

October 18th | drinks reception & dinner

October 18th & 19th | Stockholm

Hotel Birger Jarl, Stockholm

cpo outlook

2023



Photo credit: Christian Elfström

cpooutlook.com

Speakers & Moderators include



northvolt



KÄRCHER



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SCANIA



Danish Crown



Danish Crown



Laerdal



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Aurobay



Electrolux



Länsförsäkringar



ISS



ALD Automotive



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Orkla Foods Norge



storaenso



storaenso



ATG



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Improving food & health



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Sievo

ZYCUS
COGNITIVE SOURCE TO PAY



northvolt



DeLaval



KONECRANES

Organizer:

e b g | Network

Why join CPO Outlook 2023?

Benny Hall • 1st
CPO Chief Procurement Officer at MTR Nordic Group
1w • 10

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](#)



You and 124 others

7 comments

Anna Erasmie • 1st
Head of NCG Procurement at H&M Group
1w • 10

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](#).

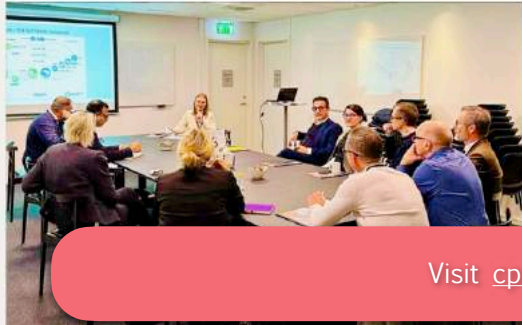
A short summary:
We need to work close to R&D and design to "Design for Circularity", a shift from "Design for Production".

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.



Others say it better than we can. This is the only summit of its kind that since 2010 have enabled brilliant people to grow from learning from others. Round table discussions, workshops, keynotes, networking and dinner.

Seats are limited for a reason. It is simply impossible to achieve what EBG enable with too many in the room. If you gather such competences - for sure all should get the most out of it!

We hope to see you - take a close look at the 2023 program as it may be the best and most valuable yet!

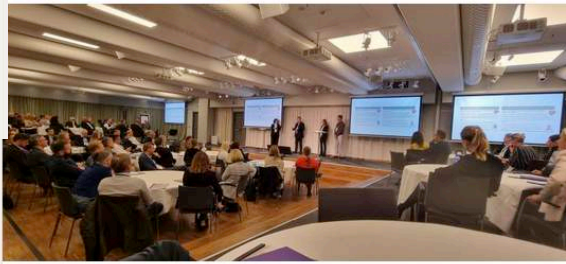
Best regards,

Anna Bjärkerud
Founder & MD

Dnyanesh Sarang (He/Him) • 1st
Procurement transformation | NPI NPD leadership | Procurement leader...
1w • 10

A day full of wisdom, actionable insights, and industrywide perspectives at [#cpooutlook 2022](#). 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](#)

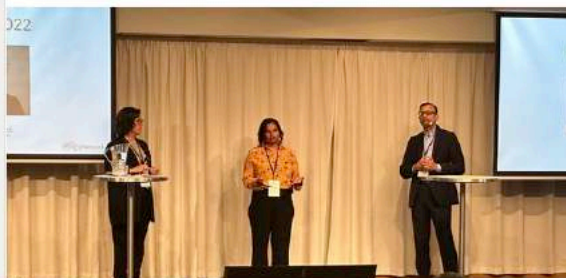


Manisha Mathur • 1st
Head Of Procurement at DS NORDEN
1w • 10

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](#)



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CPO Outlook 2023 is only available for you joining us in Stockholm.



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

CPO Outlook 2023

08:00 Registration open and coffee is served

08:45 Opening of CPO Outlook 2023 | Day 1

09:00 Scaling sustainable battery supply chain from zero to giga-scale

Keynote | Scaling a Sustainable Battery Supply Chain

Founded in 2016, Northvolt aims to become a leading supplier of sustainable, high-quality battery cells and systems. No other battery company holds as high a commitment to developing green, sustainably sourced and manufactured batteries.

During his keynote, Alexander Streif, Vice President Supply Chain Management, will share learnings from Northvolt's journey to scale its sustainable battery supply chain from zero to giga-scale.

Alexander will speak about the strategic priorities of Northvolt's Supply Chain and how related risks are systematically addressed while establishing an efficient supply chain operating model to enable hyper growth.

Alexander Streif | Vice President Supply Chain Management | Northvolt

Enabled by Ivalua



northvolt

Ensuring holistic, sustainable and effective supplier risk management

Keynote | The Kärcher approach: How Kärcher ensures holistic, sustainable and effective supplier risk management

During this session you will hear from Raphael Schmid, Global Supply Chain Risk Manager and Andreas Schön, Director Sourcing & Procurement Governance at Kärcher.

Learn more about;

- Kärcher's software-based approach
- How Kärcher designed a cross-functional global solution for End-to-End Supply Chain Security
- How the Kärcher approach aligns with supply chain legislation

Raphael Schmid | Global Supply Chain Risk Manager & Andreas Schön | Director Sourcing & Procurement Governance | Kärcher

Enabled by Prewave



KÄRCHER



KÄRCHER

10:00 Networking Break

10:30 Reinventing procurement to achieve 360 value

Keynote | Reinventing Accenture's procurement function to achieve 360 value

Accenture reimaged its procurement function as a digitized and connected network. Here you will learn how. Digital transformation is at the heart of this change, global processes enabled by a strong digital core. Here you will learn in what way. Focus of this change was transforming the upstream process from capturing demand, sourcing and contracting. Learn about the new value and benefits this change brings

John Ferry | Global Procurement Leader - Digital Transformation & Change Lead | Accenture

Enabled by Icertis



accenture

11:00 Change Session Transition Time...

Theme Discussions aka Interactive Round Table Discussions | Session 1

These round table sessions are made to enable You to discuss common challenges and opportunities with experts and peers. You choose before hand and there is a maximum number of seats at each table to enable You to have fruitful experience exchange. Each session is held twice - same topic - new crowd.

Supply Chain regulation strategies & solutions

Strategies and solutions to the evolving landscape of supply chain regulations

The landscape of international supply chain legislation is expanding, and it is becoming increasingly challenging for companies to navigate. Multinational companies are faced with numerous regulations and are required to build extensive due diligence processes covering the entire supply chain from Tier 1 down to the raw material. An efficient due diligence requires an automated process, but how do you build capacity in your teams to, in collaboration with technology, manage the requirements from legislations like EUCSDDD, German Supply Chain Act, UFLPA or EU Deforestation Regulation.

Discuss;

- How do you stay informed about new supply chain legislation and assess what requirements you and your company will be facing?
- How do you structure the work around supply chain due diligence - which teams should be involved?
- What are opportunities to share due diligence efforts with other companies?

Ulrika Hallström | Regional Manager Nordics & Benelux | Prewave



prewave

Contract management role in ESG enablement

CSRD: Driving Sustainability and Compliance through your contracts

The Corporate Sustainability Reporting Directive is creating new challenges for procurement teams, while they are called to address key sourcing challenges and drive sustainability in their supply chain, and compliance to the new regulations. This roundtable will explore the critical role that procurement teams play in addressing ESG issues and discuss what are the best practices for integrating ESG considerations into procurement processes through their contract management.

This roundtable is ideal for procurement professionals, sustainability and ESG leaders, and anyone interested in driving positive social and environmental impact through procurement practices.

Discuss;

How can contracts be leveraged to manage ESG risks and opportunities throughout the procurement lifecycle, from supplier selection and contract negotiation to ongoing supplier management and performance monitoring?

Niklas Karlsson | General Manager of Northern Europe | Icertis



icertis

Net Zero impact on procurement role

How the race to net zero will change procurements role in organizations

On average an organization's Scope3 emissions stands for 80% of total emissions. This puts purchasing in a key role in the organization's efforts to reduce emission and comply with the EU CSRD regulations. The challenge many are facing now is to get accurate data to analyze and identify improvement areas. In order to drive a positive change it is needed to incorporate CO2 reduction consideration in all activities of the company from product design, supply chain production, etc.

During this session we will discuss:

- How to interpret the CSRD and what needs to be measured and reported.
- How to balance efforts to comply with regulations (measurement) and to work towards science based targets
- How to obtain reliable data to base CSR efforts on
- How to integrate CSR efforts into the corporate processes

Henrik Nyberg | Sales Director Nordics | Ivalua



ivalua

Sustainability ROI

Escaping the Reactive Compliance Trap: Strategic Risk Management as a Foundation for Sustainability ROI

While supplier risk management is not new, today's challenge requires a new response. The confluence of conditions including the pandemic, geopolitical and social upheaval, a resurgence in modern slavery, financial uncertainty, and the urgency of the climate crisis make old "Silo'ed" compliance-oriented approaches unmanageable, and the outputs ineffective.

It demands a holistic and proactive approach, where the best defense is a performance-based offense, which can serve as a foundation for upside and positive impact.

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



ecovadis

Gep

Nishad is a Consulting Manager with Gep, a leading procurement strategy, software and services firm, and he is one of the leaders of Gep's ESG practice. He specializes in sustainable procurement projects, including Scope 3 emissions mapping, supplier decarbonization, legislative compliance and supplier diversity. He has also worked on procurement transformation programs with Gep's largest clients in Europe and North America. Nishad's focus areas are ESG, Change Management and Operating Model Design with clients of varying sizes and industries, and with projects across all categories.



GEP

Nishad More | Consulting Manager | GEP

11:50 Theme Discussion to Session 2 Transition Time...

Theme Discussions aka Interactive Round Table Discussions | Session 2

The same moderators are inviting you to join a second topic of your choice! They stay - you move between sessions.

12:45 Networking Lunch Break

Next level procurement performance management

Keynote | How do you enable next level procurement performance management?

Past and current years have shown volatile market shifts with short to no time to prepare. Supply shortages, logistics obstacles and price fluctuations have created the demand to find ways to predict risk, become resilient and at the same time develop the entire road to market. IKEA has built a capability roadmap and during this session you will learn from their change journey. Otto Tell has worked at Inter IKEA Group since 2018 and he will share his experiences. He will reflect upon how digitalization can become an even more important part of end to end global purchasing development. The aim, to build a capability roadmap and become a better orderer and recipient. To develop future capabilities with the help of digital transformation.

He will share;

- How do you enable procurement performance?
- What does a capability roadmap mean?
- How can data be used to create a better supply chain?
- In what way can companies use digitalization to help innovate the business?

Otto Tell | Business Navigation Manager & Digital Leader | Global Purchasing Development | IKEA of Sweden | IKEA



2:20 Theme Discussion to Session 3 Transition Time...

Procurement analytics development

Beyond Spend Analytics - Procurement Analytics now and in the future

Discussion on what procurement analytics can do today, and the base this provides for future developments. Is the future of procurement analytics to better provide a wider set of data for companies, will the advancements in AI technology propel the industry and its applications towards more effective decision and action automation or will the future hold something else entirely?

Discuss;

- What is the role of procurement analytics now and in the future?
- What do the participants see as the main challenges procurement analytics could address?

Aku Lehojärvi | Head of Sales and Business Development | Sievo



Sievo

Spend Management, Risk Mitigation and Maverick Spend Control

Future-fit Spend Management, Risk Mitigation, and Maverick Spend Control - Working smarter and automating

Description: In this session we will explore how to transform procurement practices, empowering you to effectively manage direct and indirect spend, influence employee behavior and spending patterns while minimizing risk and gaining control of maverick spend in your organization.

Discuss;

- What is a practical approaches to tackle maverick or long tail spend and promote desired employee behavior?
- Strategies to mitigate risks, enhance compliance, and strengthen supplier relationships
- How do you leverage AI and ecosystems in various spend categories? Sharing and discussing real-world examples.



Elizabeth Maffei | Value Advisor & Rasmus Smedberg | Director Solution Consulting at SAP

SAP

SAP

Global & Local External Workforce Trends

Navigating Global & Local External Workforce Trends in 2023 with ASSA ABLOY

Join us for an impactful roundtable session with Ulf Wirkeland of ASSA ABLOY, as we discuss how to best navigate in the current External Workforce landscape, tackling the biggest trends.

Don't miss this engaging round table session, where you'll gain valuable insights, actionable strategies and key learnings for efficient external workforce management.

Discuss and learn more about;

- Key Learnings in how to gain control and optimize the cost of the External Workforce
- Strategies for compliance with new regulations and laws, including the NEW Swedish Hiring legislation (LAS) and GDPR
- Why the time is now to take full charge of your contingent workforce, according to [a recent report](#) by MIT Sloane and Deloitte



Ulf Wirkeland | Director, Procurement - Indirect Sourcing EMEA | ASSA ABLOY Opening Solutions & Daniel Persson | Vice President Sales | Magnit

ASSA ABLOY
Opening Solutions

Magnit
The Revolution of Work™



Theme Discussions aka Interactive Round Table Discussions | Session 3

These round table sessions are made to enable You to discuss common challenges and opportunities with experts and peers. You choose before hand and there is a maximum number of seats at each table to enable You to have fruitful experience exchange. Each session is held twice - same topic - new crowd.

What if all suppliers are a risk

How do procurement need to work in the future if all suppliers are a potential risk?

Are old ways of working within procurement becoming obsolete? Can we still rely on the Kralics matrix to help us decide where to focus? Are past years ways of setting up category management structures still valid and deliver as they should? Yes, no and no is argued here. You can learn a lot from industries that operate under heavy regulation. While other industries (still) can choose to focus on different big projects - these industries procurement organizations must focus on everything all at once. Cost, sustainability, risk, the tail. You are reliable for ALL suppliers not being or becoming a risk factor or falling under for instance EU sanctions. Apart from everything else you need to be in control over. Ad to that an operating model where procurement do not own the end to end process yet know of the potential risks and are closest to the supplier post agreement. Tomorrow there may be another sanction, law or regulation you are obliged to take control over. How do you build structures, processes and tools to manage this new reality?

Discuss:

- In what ways can you screen all suppliers and make sure you have desired information?
- How do you create a category management structure paired with operational excellence to deal with constant change of focus?
- How do you set up an agile organization that cope with constant change in priorities and have the right skill-sets?
- Who need to own the supplier relationship to handle possible red flags?

Piya Hossain | Head of Indirect Procurement, Maria Hellner | Head of Procurement development & Andreas Hallbygård | Category Manager IT | Länsförsäkringar



Suppliers' Performance Management - Do's and don'ts

Supplier Performance Management in 2023

With the last few years of geopolitical turbulences affecting supply chains globally, how has the approach to the suppliers' s delivery performance evolved?

Has it brought us closer to our suppliers as it calls for a closer dialogue? Or is the opposite true? Has it become an integral part of the Resilience & Risk strategies?

Or is it seen merely as an operational execution with very little or (none) strategic importance?

Discuss:

- Suppliers' Performance - where is the ownership typically anchored? Where is it best suited?
- How has the view of delivery performance and the discipline of it evolved in the past few years?
- How have companies been engaging with the suppliers around performance dialogue?
- Resilience & Risk strategies, how much focus is/has been given to the suppliers' delivery performance?
- Suppliers' Performance Management - Do's and don'ts



Natasza Bellin | Senior Procurement Development Manager | Coloplast

Collecting, reporting & following up on sustainability data

How can procurement help create a systematic approach to collecting, reporting and using sustainability data?

More and more sustainability focused regulations are coming which will lead to the need to have full circle lifecycle control over produced products and used services. Down to emissions on a component level and up to social aspects in all tiers.

Laerdal Medical have take a systematic approach to gain that control. During this session Sara will show you how they chose to start their emission control strategy. From a spend base approach focusing on average data available to a cradle to gate methodology covering product lifecycle. Learn how they have chosen to set up their internal processes as well as how they interact with suppliers and what information they are requesting. Learn how these processes comply with the different regulations existing and on its way.

Further - draw from each others experiences in the below areas:

- Requirements - what supplier requirements are most important to use and how do you collect the data?
- Monitoring - how do you monitor the data collected and who is responsible to monitor it?
- Follow up - how do you systemize the process from wanted data, required data and follow up? And - who can and should be responsible for that follow up?



Sara Fossum | Sustainability Manager | Laerdal Medical



One Source through Purchasing Process Ecosystem

How do you organize an array of processes in a global organization? Perhaps via a Purchasing Process Ecosystem

What if you could have One Source of procurement process-related information? Process flows, job aids, training materials, and supporting data made accessible from this One source. That when all this loosely-structured content is gathered, emerging technology such as AI/ChapGPT can help connect the dots.

This is what Electrolux aims to do.

Understanding processes is a foundation for further automation and digitalization. A way to identify harmonization opportunities. Ensuring resources are efficient. That you hopefully become the employer of choice because working has become less ambiguous.

All risk, sustainability, financial, contracting, sourcing, supplier quality, supplier development, SRM, category strategy, operational purchasing, supply chain, net operation working capital, vendor master data, etc. processes, tools, templates, training references will eventually be organized in one SharePoint repository. Another goal is to ensure a governance framework is applied to maintain the Ecosystem over time.

Electrolux is using a more agile approach to keep up with the many to do items to make this a reality. We will compare how your organization has tackled this challenge and whether you have similar experiences.

Discuss:

- How important and challenging is it to make all relevant process information accessible in one place?
- What are your experiences in ensuring the many processes are clear, maintained, and visible?
- In what ways do you keep up with the many to do items, results, learnings, next steps, process and data governance?



Mark Gustafson | Program Director, Group Purchasing | Electrolux



Becoming key enabler for Profit & Reputation growth

How do you expand as a procurement organization from protecting and optimizing Cost & Supply to being a key enabler for Profit & Reputation growth?

To many in Procurement the need to create a shift both in focus and value proposition is clear. Procurement is often involved too late in order to create the desired effects and avoid the extra work of "fire fighting". Not seldom Procurement is expected to take control even if the mandate and decision bottlenecks sits elsewhere in the organization. Too much time is spent on ad hoc tasks while the actual insight and intel of the Procurement organization fails to reach the top management to complete the full picture. This discussion will focus on sharing development ideas in the group. Discussing how Procurement can make the desired shift a reality. Where Procurement belongs in the organization given the many responsibilities. "How do we clear out enough of our current (operational and tactical) work load in order to reposition us?" Angela asks. Discuss to what degree you need to involve other functions in respective companies to be able to take on a new role and standing. Discuss how you get your team and the business to go along with your visions.

Discuss:

- In what ways are Procurement moving from being seen as a Cost and Supply focused organisation to becoming a self-evident enabler for Profit and Reputation growth?
- What does a repositioning mean for Procurement teams in terms of competences, responsibilities, and mandates?
- Are there "stop do's" for our Category Managers when Procurement needs to evolve, and if so - who takes on these tasks and activities instead?
- How do you handle resistance to change in the organization?
- In what ways do we need to handle our suppliers differently from previous operating model?



Angela Sundbäck | Head of Procurement | Orkla Foods Norge



Create multidimensional SRM

How can companies create a multidimensional supplier relationship management environment?

With its 16 000+ employees in 50 countries, Konecranes is driving a systematic approach to managing its supplier relationships and creating a common corporate way of creating supplier insights. Procurement will have to know and be able to act upon data much more granularly than today. Still - procurement do not usually own many of the supplier relationships after the contract has been signed. There are often different data sources for spend, KPIs, process metrics and sustainability which together form a unified 360 supply and supplier overview. Operating in a matrix organization, people and process are key in developing the roadmap ahead. The desire - to form a closer alignment between procurement and the business where data plays a central part. During this discussion you will compare ways of working and discuss opportunities for creating multidimensional insights.

Discuss:

- Where do you get your supplier data from?
- Who runs the show, i.e. is responsible for the supplier relationship and how is this aligned with business and procurement priorities?
- What guides the supplier relationships in terms of how are different suppliers managed?
- How do you measure supplier performance and mitigate risks?
- How do you create and communicate meaningful insights from the data gathered?
- How do you align with business priorities that are up to date with capabilities?



Tuula Tuononen | Global Process Owner, Procurement Excellence | Konecranes



Resilience at any cost?

How much may resilience cost?

All are aware that companies must stay on top of risk assessments on multiple levels. Ensuring delivery. Buying with risk awareness. Acting fast. Having the highest level of risk insight comes with a cost. What cost is acceptable in the short and long run? At the end someone has to pay the cost. This discussion will focus on navigating through risk and resilience decision. The discussion will also focus on the need for resilience work and what companies do to control the root cause of that need.

Discuss;

- What are the groups lessons learned gathering and judging data to predict risk?
- How do you work with scenario based risk assessments?
- What does your earmark risk and resilience budget look like? (If you have one)
- How can Europe become more self-sufficient?
- In what ways does your company try and affect politics in Europe (discussing mining, factory capacities etc)?

Otto Tell | Business Navigation Manager & Digital Leader, Global Purchasing Development | IKEA of Sweden | IKEA



Mastering service procurement through S2P

How do you master service procurement throughout the Source 2 Pay process?

Alexander Streif | Vice President Supply Chain Management & Axel Brundin, Senior Manager - Supply Chain Excellence & Operations | Northvolt



northvolt northvolt



Brainstorm the ultimate procurement processes

Brainstorm | How would you create best in class procurement processes?

Equinor is transitioning from an oil and gas company with high margin to a broad energy company in the renewables industry with low margins, high complexity, cost challenges, supply chain constraints, legal and political dependencies. Following this transition there is a need for efficient processes and agile ways of working. Processes and a digital framework need to support acting on insight in various supply chains, new developments on supply chain compliance requirements, and utilizing a diversified group of regional and global suppliers of different sizes and capabilities.

How do global and local players qualify vendors, efficiently, on management systems, SSU including Human rights, green initiatives, monetary and business integrity risk. How to ensure that all its suppliers and sub suppliers operate in a compliant and transparent manner throughout the contract lifetime? What qualification tools and methods do you apply? How do you map risks and how do you follow-up and document mitigation actions? As is enabling smaller regional and local suppliers to be able to be approved and followed up.

During this session you will come together to share and discuss how you have or would want to set up global and regional processes and compliance to be as efficient as is possible.

Discuss what efficient/lean procurement processes that enable the below should be like (even if they aren't today);

- Enabling Compliance efficiently in a global and complex market with numerous variables (is by default possible?)
- Ensuring Efficient category mgmt
- Supporting Business model innovation
- Enabling ways to utilize digital opportunities

Marit Alm Laksaa | Senior Advisor Renewables Supply Chain & Inger Mari Johansen | Compliance Officer for Renewables Procurement | Equinor



equinor

equinor

>>Register & start choosing sessions!

3:15 *Networking Coffee Break*

3:45 **Theme Discussions aka Interactive Round Table Discussions | Session 4**

The same moderators are inviting you to join a second topic of your choice! They stay - you move between sessions. If a table is full - choose another, they are all great!

4:30 *Change Session Transition Time - all moving to the main room...*

4:40 **A buyer and supplier perspective on collaboration and What's in it for We**

Keynote | What are the challenges and opportunities in relationship based supplier agreements?

"ISS, a leading workplace experience and facility management company, and ALD Automotive | LeasePlan, a global leader in Car-as-a-Service, have signed an international Vested agreement for next generation fleet management." A pressrelease dated 2022-11-16 shared the news and here you will learn what it means.

"Vested® is a business model, methodology, mindset and movement for creating highly collaborative business relationships that enable true win-win relationships in which both parties are equally committed to each other's success. The idea to move away from the traditional transactional buyer-supplier relationship."

ISS currently leases around 20,000 vehicles on a global scale, emitting 60,000 tons greenhouse gas emissions a year (which falls within scope 1 of the company's full-scope emissions), with a large part of the total fleet being leased through ALD Automotive | LeasePlan. ISS announced that it will electrify its global fleet in collaboration with ALD Automotive | LeasePlan, as part of ISS's ambition of reaching net zero within its global fleet by 2030. A collaboration business model being the basis for this to happen on a global basis.

During this session you will learn from Thomas William Yde, Group Category Management Director - Group Supply Chain & Procurement at ISS World Services and Robert Ritter, Director of Global Accounts at ALD/LeasePlan. Get their both perspectives and views on different approaches to this way of fostering and managing a buyer-supplier relationship.

You will learn;

- Why did ISS and ALD Automotive | LeasePlan choose to create a Vested business model for this relationship?
- What has the chosen way of working meant to procurement at ISS and sales at ALD Automotive | LeasePlan?
- What are the pro's and con's changing ways of working into a methodology that require a completely changed mindset?
- How does Vested fit into the traditional category management way of working?

Thomas William Yde | Head of Category Management | ISS & Robert Ritter | Director of Global Accounts | LeasePlan | ALD Automotive



5:15 *Summary of Day 1*

5:30- **Stay for a drink & dinner!**



EBG hope you have time for a drink and dinner. Summarize your experience, make sure to connect with people you have spoken to and relax before going back to "the real world". Drinks and dinner is included in the registration investment
*Terms apply (you need to register to join the dinner reception and if you cancel later than 7 days prior you will be charged the dinner cost price due to venue policies even if it was included in the ticket investment)

EBG work with people, changes beyond EBG | Network control may occur.

For the latest program visit cpooutlook.com

CPO Outlook 2023

08:30 *Coffee is served*

09:00 *Opening of CPO Outlook 2023 | Day 2*

What was discussed during Day 1? What will happen during Day 2?

How have you chosen to organize procurement end to end?

09:10 **Highlight | How have you chosen to organize end-to-end?**

Procurement is a process that cross several functions and may be organized in numerous ways. Many organizations have chosen a mix of global, regional and local structures.

Here we will learn from how Danish Crown have chosen to organize:

A general overview, what is their tier split - what have DC chosen to place in GBS/SSC, what remains in Business Units, where is the CoE located as well as a generic view of the main responsibilities of Group Procurement, GBS Ops and GBS/CoE.

And - what will they bring up during their Focused Theme Discussion?



Danish Crown



Danish Crown

Joanna Hrynenko-Dudek | Director, Head of CoE Procurement & Agnieszka Kret | Senior S2P Business Process Expert | Danish Crown

Finding a balance between value propositions TQDCS - Technology, Quality, Delivery, Cost and Sustainability

09:30 **Keynote | Balanced Category Strategy - how to unlock the true value of Purchasing**

Procurement at Scania have embarked on a change journey. Here they will go through what that process has been like and what they found. Further they will share how the result will affect future ways of working.

Scania has a "Scania Way" approach to all its values and strategies. For procurement this means finding a balance between the value propositions named TQDCS - Technology, Quality, Delivery, Cost and Sustainability. Procurement are taking responsibility for what value the procurement organization deliver within the company and towards its customers.

This include analyzing and considering what category management should look like in the future. Understanding how to raise the strategic level including less focus on the tactic and operational work. What does that mean to a business? It will impact the competences needed. Management buy in. A functioning governance structure and new KPI's. Learn about the cultural change the team have worked on to reach set targets.

Following the keynote Gustav and Linda will host a workshop going more deeply into certain areas and share lessons learned in the group.

Learn about;

- What was found during the analytics and mapping process?
- Why has Scania initiated the TQDCS focused balanced category strategy?
- What does the strategy mean to future category management structures and ways of working?
- Which are the main challenges changing governance structures and cultural habits?
- How have Scania worked so far to impact existing structures, ways of working and the competences brought in ahead?
- What lies ahead?

Linda Grubbström | Head of Strategy and Purchasing Way & Gustav Milesson | Senior Business Developer | Purchasing - Strategy & Purchasing Way | Scania



10:00 *Networking Break*

10:30 Enabling sustainability strategies from a procurement perspective

Highlight | How do procurement realize corporate sustainability strategies?

How far have you come in reaching your sustainability goals? How are your carbon emissions strategies working? How about knowing what impact your organization have down your nTier supply chain from a social perspective? Let's compare how organizations are choosing to organize to comply with and develop sustainability strategies. Procurement clearly play a vital part - but how prepared are you for legislations ahead?

Let's draw from discussions on Day 1 and the experiences two organizations have.



Sara Fossum | Sustainability Manager | Laerdal Medical & Sara Lannerbro | SVP Sustainable Sourcing & Logistics & Rasmus Finnström | Sustainability Manager | Stora Enso

10:50 *Change Session Transition Time...*

11:00 **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.

1

Workshop | How do you navigate in a matrix organization to ensure transformation in the procure-to-pay area?

Today many companies have divided functions and responsibilities globally, regionally and locally. Aiming to use resources best possible and make sure processes and transactions are as efficient as can be. Centers of Excellence and Global Business Offices are created and responsibilities are supposed to be shared across the organization. The discussion about who should do what and who's to be responsible may seem easy on paper but in reality the transformation to a matrix organization along the procure to pay process may be challenging.

Join us to discuss the different strategies in to building bridges in organization to ensure effective transformation without leaving anyone behind.

Discuss:

- As many companies decide to launch Procure-to-Pay transformations - how do you create momentum for change?
- With more and more companies establishing their CoE and GBS offices - how do you determine who should be the driver for change?
- How are you making sure the business is engaged in the process?
- What should you prepare for, and: what are you likely to miss on your way?
- When bad news is good news - how to approach total disaster and make benefit of it?

Joanna Hrynenko-Dudek | Director, Head of CoE Procurement & Agnieszka Kret | Senior S2P Business Process Expert | Danish Crown



Danish Crown



Danish Crown

Realizing changed procurement focus and ways of working

2

Workshop | How do you realize changed procurement focus and ways of working?

We all know culture eats strategy for breakfast. Finding ways to support and influence common ways of working within for instance category management is key. Key because even TCO (total cost of ownership) is becoming obsolete. Cost focus is not enough neither only focus on delivery. What value does procurement create for the customer? The insights generated yesterday are not good enough tomorrow. It is important that procurement get to offer guidance during a strategic shift. Yet more is demanded from fewer and procurement need to find ways to still realize strategies and operational excellence. Here we will share experiences in enabling those strategies throughout the business from a procurement perspective. From management and down and from operations and up.

Discuss and share lessons learned;

- How do you work with broader category management and get the function strategy to permeate the entire business?
- What challenges are You facing? What are You following up and what behavior is that generating?
- Which role do KPI's have during this journey?
- What coverage do You have within the Value Based dimensions within Your scope of work?

Linda Grubbström | Head of Strategy and Purchasing Way & Gustav Milesson | Senior Business Developer | Purchasing - Strategy & Purchasing Way | Scania



SCANIA



SCANIA

Evaluating and understanding what type buyer-supplier relationship is best fitted

3

Workshop | How do you evaluate and understand what type buyer-supplier relationship is best fitted?

ISS has embarked on a Vested business model with ALD Automotive | LeasePlan to reach net zero by 2020. All buyer-supplier relationships are not suitable for this type way of working and during this session you will discuss different approaches.

Discuss the evolvement of a more diversified way of working with contracts and collaborations. Discuss what it mean to a procurement organization in the short and long run having different contract models in place. What it mean to the category management model and what it mean to the competences needed in the organization and procurement function. Learn from Thomas' and Robert's experiences in understanding what kind of suppliers fit into different type sourcing models and contracting options. Discuss what the risks might be, and what it take from an organization to choose a Vested methodology.

Discuss;

- How can procurement adopt a balanced view of the different sourcing and contracting models available?
- In what way do you segment your suppliers to decide what sourcing and contracting model is best now and over time?
- What prerequisites need to be in place to "go Vested" with a supplier?
- What kind of suppliers do you have that fit for a Vested business model?
- How do you make a Vested Relationship work in practice?

Thomas William Yde | Head of Category Management | ISS & Robert Ritter | Director of Global Accounts | LeasePlan | ALD Automotive



ISS



ALD Automotive

Impact of Corporate Sustainability Due Diligence Directive

4

Workshop | How are you preparing for the Corporate Sustainability Due Diligence Directive?

Welcome to a workshop on the upcoming Corporate Sustainability Due Diligence Directive*. Stora Enso will share their interpretation of the directive and the impact on large companies such as Stora Enso. What is Stora Enso doing today to identify, prevent, mitigate, or end negative activities on human rights and environment. The first steps to adopt to the up-coming law have been taken and Stora Enso will share the outcome of a gap analysis and an overview of a deep-dive on human rights in one of their sourcing categories. How can the gap analysis and the insights from deep-dives support the enhancement of the sustainable sourcing process?

*On 1 June 2023, the European Parliament has agreed on its position on the Directive on corporate sustainability due diligence (the CSDDD). The CSDDD requires in-scope companies to conduct due diligence on, and take responsibility for, human rights abuses and environmental harm throughout their global value chains. Once the CSDDD has been formally adopted - not expected before 2024 - Member States will have two years to implement the CSDDD into national legislation. (Source: Loyens & Loeff)

Discuss;

- How can companies strengthen the existing sustainable sourcing processes?
- What are the first steps to take?
- What is a high-risk supply chain?

Sara Lannerbro | SVP Sustainable Sourcing & Logistics & Rasmus Finnström | Sustainability Manager | Stora Enso



storaenso



storaenso



What will be discussed during Focused Theme Discussions 7 & 8?

Creating a scalable procurement strategy

1:40

Keynote | Encouraging a start-up mentality and digital first approach building a new procurement organization

What if you work in a start-up environment yet have 100 years of experiences as part of your corporate DNA. If you as that brand new company have an impressive line up of customers and the ambition to broaden and think outside the box. Also in procurement.

Aurobay was spun off from Volvo Cars in 2021 with 2850 employees in Sweden and China. The business since has transformed into a pioneer in the development of low- and zero-emission combustion engines.

Procurement play a vital part in this industry and are required to take end to end supply and supply chain responsibility. At Aurobay there is a "digital first" strategy within procurement. To ensure efficiency and effect using technology as a support or business enabler.

During this session you will learn from Niclas Hjerdin, Head of Procurement Excellence and Lisa Siljefalk, Procurement Strategy and Excellence Manager at Aurobay. Finding out what it is like working in procurement in an established yet start up mentality type company. What it mean when you decide to optimize by digitalizing. What is required of a procurement organization that need to be flexible and innovative.

Learn more about;

- Why is Aurobay unique in its procurement role approach?
- How is procurement organized and what role does procurement have today?
- In what way should digitalization impact the role played by procurement?

Niclas Hjerdin | Head of Procurement Strategy & Excellence & Lisa Siljefalk | Manager Procurement Strategy & Excellence Digital | Aurobay



2:15

Change Session Transition Time...

2:25

Focused Theme Discussions 5, 6, 7 & 8

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.

How to get the adoption rate desired or even promised in the company

Workshop | Challenges in Procure-to-Pay adoption (and how to overcome them)

In this session/workshop Thomas will outline the adoption challenges after technically implementing an e-sourcing (P2P) solution in a multinational matrix organization like DeLaval is. This is not about the specific tool but rather the areas of challenges.

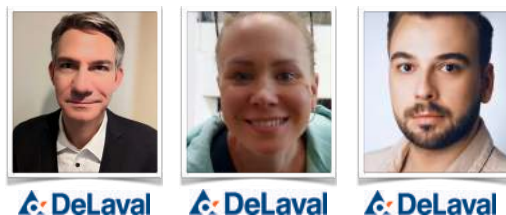
- Company Change Management ("cultural" / "way of working")
- Technical Change Management
- Information Management

Also, ownership options of the e-sourcing / P2P tool in an organization, and their pro's and con's will be discussed. Thomas will demonstrate how DeLaval addresses these challenges and ways to overcome them, in order to get the adoption rate desired or even promised in the company.

Discuss;

- What does a successful P2P tool usage mean to you ? Is it too much of an interpretation or can benefits be clearly identified ?
- In what ways are you working with reluctance to change ?
- How do you most efficiently operate a P2P tool with limited headcount ?
- How do you measure the road to success ?
- What happens when IT leaves the implementation phase ?
- In what ways are you working with reluctance to change?
- How do you most efficiently operate a P2P tool with limited headcount?

Thomas Klein | Manager Procure-to-Pay Operations (Global Indirect Sourcing), Katarzyna Malinowska | Training & Support Analyst Indirect Sourcing & Michał Walczak | P2P Training & Support Lead Indirect sourcing | DeLaval



Shaping and organizing procurement resources in changing environments

Workshop | How do you shape and organize procurement resources in a flexible way?

Companies are faced with a multitude of challenges and opportunities. Changes in the production line, changes in market demands, changes in risk scenarios. Yet companies are still organized in a defined way and procurement still desire to adapt to a category management way of working. Is this the most efficient and effective way of working in an ever changing environment?

Too often procurement are stuck in ad hoc tasks and responsibility areas that are not necessarily what bring the business most value at that specific time.

This workshop will focus on sharing experiences in creating flexible work forces. Business driven entrepreneurs that know procurement yet are able to break the category management structure to solve problems and utilize opportunities across the organization as they occur. This in turn almost being like swapping job for the time being.

Discuss;

- How do you create a procurement organization that is flexible yet in control?
- In what way can temporary changes in resource allocation fit into a category management structure?
- How do you solve situations where resources are best used in an area beyond core responsibilities?

Niclas Hjerdin | Head of Procurement Strategy & Excellence & Lisa Siljefalk | Manager Procurement Strategy & Excellence Digital | Aurobay (Powertrain Engineering Sweden AB)



Workshop | AI and the requirements on procurement

The buzz around AI has been substantial since Open AI released Chat GPT, it has been marketed as a cure-all solution for inefficiencies and new AI startups pop up like popcorn. At ATG we are exploring how we better can utilize the power of AI and the possible efficiency gains that it brings, procurement is an integrated part of this program where ATG aim to unlock the value of AI based services.

IT contracts traditionally regulates the delivery of certain service/functionality that provides a defined output, and if a problem occurs SLA's kicks in. With generative AI there will be an extra layer of complexity added since the SW itself will adjust itself over time. How can we validate the quality and legality of a service and its output that over time might bring a different answer to the same question? How do you regulate risk and liabilities in these circumstances?

What will it mean that the result generated by an AI cannot be protected by copyright?

Data and IT Services are the "Direct Material" for ATG and we apply a risk-based procurement process that is tightly integrated with CyberSecurity and Legal. The security and compliance requirements play an integral part of the supplier evaluation and negotiation, along with the traditional cost perspective. The upcoming AI Directive will require a risk-based approach and is sometimes described as an add-on to current regulations such as GDPR. In this workshop we will share insights from developing the risk-based process at ATG and discuss the challenges we see with contracting AI services.

Together we will explore challenges such as:

- How can you do a risk assessment of AI based services? What will be the actual cost over time?
- How can you ensure that the AI based service provided meets quality and legality requirements over time?

**Maria Kämbrant | Head of Sourcing & Legal Affairs | ATG**

How can procurement become more efficient and deliver more effect

Workshop | How can procurement improve task and outcome efficiency and effect ahead?

Lack of talents + Digital capabilities = Time to re-consider what future flexible procurement operating models and resource usage may look like and how they could be organized?

In a recent Deloitte study (2023 Global Chief Procurement Officer Survey) talent acquisition and retention was the most cited internal risk. Four times higher than digital fragmentation. Digital transformation was the second most cited procurement strategy (behind supplier collaboration). For a long time centralization has been the chosen model and transactional tasks possibly outsourced (external or captive) to a Shared service center/Center of Excellence. To manage all of the above, standardization of policies, processes, systems, and data is key. As is considering what procurement should be focusing on and with what tools and resources.

But. Many organizations face a Catch 22 moment - with too much to do to enable the transformation needed. There are more and more responsibilities with ESG requirements, risk assessments, advanced analytics and increased speed to market. With that in mind - **how can procurement develop operating model and resource usage ahead looking at different enablers?**

This is a session bringing different experiences together, exploring ways for procurement to evolve. What are the lessons learned within the group ensuring the best possible - flexible - operating model and resource usage (of course also related to industry)?

Discuss;

- What do procurement spend time on today? What should procurement spend more time on?
- What tasks and responsibilities should be possible to push out in the organization to other stakeholders or be automated?
- When and for what tasks is the Shared service/Center of Excellence model best fitted? How about adding strategic tasks to utilize global capacities?
- To what extent will technology help solve the efficiency and effect gap? What technologies have shown proven effect?
- In order to continuously balance strategic/operational and manual/digitized - how should we think about talent in procurement ahead?

**René Wienmann | CPO - Head of Global Sourcing | Chr. Hansen & Patrik Andersson | Senior Advisor | Deloitte + Anna Bjärkerud | Founder | EBG | Network**

3:35 Quick Break

3:50

Becoming key enabler for Profit & Reputation growth

Highlight | Becoming key enabler for Profit & Reputation growth

The never ending and increasingly important question - how can procurement shift focus? It is important to cut costs - but as more and more tasks are placed under the procurement and supply chain umbrella - how can procurement leaders help the organization evolve? Let's find out what was discussed during Angelas Theme Discussion yesterday!

Angela Sundbäck | Head of Procurement | Orkla Foods Norge

Deloitte 2023 CPO Study Results in a CPO Outlook 2023 context

4:05

Keynote | What does the market say procurement want and need to focus on ahead?

Let's put the latest Deloitte CPO Study findings into a Nordic company context. The global study highlight three main areas: creative operating model setup, talent management (recruitment, development, and retention) and digitization.

Here we will dig deeper into the study findings to send us off with an umbrella, a high level overview over what companies think they should and need to focus on ahead. Further we will aim to bring the results closer to the Nordic market and present concrete actions forward thinking leaders need to bring back home.

Patrik Andersson | Senior Advisor | Deloitte

4:30 Wrap up and End of CPO Outlook 2023

Expert Organizations

A warm welcome to this years Expert Organizations sponsoring CPO Outlook 2023. 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.



About Prewave

Prewave heralds a new era of supply chain transparency, resilience & sustainability: With the mission of improving supply chains at heart, Prewave uses publicly available data from local news, social media and other databases in order to discover every link of the supply chain and understand and report on risks impacting suppliers and commodities along every tier. Prewave's AI algorithm analyses sources in more than 50 languages across 100+ risk categories to ensure that no disruption goes unnoticed. Brands such as VW, BMW, ABInBev, PWC or Zurich Insurance are already reaping the benefits today. Get in touch and join the wave forward. Learn more via prewave.com



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. Learn more via icertis.com



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. Learn more via ecovadis.com



About Magnit™

Magnit™ 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 optimise 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 Learn more via



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 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. Learn more via gep.com



About SAP

SAP's strategy is to help every business run as an intelligent, sustainable enterprise. As a market leader in enterprise application software, we help companies of all sizes and in all industries run at their best: SAP customers generate 87% of total global commerce. Our machine learning, Internet of Things (IoT), and advanced analytics technologies help turn customers' businesses into intelligent enterprises. SAP helps give people and organizations deep business insight and fosters collaboration that helps them stay ahead of their competition. We simplify technology for companies so they can consume our software the way they want – without disruption. Our end-to-end suite of applications and services enables business and public customers across 25 industries globally to operate profitably, adapt continuously, and make a difference. With a global network of customers, partners, employees, and thought leaders, SAP helps the world run better and improve people's lives. For more information, visit sap.com



About Onventis

Onventis has been a cloud pioneer for digital transformation of purchasing and finance processes since 2000. The cloud-based software Onventis Buyer is an all-in-one procurement system that helps companies to manage their business spend in order to achieve financial control, efficiency, compliance and cost savings. It streamlines and automates all processes from source to pay including network collaboration with suppliers. The Onventis Network connects business processes for buyers and suppliers, simply and securely. Worldwide, over 1,000 companies with approx. 450,000 users in the Onventis network handle an annual business volume of over 10 billion euros with more than 50,000 suppliers. Learn more via onventis.com



About Zycus

Zycus is the pioneer in Cognitive Procurement software and has been a trusted partner of choice for large global enterprises for two decades. Zycus has been consistently recognized by Gartner, Forrester, and other analysts for its Source to Pay integrated suite. Zycus powers its S2P software with the revolutionary Merlin AI Suite. Merlin AI takes over the tactical tasks and empowers procurement and AP officers to focus on strategic projects; offers data-driven actionable insights for quicker and smarter decisions, and its conversational AI offers a B2C type user-experience to the end- users. Zycus helps enterprises drive real savings, reduce risks, and boost compliance, and its seamless, intuitive, and easy-to-use user interface ensures high adoption and value across the organization. Start your #CognitiveProcurement journey with us, as you are #MeantforMore. Learn more via zycus.com

Peers & Experts in the program



**Otto Tell | Business Navigation Manager & Digital Leader
| Global Purchasing Development | IKEA of Sweden**

Otto is leading the enablement of performance management and develop future capabilities via digital transformation for the global Inter IKEA purchasing organization.



Alexander Streif | Vice President Supply Chain Management | Northvolt

Alexander Streif is a Supply Chain professional with long-standing experience in operations and consulting across industries and geographies. At Northvolt, his team is establishing and scaling a competitive and sustainable battery materials supply chain network in Europe and beyond while driving CAPEX projects for Gigafactories in Sweden and Germany.



Rasmus Finnström | Sustainability Manager | Stora Enso

Rasmus is Sustainability Manager at Stora Enso. Prior to this position he worked as a sustainability business developer at Scania Group.



Linda Grubbström | Head of Strategy and Purchasing Way | Scania

Linda is an experienced leader within Purchasing and Business Development with a demonstrated history of working in the automotive industry. Skilled in leadership, business development and strategic sourcing with a Master's degree focused on Product Design & Industrial Engineering from KTH Royal Institute of Technology.



Thomas Klein | Manager Procure-to-Pay Operations (Global Indirect Sourcing) | DeLaval

Thomas is a senior sourcing, contracting and supplier management professional with focus on Information Technology and Telecommunication categories. He has been engaged in IT matters since 1993, so Thomas has 25 years+ experience on both ends of the supply chain, sales and sourcing / procurement. Thomas has been Manager Procure-to-Pay Operations since January 2023. As such responsible for the operation of SAP Ariba as mandatory e-sourcing tool in 6 key countries (Sweden, Poland, Germany, Belgium, United States and China) in the DeLaval group.



Joanna Hrynenko-Dudek | Director, Head of COE Procurement Center of Excellence | Danish Crown

Joanna has almost 17 years of professional experience including 12 years in Procurement and Finance transformation and management. Before joining Danish Crown, she spent twelve years in Capgemini Poland working as business transformation consultant and manager for multiple global clients from different environment (manufacturing, agriculture, utilities). She is also certified ISO 90001 auditor, trainer and teacher. In Danish Crown she is responsible for leading Source to Pay process transformation.



Agnieszka Kret | Senior Source to Pay Business Process Expert Center of Excellence | Danish Crown

Agnieszka has a Supply Chain mind connecting the dots across SC Management world to drive positive & individualized impact. She is passionate about making the change using cross-functional experience in international projects. Crash-coursed in crisis situations.



Lisa Siljefalk | Procurement Strategy and Excellence Manager | Aurobay

Lisa is leading the Procurement Digital Strategic Roadmap and projects within Procurement Excellence ensuring an innovative, flexible, sustainable, and compliant procurement at Aurobay. Lisa has previously worked at Volvo Cars, Essity, Stretch, Accenture giving her broad practical and strategic knowledge.



Natasza Bellin | Senior Procurement Development Manager | Coloplast

Natasza is a Supply Chain Professional with 12+ of experience of various roles within the Global Supply Chain + Procurement organizations from different industries & locations. At present Natasza is heading the Procurement Development function in Coloplast focusing on the tools & systems within Source to Pay processes and the digitalization roadmap which supports the strategic development agenda.



Niclas Hjerdin | Head of Procurement Strategy & Excellence | Aurobay

Niclas is business driven and coaching with a high strategic focus on sustainable analyses and actions as well as the process of implementation and execution. He have been active in international sourcing with strategic development, organizational direction and leadership. Niclas has managed sourcing and procurement organizations on operative, tactical and strategic level both in Europe and China. Areas of expertise: Change Management & Business Strategy, Supply Chain Management, Strategic Sourcing & Procurement Development, Global cooperation and implementation, Organizational Development



Sara Lannerbro | SVP Sustainable Sourcing & Logistics | Stora Enso

Sara is SVP Sustainable Sourcing & Logistics at Stora Enso. Prior to this role she has worked with sourcing and procurement in other capacities in Stora Enso and Ericsson.



Rasmus Finnström | Sustainability Manager | Stora Enso

Rasmus is Sustainability Manager at Stora Enso. Prior to this position he worked as a sustainability business developer at Scania Group.





René Wienmann | CPO | Chr. Hansen

Prior to Chr. Hansen, René was Head of Global Sourcing Insights & Digitalization at Novozymes. Prior to Novozymes, he worked as Procurement Director Europe at Carlsberg Group. He has also worked with procurement at Schneider Electric, Novo Nordisk as well as at IBM.



Piya Hossain | Head of Indirect Procurement | Länsförsäkringar

Piya is an experienced procurement specialist with a demonstrated history of working in strategic procurement from the banking and insurance industry. Skilled in organizational change-management, leadership and procurement development. She works at Länsförsäkringar and has worked in procurement at SEB and LRF Samköp. At Länsförsäkringar AB Piya is Head of Indirect Procurement.



Mark Gustafson | Program Director, Group Purchasing | Electrolux

Mark is a diverse industry and category strategic purchasing experience with leading international firms, supported by mechanical engineering and MBA degrees. Team-building leader with track record of accomplishments through others by coaching through challenges, developing a clear strategy, fostering a team mentality, improving process, and increasing data visibility. Consistent bottom-line contributions realized through supplier collaboration, data-driven negotiation strategies, and strategic sourcing process application.



Thomas William Yde | Group Category Management Director – Group Supply Chain & Procurement | ISS World Services

Thomas is a strategically minded procurement executive with more than 10 years sourcing leadership experience. A proven track-record in leading high performing teams. Extensive experience in executing global cost drives and driving a global functional management setup. Prior to working at ISS, Thomas was Head of sourcing at Nordea and Head of Sourcing at Maersk Line.



Robert Ritter | Director of Global Accounts | ALD Automotive | LeasePlan

Robert is helping organizations navigate international fleet management complexity. Robert have worked at LeasePlan focusing on business development and as international client director. Today he is Director of Global accounts based in Amsterdam.



Maria Kämbrant | Head of Sourcing & Legal Affairs | ATG

Maria has solid, hands-on experience in; Building a consultative and agile procurement and legal affairs function on a group level, driving digitization, establishing processes, methods and tools, including a supplier risk management playbook. Leading complex international negotiations to enable partnerships and deals, services and rights in categories as IT Software, Hardware & Platforms, Media production and streaming, Sports rights and Sponsorships, Gambling and Payment Services. Building integrated liaisons with business owners to develop and build new business opportunities and successful partnerships balancing commercial, legal and operational risks and opportunities. Defining and establishing complex ecosystems, business models, contracts and negotiations, while taking ownership and driving a proactive, strategic agenda, to ensure business excellence.



Ulf Wirkeland | Director, Procurement – Indirect Sourcing EMEA | ASSA ABLOY Opening Solutions

Ulf is Director, Procurement – Indirect sourcing, EMEA at ASSA ABLOY Opening Solutions. He has many years experience in indirect procurement management as well as being a category manager in the past. Prior to ASSA ABLOY Ulf worked at Fleet Logistics Nordic as Operations Director.



Andreas Hallbygård | Category Manager IT | Länsförsäkringar

Andreas is a senior IT sourcing and procurement professional. His experience ranges across technology procurement, digital transformation, deal making and outsourcing. Andreas have worked from both sides of the table and through all stages of the sourcing life cycle: from sourcing strategy and opportunity analysis, procurement/sales and contract negotiations; to service delivery and vendor/contract management. He currently works as a Category Manager for IT at Länsförsäkringar AB.



Angela Sundbäck | Head of Procurement | Orkla Foods Norge

“Angela is leading the team responsible for the Sourcing and Procurement of Direct, Traded and Indirect materials and services to Orkla Foods Norge. “It is our responsibility to proactively support the value creation of our organization through Cost Development, Supply Performance and Sustainable Growth. Our suppliers are at the core of this work.”



Maria Hellner | Head of Procurement development | Länsförsäkringar

Maria is an experienced procurement professional with a background in the construction and consulting industry (e.g. Skanska, Bonava, IBX). Skilled in Category management, SRM, P2P, Change management and Leadership. Now focusing on developing and implementing an efficient procurement function in a complex federation.



Sara Fossum | Sustainability Manager | Laerdal Medical

Sara is Sustainability Manager at Laerdal Medical and have been working as a Sustainability Advisor and CSR Consultant. Prior to working at Laerdal Medical Sara have published various research reports and worked at AstraZeneca.



Tuula Tuononen | Global Process Owner, Procurement Excellence | Konecranes

Today Tuula work at Konecranes as a Global Process Owner, Procurement Excellence. Tuula have deep market insights from working at companies such as Coupa and Basware. Prior to that Tuula worked as head of procurement at Danske Bank, Sourcing Category Manager at Sanoma Corporation and Senior Contract Manager at Nokia to mention some experiences.



John Ferry | Global Procurement Leader - Digital Transformation & Change Lead | Accenture

John Ferry is responsible for leading Accenture's internal Procurement Transformation and Change Management. Bringing customer centricity to the core and reinventing procurement as a connected and digitized end to end procurement function. Helping teams to embrace new technology and pivot to a data driven culture.

Stockholm Venue

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Registration details

Voluntary drinks & dinner reception:
October 18th (included in the registration investment *Terms apply)
Starting at 17:30-21:00

Main conference: October 18th-19th
Starting with registration on the 18th at 08:00 and ending on the 19th at 4:30

Practitioner Investment

9 990 sek

(discounts available, visit summit website)

Consultants/system providers invest 16 990 sek
25% VAT added

Theme Discussions and Focused Theme Discussions are chosen before hand and come at a first come first served basis. Choices can be changed at any time and will be noted on your name tag.

>>Register here or go to cpooutlook.com

Want to know more?
Call us today via +46 73 350 03 43
E-mail us via anna@ebgnetwork.com
or
lars@ebgnetwork.com

How about online?

CPO Outlook 2023 is only held onsite in Stockholm. All on stage sessions will be made available online for you who join the summit in Stockholm. You can also connect with all others via EBG | Community, an online platform only available for you who join an EBG summit.

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.

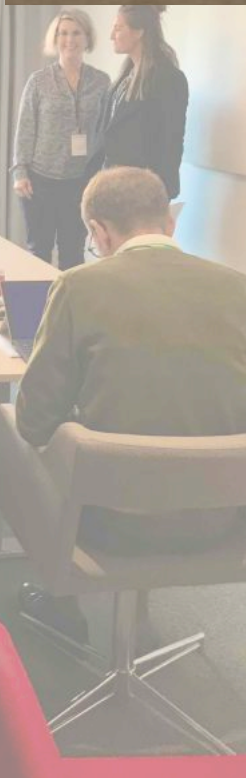
During the pandemic, EBG enabled 129 online round table discussions. Having enabled hundreds in person since 2010 before that. CPO Outlook is the combined efforts and perspectives of the annual summits Source 2 Pay Summit and Sourcing Outlook.

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