 Experienced sourcing professional with in-depth category knowledge of all major areas of procurement; having worked in-depth with raw materials, packaging, traded goods and indirect materials & services – from strategic (source to contract) to operational (requisition to pay). Always look to “lead from the front” – and build a strong and constructive team spirit – while ensuring joint team targets are met.



Robert Ekqvist | Enterprise Account Executive | EcoVadis
 Robert is an international sales and business development professional with 10+ years of experience in managing enterprise client relationships. He has lived in Sweden, France, Ireland, USA and has gained extensive international experience from working with clients across the Nordics, Africa, Asia, and North America. Primarily, global companies in Enterprise Software, Consumer Goods, Financial Services, Energy/Utilities, Telecom, Real Estate and Proptech.



Benny Hall | CPO | MTR Group
 I am a business leader with broad and solid international leadership, experience from various positions in Life Science, Med-tech and FMCG industries. As a trusted business partner I have successfully been building and leading global talented procurement teams delivering business values through strategic, tactical and operational activities. My passions and experience are: Influencing business deals, Develop people and Leading strategic change program that makes a difference.



Matt McQuillan | MD Business Development | C2FO
 Helping large organisations, their suppliers and their customer optimise cash flow. C2FO's unified, secure platform provides tools that helps companies manage their dynamic working capital needs. Whether you want to drive cash flow or profit, you can take control of your financial and sustainability goals while strengthening your suppliers and customers. Because plans and needs change throughout the year,



Maria Lindeborg | Head of P2P & Compliance Group Sourcing | Ericsson
 Experience from various senior Management positions in Supply, Services and Sourcing for 15 years. Leading leaders and diverse teams globally within Logistics, Supply Chain and Sourcing. Strong Change Management and Strategy development skills. Skills & Expertise in Supply Chain Management, Logistics, Leadership, Mentoring and Project Management/Sales.



Henrik Fredga | Client Sales Director | Magnit, previously known as Workforce Logiq
 Henrik have years of experience working with contingent workforce management solutions and also from the staffing and recruitment industry. Experiences from companies such as Randstad Sourcright, Randstad, Uniflex and Manpower Business Solutions.



Joakim Sidnäs | Head of P2P Process Mgmt & Ops Group Sourcing | Ericsson
 Independent, engaging and strategic change leader with positive mindset. Strong communicator who builds relations and network. Prosci certified change manager.



Natalie Henfrey | Director - Consulting | GEP
 Procurement and Supply Chain professional with a background in industry and management consultancy. Skilled in Procurement and Supply Chain Strategy, Cost Optimisation, Supplier Collaboration and Procurement Transformation across multiple sectors. Holder of full CIPS ExDip Chartered status and FCIPS.



Grant Morrison | Director, Head of Category Management | Maersk Drilling
 Experienced Head with a demonstrated history of working in the oil & energy industry. Skilled in Petroleum, Supplier Relationship Management, Strategic Sourcing, Purchasing, and Supplier Quality Management. Strong legal professional with a MSC focused in Purchasing & Supply Chain Management from The Robert Gordon University.



Jorge Rodriguez | Director Revenue Europe | riskmethods
 Jorge has 9+ years of international Sales and Sales Management experience in online and SaaS solution selling with a successful record of exceeding all KPIs. He has successfully built and restructured Sales organizations in complex environments. Jorge is a global Leader working daily in German, English and Spanish.



Magnus Bergfors | Director Product Marketing | Basware
 I have deep expertise in strategic sourcing, procure-to-pay (P2P), and a variety of procurement software categories, knowledge that I attribute to my uniquely blended background as practitioner, analyst and now solution provider. As a practitioner, I was on the forefront of the evolving world of procurement, starting out in the early 2000s. I then transitioned to a technology analyst. Most notably, I authored the first-ever P2P Gartner Magic Quadrant report, a report that has become a leading barometer for the market's direction,



Henrik Nyberg | Account Executive and Nordic Lead | Ivalua
 My job is to help organizations to develop their procurement and supply chain functions to gain a competitive advantage. Ivalua provides customers a way to get to quick value but also a way for our customers to develop their unique strengths and lead rather than follow. We work collaboratively and in a partnership with our clients.



Per-Anders Meyer | Head Of Purchasing | Stockholm Exergi
Experienced Procurement Professional with a background in telecom and energy industry. Currently focusing in change management when implementing a complete new ERP, including purchasing, for the company. Also well experienced in setting up and implementing workforce management solutions in a company heavy on consulting.



Oskar Dahlöf | Corporate Program Manager for Procurement Digitalisation | Arjo

As Program Manager for Procurement Digitalisation, Oskar is responsible for the transformation project to modernise, digitalise and optimise the Source-to-Contract and Purchase-to-Pay processes within Arjo. With 10 years' experience working within project management and process development covering IT, Procurement, Finance, Logistics and Operations projects.



Richie Northcote | Sales Director Nordics Region | Xoomworks Procurement, part of Accenture

For 15+ years, Richie have worked in different companies enabling procurement digitalization. Thus giving him insights from numerous technologies and organizations having gone through digitalization journeys



Richard Nixon | Head of UK & Nordics | Per Angusta

Richard is Head of UK & Nordics for Per Angusta, leading its rapid growth in this region. Prior to this he had more than 20 years' procurement consulting experience, plus 10 years in line roles in automotive. He has worked with Hackett Group, KPMG, where he was Partner of the UK Procurement Consulting team, and EY. He has extensive experience of deploying procurement technologies to transform the performance of complex, multinational businesses and has written for the FT, The Times, CPO Agenda and CIO Magazine.



Lena Ekberg | Head of Sustainability Audits | Sustainable Audits

I work within CSR- Corporate Social Responsibility and help our clients to implement efficient "Sustainable Supply Chain Due Diligence Processes" based on The Ten Principles of the UN Global Compact, the Sustainable Procurement Standard ISO 20400:2017, SMETA and other relevant standards and methods.



Dnyanesh Sarang | Manager - New product development and introduction SC | Cepheid (Danaher group)

Logical, versatile, and motivational Procurement professional with amalgamated experience in industry and management advisory. Driven by sustainable value creation, helping people to grow – develop, promote best practices and improve efficiencies. Took Sr regional and global roles in procurement functional leadership, NPD, category management, Strategy development, cost-procurement transformation programs, portfolio leadership, and managed services. Built greenfield functions, and diverse teams and lead the managers.

Great expertise joined CPO Outlook 2022 - thank you to all Expert Organizations making the summit a reality - we are all people coming together to learn from each other



Expert Organizations

A warm welcome to this years Expert Organizations sponsoring CPO Outlook 2022. They bring extensive know how from different areas, all there because they can help You and Your organization improve even further.



About Ivalua

Ivalua is a leading provider of cloud-based Spend Management software. Our complete, unified platform empowers businesses to effectively manage all categories of spend and all suppliers, increasing profitability, improving ESG performance, lowering risk and improving employee productivity. We are trusted by hundreds of the world's most admired brands and recognized as a leader by Gartner and other analysts. Learn more at ivalua.com. Follow us at [@ivalua](https://twitter.com/ivalua).



About Icertis

With unmatched technology and category-defining innovation, Icertis pushes the boundaries of what's possible with contract lifecycle management (CLM). The AI-powered, analyst-validated Icertis Contract Intelligence (ICI) platform turns contracts from static documents into strategic advantages by structuring and connecting the critical contract information that defines how an organization runs. Today, the world's most iconic brands and disruptive innovators alike trust Icertis to govern the rights and commitments in 10 million+ contracts worth more than \$1 trillion, in 40+ languages and 90+ countries. icertis.com



About Interos

Interos is the operational resilience company — reinventing how companies manage their supply chains and business relationships — through a breakthrough SaaS platform that uses artificial intelligence to model and transform the ecosystems of complex businesses into a living global map, down to any single supplier, anywhere. Reducing months of backward-looking manual spreadsheet inputs to instant visualizations with continuous monitoring, the Interos platform helps the world's companies reduce risk, avoid disruptions, and achieve dramatically superior resilience. Businesses can uncover game-changing opportunities that radically change the way they see, learn and profit from their relationships. Based in Washington, DC, Interos serves global clients with business-critical, interdependent relationships. The fast-growing private company is led by CEO Jennifer Bisceglie and supported by investors Venrock and Kleiner Perkins. interos.ai



About HICX

HICX helps Global 5000 companies to take control of their supplier data and to deliver a great supplier experience. The HICX Supplier Experience Management platform enables businesses with thousands of suppliers to efficiently onboard and manage the end-to-end lifecycle of all suppliers, to achieve a single version of truth for all supplier data, and to remove the friction from supplier relationships. Some of the world's largest companies, trust HICX for the management of their supplier data, these include Unilever, Mars, Mondelez, Lenovo, Baker Hughes, Orkla, BAE Systems and EDF Energy. Learn more via hicx.com



About Basware

Basware offers the largest open business network in the world and is the global leader in providing networked source-to-pay solutions, e-invoicing and innovative financing services. Our technology empowers organizations with 100% spend visibility by enabling the capture of all financial data across procurement, finance, accounts payable and accounts receivable functions. Basware is a global company doing business in more than 100 countries and is traded on the Helsinki exchange (BAS1V: HE). Find out more at basware.com



About riskmethods

riskmethods empowers businesses to identify, assess and mitigate supply chain risk. By using artificial intelligence, we help customers automate and accelerate threat detection, enabling them to gain competitive advantage with a well-managed approach to meeting customer demands, protecting reputation and reducing total cost of risk. To learn more about why riskmethods is the intelligent way to manage risk, visit riskmethods.net or connect with us on LinkedIn.



About EcoVadis

EcoVadis is the world's most trusted provider of business sustainability ratings. Global supply chains, financial institutions and public organizations rely on EcoVadis to monitor and improve the sustainability performance of their business and trading partners. Backed by a powerful technology platform, EcoVadis' evidence-based ratings are validated by a global team of experts, and are adapted to more than 200 industry categories, 160 countries, and companies of all sizes. Its actionable scorecards provide benchmarks, insights, and a guided improvement journey for environmental, social and ethical practices. Industry leaders such as Amazon, Johnson & Johnson, L'Oréal, Unilever, LVMH, Salesforce, Bridgestone, BASF, and ING Group are among the 90,000 businesses that collaborate with EcoVadis to drive resilience, sustainable growth and positive impact worldwide. ecovadis.com



About SAP

SAP Ariba solutions create direct, intelligent connections between your business and your suppliers and targeted solution providers, redefining how you communicate, collaborate, and get work done. Your organization needs more from procurement. As business moves faster and faster, more spending is happening across more channels using more payment methods than ever before. And your customers are demanding more from the organizations they buy from and work with. They want more speed, better quality, the best experience, and full transparency into the impact you and your suppliers are making on the world. It's up to procurement and supply chain managers to continue to control all the costs, manage the risks buried in your transactions, and do it all while making sure process doesn't slow down progress. Using SAP Ariba solutions and Ariba Network – market leaders in spend management software – you can equip your company to be responsive and responsible, both today and in the future: -Buyers can manage the entire purchasing process as they control spending, find new sources of savings on both direct and indirect goods, and build healthy, ethical supply chains -Suppliers can connect with profitable customers and efficiently scale existing relationships, simplifying sales cycles and improving cash control along the way. sap.com & ariba.com



About C2FO

C2FO is the world's largest platform for working capital. We serve over 1.7 million businesses representing \$10.5 trillion in annual sales across more than 160 countries. Our online platform connects more than \$110 billion of daily accounts payable and accounts receivable. Whether you need working capital or have excess working capital, Name Your Rate®, and the C2FO platform will match your request in seconds. You can accelerate AP or AR on demand, providing you, your customers and your suppliers greater control over cash flow. You can also utilize AR financing and other data-driven funding options. c2fo.com



Magnit, previously known as Workforce Logiq

Magnit™ (previously known as Workforce Logiq) is a global leader and pioneer in contingent workforce management. Our industry-leading Integrated Workforce Management (IWM) platform is supported by 30+ years of innovation, modern software, proven expertise, and world-class data and intelligence. It enables companies to optimize talent and diversity goals while achieving operational and financial success. With Magnit, companies can adapt quickly to the evolution of work to grow their extended workforce with greater agility, transparency, and speed. magnitglobal.com



About GEP

GEP delivers transformative supply chain solutions that help global enterprises become more agile and resilient, operate more efficiently and effectively, gain competitive advantage, boost profitability and increase shareholder value. Fresh thinking, innovative products, unrivaled domain expertise, smart, passionate people — this is how GEP SOFTWARE™, GEP STRATEGY™ and GEP MANAGED SERVICE™ together deliver supply chain solutions of unprecedented scale, power and effectiveness. Headquartered in Clark, New Jersey, GEP has offices and operations centers across Europe, Asia, Africa and the Americas. To learn more, visit gep.com



About Coupa

Coupa is the cloud-based Business Spend Management (BSM) platform that unifies processes across procurement, supply chain, and finance functions. Coupa empowers organizations around the world to maximize value and operationalize purpose through their business spend. To learn more, visit coupa.com or follow us on LinkedIn and @Coupa Twitter.



About Xoomworks Procurement, part of Accenture

Xoomworks Procurement, part of Accenture is a leading procurement consultancy that helps global to mid-size organisations across more than 15 industries around the world transform procurement into a more valuable corporate asset. They work with clients throughout their procurement journey, from deciding the scope, priorities and preparing for success, through to delivering the solution and supporting businesses after go-live. Their expertise covers Procurement Transformation, Procurement Technology Implementation, and Operational Procurement Support – from sourcing, supplier management and visibility of spend through to transactional control and supply chain financing. To learn more, visit xoomworks.com



About Per Angusta | Spend HQ

With the combination of Per Angusta and SpendHQ, procurement leaders now have a best practices-based solution to improve the procurement performance lifecycle, starting with strategic planning using Spend Intelligence, to oversight and management of project pipeline status, value tracking, and financial and non-financial reporting. Per Angusta is the leader in providing a practitioner-built Procurement Performance Management solution used by 130+ global clients on a daily basis. Combined with SpendHQ, the leading Spend Intelligence platform used by 350+ client organizations, Procurement teams rapidly gain visibility to at least 97% of their total spend. This enables procurement teams to focus on their organization's strategic priorities, set goals and drive results that demonstrate Procurement's impact and value in a data driven, transparent way. To learn more visit per-angusta.com and spendhq.com



About Sievo

We are Sievo. We are the procurement analytics solution for data-driven enterprises.

We give procurement, finance and leadership teams a single source of truth and radical transparency to all sourcing decisions. Our solution helps you choose the right suppliers, deliver savings and manage compliance with confidence. Not only that, we enable a sustainable, diverse and resilient supply base.

We master the art of extracting, classifying and enriching data across all ERPs, procurement systems and external data sources, saving your valuable time.

Simply put, we're pretty damn good at turning even the crappiest data into actionable insights!

We've pushed the boundaries of spend analytics for two decades – and we're just getting started. We bridge the data-to-action gap and power agile procurement by combining AI with procurement expertise. Procurement organizations need an analytics partner they can trust. We're large enough to deliver, small enough to care. Learn more via sievo.com



About JAGGAER

JAGGAER is leading the Autonomous Commerce revolution, a self-governing B2B commerce experience between buyers, suppliers, things (IoT) and partners. Over \$500 billion worth of goods flow frictionlessly through our Enterprise Commerce Network every year. Leveraging AI and machine learning, our intelligent procurement solutions provide enterprise buyers and suppliers smart-match recommendations that align buyer needs with supplier capabilities. Our solutions autonomously execute many of the repetitive, behind-the-scenes tasks required to facilitate enterprise commerce. We are Networked, Intelligent, Comprehensive and Extensible. We are over 1,100 employees strong, all focused on customer success. For more information, visit jaggaer.com

CPO Outlook is organized by EBG | Network, a small company with big ambitions to make a difference. Enabling You to learn from peers and experts in an informal yet-to-the-point environment. EBG aim to give You personal tools useful as a business professional and to help You grow and develop your organization.

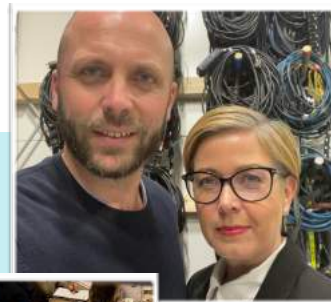
During the pandemic, EBG enabled 129 online round table discussions. Having enabled hundreds in person round table discussions since 2010 before that.

CPO Outlook is the combined efforts and perspectives of the annual summits Source 2 Pay Summit and Sourcing Outlook.

Do you want to learn more?

Contact Anna or Lars Bjärkerud today via anna@ebgnetwork.com | +46 73 581 93 02 or lars@ebgnetwork.com | +46 73 350 03 43

You can always find inspiration and a lot of free of charge material via ebgnetwork.com





About organizer



The idea behind EBG | Network is as simple as it is a challenge. Gathering and sharing know how and best practice experiences from a sourcing, procurement and finance perspective. Bridging those organizational silos and recognizing that change is not easy and that change cannot happen as a single event in a single function expecting real results.

Through interviews, webinars, Online conferences and annual conferences in Stockholm, EBG | Network gather companies from across in the world, the most competent professionals we can think of and many of the most open minded and eager to learn expert organizations and peers possible.

We can only hope to see you - irl or virtually - welcome!

ebgnetwork.com