

October 15th | drinks reception & dinner
October 15th & 16th | Stockholm
Hotel Birger Jarl, Stockholm



Photo credit: Christian Elfström

cpo outlook 2024

cpooutlook.com

Speakers & Moderators include



kemira



fortum



CSL



sodexo



Expert Organizations



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

HIGH LEVEL TOPICS SUMMARY

This summit share insights from multiple industries who all can learn from each other - both direct and indirect spend insights - drawing from supplier relationship insights, change management skills and future development reflections

Change Management in Procurement:

Discusses the need for effective change management strategies to transition from theoretical discussions to actionable plans and resource allocation

Supplier Relationship Management:

Focus on creating a dynamic culture that prioritizes effective communication, collaboration, and performance management with suppliers to ensure mutual success

Risk-Based Approach to Sustainable Sourcing:

Emphasizing the importance of identifying and managing risks related to social, ethical, environmental, and human rights issues in procurement processes

nTier Scanning and Follow-Up:

Companies enhancing their supply chain transparency and accountability by developing robust systems for monitoring and evaluating suppliers at multiple tiers

Sustainable Sourcing Practices:

Practices fostering stronger supplier relationships by promoting collaboration, transparency, and shared values around sustainability and corporate social responsibility

AI & GenAI in Procurement

AI and Generative AI are recognized as significant disruptors in procurement, with many organizations exploring their potential to enhance efficiency and decision-making. The discussions highlight the need for companies to navigate AI's integration into their procurement processes, focusing on data-driven decisions and overcoming challenges in the procurement cycle

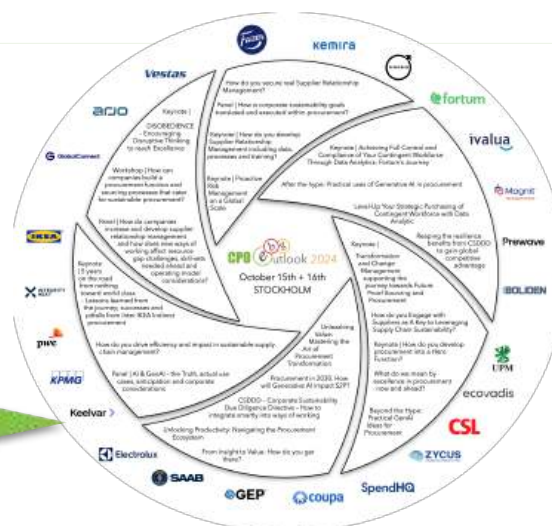
EBG offer you a unique chance to meet with procurement peers and experts in a way you cannot find anywhere else in the Nordics

Stockholm October 15th 2024 - Program Overview	
08:00	Registration is open coffee is served
08:45	Opening of CPO Outlook 2024
	Brief overview over Expert Organization expertise
09:10	Keynote How do you develop Supplier Relationship Management including data, processes and training? Thierry Blomet Senior Vice President, Global Sourcing Kemira <i>Enabled by Ivalua</i>
09:35	Keynote Proactive Risk Management on a Global Scale Richard Clement Head of Risk & Crisis Management & Karl Murgård Business Intelligence & Governance Leader Crisis & Risk Management Volvo Group Trucks Purchasing <i>Enabled by Prewave</i>
10:00	Coffee & Snacks Break
10:30	Brief overview over Expert Organization expertise Keynote Achieving Full Control and Compliance of Your Contingent Workforce Through Data Analytics: Fortum's Journey Anette McCarthy Senior Manager, Indirect Procurement Fortum Corporation <i>Enabled by Magnit</i>
11:05	Change Session Transition Time...
11:15	Theme Discussions Session 1 Round table discussion enabling know how exchange. Each session have limited seats. Parallel sessions - se session map separately
12:00	Change Session Transition Time...
12:05	Theme Discussions Session 2 - same discussions as during Session 1 Round table discussion enabling know how exchange. Each session have limited seats. Parallel sessions - se session map separately
12:45	Lunch Break
13:50	Keynote Transformation and Change Management supporting the journey towards Future Proof Sourcing and Procurement Vesa Kuusmanen Director, Sourcing and Business Transformation UPM
14:20	Change Session Transition Time...
14:30	Theme Discussions Session 3 Round table discussion enabling know how exchange. Each session have limited seats. Parallel sessions - se session map separately
15:15	Coffee Break
15:45	Theme Discussions Session 4 - same discussions as during Session 3 Round table discussion enabling know how exchange. Each session have limited seats. Parallel sessions - se session map separately
16:30	Change Session Transition Time...
16:45	Keynote How do you develop procurement into a Hero Function? Daniel Johansson Global Head Procurement Strategy & Excellence CSL
17:30	Summary of Day 1
17:30-21:00	Drinks & 3-course Dinner reception! Included in the registration investment using the discount code via cpooutlook.com *terms apply

Stockholm October 16th 2024 - Program Overview	
08:30	Coffee is served
09:00	Opening of CPO Outlook 2024 Day 2
09:10	Panel AI & GenAI - the Truth, actual use cases, anticipation and corporate considerations Per Svanberg Partner EY, Pontus Sandslätt Head of Procurement advisory KPMG & Patric Olsson Director, Procurement transformation PwC
10:20	Break
10:50	Panel How is corporate sustainability goals translated and executed within procurement? Ulrika White Head of Procurement Sustainability Ingka/IKEA Retail, Kaisa Mattson Director Sustainable Sourcing and Human Rights Fazer, Rasmus Finnström Sustainable supply chain Lead Stora Enso
11:35	Panel How do companies increase and develop supplier relationship management and how does new ways of working affect resource gap challenges, skill-sets needed ahead and operating model considerations? Anna Henriksson Director Supply Management Sodexo, Lotta Berg Carlsson VP Procurement Arjo & Soile Hammargård CPO GlobalConnect
12:20	Lunch
13:20	Keynote 5 years on the road from nothing toward world class - Lessons learned from the journey; successes and pitfalls from Inter IKEA Indirect procurement Joel Andersson Process development and digitalization project leader - Category Area Indirect Procurement & Rickard Klasson Process development and digitalization manager - Category Area Indirect Procurement Inter IKEA Group
13:50	Transition time to workshops
14:00	Focused Theme Discussions 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. Seats are limited. Parallel sessions see separate map overview <ol style="list-style-type: none"> Workshop How can companies build a procurement function and sourcing processes that cater for sustainable procurement? Workshop hosts: Tuukka Farin Head of Procurement Development and Supplier Sustainability Boliden Workshop Source 2 Pay - Process design and digitalization pitfalls to watch out for Joel Andersson Process development and digitalization project leader - Category Area Indirect Procurement & Rickard Klasson Process development and digitalization manager - Category Area Indirect Procurement Inter IKEA Group Workshop How do companies shift their focus on operational tasks to strategic and achieving procurement excellence? Hubert Verweij, Director, Head of Operations & Patric Olsson Director, Procurement transformation PwC Think Tank (limited seats) How do we secure preventive human right risks action plans throughout our supply chain? Anna Henriksson Director Supply Management Sodexo Workshop How do you engage with SMEs to unlock critical Scope 3 Emissions Development? Sonie Rudenschöld Head of procurement and logistics Transtema Workshop What are challenges and opportunities in building Supplier Relationship Management processes and structures? Björn Borgman Partner & Head of Supply Chain KPMG
15:00	Change Session Transition Time...(grab a coffee)
15:15	Keynote DISOBEDIENCE - Encouraging Disruptive Thinking to reach Excellence Nicola Gianluca Raimondi Head of Supplier Quality Development Governance, Standards, Transformation and Offshore Vestas
About 15:45	Wrap up and End of CPO Outlook 2024

"Very intense and enriching experience, a place to make good connections with industry specialists and get a more holistic view of what is going on in other procurement organizations" #Linde PLC (2023)

You create Your day based on what You want to learn more about and discuss with others (and listen to what others are asking and their experiences)



08:00 Registration open and coffee is served

08:45 Opening of CPO Outlook 2024 | Day 1

09:10 Developing Supplier Relationship Management

Keynote | Finding Strategic Value in Your Supplier Base in a Time-Pressed World

In today's fast-paced business environment, companies often find themselves squeezed between powerful buyers and suppliers. How can you extract maximum value from procurement under such pressure?

Data is the lifeblood of modern supply chains. Accurate and timely data allows companies to make informed decisions, optimize processes, and enhance collaboration. In a complex organization with a diverse supplier base, managing this data systematically is crucial. How do you keep your focus on the benefits? What risks do you prioritize? Thierry will discuss his vision on SRM relationships as a value-enabler, how digitization in areas that matters has helped shape Kemira's focus and his vision for the role of SRM in a world where information is money.



Thierry Blomet | Senior Vice President, Global Sourcing | Kemira

Enabled by Ivalua

kemira

Creating proactive risk management globally

Keynote | Proactive Risk Management on a Global Scale

Volvo Group supply partners cover a global network consisting of 50,000 high performing supply chain partners from countries all over the world. In close collaboration with its suppliers, Volvo Group fosters a collaboration that drives growth, profitability, and continuous improvements. Real time visibility of supply chain risk is key to manage the complexity with a global supply chain, while delivering on promises to customers and sustainability ambitions of the Volvo Group.

To take the vision one step further and ensuring a future proof supply chain from a resilience & compliance perspective, Volvo Group has uncovered the Tier N network. Increased transparency enables detecting risks early on and taking responsibility beyond the direct supplier.

How can you successfully secure a resilient supply chain with a global network?

Richard Clement | Head of Risk & Crisis Management, Karl Murgård | Business Intelligence & Governance Leader Crisis & Risk Management & Vikram Kulkarni | Tier-N Management Leader | Volvo Group Trucks Purchasing

Enabled by Prewave



10:00 Networking Break

10:30 Creating control & compliance over the contingent workforce

Keynote | Achieving Full Control and Compliance of Your Contingent Workforce Through Data Analytics: Fortum's Journey

Learn from Anette McCarthy, Senior Manager of Indirect Procurement at Fortum, as she shares her insights and experiences on the successful implementation of strategic procurement processes for contingent workers across Europe.

The Journey

Strategic Partnership Formation:

- Discover why Fortum chose to collaborate with a Managed Service Provider (MSP) and their Vendor Management System (VMS) to manage their contingent workforce effectively

Overcoming Challenges:

- Learn about the obstacles faced during this transition and the strategies used to overcome them, ensuring a seamless implementation

Securing Internal Buy-In:

- Understand the critical importance of gaining internal support and ownership to drive success in contingent workforce management

From Chaos to Control:

- Explore how Fortum transformed their contingent workforce management from a state of disarray to a streamlined, compliant process across multiple countries

The Road Ahead

Strategic Alignment and Savings:

- See how the implementation of standardized processes across all countries is enabling Fortum to make strategic decisions and launch total cost-saving initiatives effectively

Anette McCarthy | Senior Manager, Indirect Procurement | Fortum Corporation

Enabled by Magnit



fortum

11:05 Change Session Transition Time...

11:15 Theme Discussions aka Interactive Round Table Discussions | Session 1

EBG | Network have enabled round table discussions since 2010 - enabling You to choose topics of most interest to You and Your organization. There are in total 4 Theme Discussion segments. The idea is to draw from the experiences the facilitator have - and the experiences, questions and considerations the peer group attending have. 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. You may of course change your mind during the day if there are seats left. Each session is held twice - same topic - new crowd.



Data analytics impact over contingent workforce control

How do you Level-Up Your Strategic Purchasing of Contingent Workforce with Data Analytics?

As global spending on contingent workforce management continues to rise, the importance of mastering the procurement and management of contingent workers has never been greater. For companies hiring contingent workers across Sweden, Europe, or globally, a big challenge lies in maintaining compliance with diverse regulations while optimizing workforce strategies.

We invite you to join us for a dynamic roundtable discussion, where we'll explore critical questions, including:

- Key Challenges:** What are the primary obstacles you're encountering in the procurement and management of contingent workers?
 - Leveraging Data Analytics:** How can data analytics transform your approach to contingent workforce management?
- What strategies can help you achieve 100% compliance with various regulatory requirements?
 - How can you enhance visibility and transparency across your workforce management?
 - In what ways can you enable a more strategic purchasing process that leads to significant cost savings?

Anette McCarthy | Senior Manager, Indirect Procurement | Fortum Corporation & Daniel Persson, VP Sales | Magnit



efortum

Magnit

Engaging suppliers to leverage sustainability

How do you Engage with Suppliers as A Key to Leveraging Supply Chain Sustainability?

Companies have come a long way through signed supplier codes of conduct, online questionnaires and occasional onsite audits. It is becoming increasingly evident that companies and their suppliers through multi-tiers must find new ways of engaging with each other.

During this session, you will discuss the pivotal role of supplier engagement in driving supply chain sustainability. We will focus on exploring common challenges organisations face in engaging suppliers and presenting effective strategies to overcome these obstacles. Join us and discuss how to transform supplier relationships from basic compliance to collaborative partnerships that enhance sustainability. This session will equip you with practical insights and actionable strategies along with peer experience exchange.

Discuss;

- How do you effectively engage your suppliers to leverage sustainability throughout your supply chain?
- Do you face push-back from the suppliers? How to overcome it?
- As more and more granular supplier data will be required - how do you make it easy for your organization to follow set-up processes?

Martyna Wojciechowska | Account Executive Enterprise Nordics | EcoVadis



ecovadis

Leading transformative change

From Insight to Value: How do you get there?

In today's rapidly evolving business landscape, the role of Procurement extends beyond cost-saving to becoming a pivotal force for driving value. As organizations strive to remain competitive, procurement leaders are tasked with not only optimizing costs but also creating value through risk mitigation, sustainability, and innovation. This round table will explore how procurement can lead transformative change, delivering significant value within organizations with an emphasis on orchestration, processes and people.

Discussion Questions:

- What are your Procurement 'North Stars'? What are you striving for?
- What are the key challenges and opportunities in leveraging Procurement to support broader organizational value goals? What rocks do you still have on your shoes basically?
- What rituals and tools can Procurement Leaders implement to maximize value creation? What's your secret sauce? How do you demonstrate?

Stefan Barolin | Enterprise Solutions Consultant & Martijn van Melsen | Regional Sales Director Benelux & Nordics



SpendHQ

SpendHQ

Navigating AI and GenAI in procurement

Beyond the Hype: Practical GenAI Ideas for Procurement

The hype is real - AI and GenAI discussions are everywhere. Use cases in procurement are still few but the idea of augmented end to end insights is real. How do you navigate all that could be and how is an established source to pay platform adding AI features?

This session will talk about the different benefits of using AI in the daily Procurement cycle. Discussing the impact AI may have enhancing user experiences, improving risk management and supercharging efficiency and productivity in the source to pay cycle. How can AI help an organisation make informed decisions? Learn from a case study to see real time examples.

Discuss anticipations, considerations and use cases focusing on;

- What are the challenges faced by organisations in their procurement cycle that AI may help develop?
- How can we take more data driven decisions with the help of GenAI?
- How can you evaluate if your processes and data are good enough for AI and GenAI?
- Which considerations should you do as you explore adding AI to your procurement development toolbox?

Caroline Lacocque | VP Sales | Zycus



ZYCUS

Resilience benefits from CSDDD

How do you reap the resilience benefits from CSDDD to gain global competitive advantage?

The CSDDD puts a new standard for sustainability risk management and requires companies to move beyond the direct supplier to evaluate the entire chain of activities. Increased risk visibility and transparency throughout the supply chain opens new paths for building a resilient supply chain.

Discuss;

- How can you define what is in scope for CSDDD?
- How can you efficiently gain visibility of global risks?
- How can you uncover your deeper supply chain?

Ulrika Hallström | Senior Advisor | Supply Chain Risk Management | Prewave



!Prewave

Practical use of Generative AI in procurement

Practical uses of Generative AI in procurement after the hype

AI has made a splash in the last two years and it is here to stay. It has been painted out as a disruptor that will determine which organizations remain competitive in the future. The reality however is still that few have figured out how to utilize AI properly to gain real efficiency benefits and even fewer can claim to have achieved competitive advantage. There are however many uses for AI in procurement and it will disrupt. Ivalua has with partners and customers developed a number of methods that can be used as is or configured to individual needs. This session is to get inspiration, share with peers where big potential with AI has been discovered and to learn.

Henrik Nyberg | Sales Director Nordics | Ivalua



ivalua

Driving efficiency and impact in sustainable supply chain management

How do you drive efficiency and impact in sustainable supply chain management?

Companies are facing a litany of regulatory requirements that aim to make their supply chains more sustainable. This presents significant challenges: Companies must collect unprecedented amounts of data to gain insight into their suppliers' sustainability practices and take preventative or corrective action to mitigate risk and improve performance. This strains company resources and requires in-depth ESG expertise.

In this roundtable, we will discuss how efficiency and impact can be achieved and share lessons learned in the group.

Discuss;

- How do you harness technology to automate processes and free up resources for more strategic tasks?
- In what way can you optimize supply chain visibility and compliance with the latest regulatory requirements?
- How can you ensure scalability as the need for insights changes?
- How can you be helped to promote effective supplier engagement and collaboration?

Sebastian Klotz | ESG Expert | IntegrityNext



INTEGRITY NEXT

Balancing people, process & technology

Unleashing Value: Mastering the Art of Procurement Transformation

During this breakout session, attendees will delve into the art of orchestrating value in the procurement process. The session will emphasize the importance of finding the right balance between people, process, and technology to achieve optimal results. Explore strategies for transforming end-to-end procurement, focusing on streamlining operations, reducing costs, and enhancing overall efficiency.

The session will also highlight best practices in procurement, providing valuable insights and practical tips for success. The session will include real-world examples to illustrate the benefits of AI in procurement.

Discuss;

- How can AI support from automating repetitive tasks to analysing data for better decision-making?
- How are emerging trends and technology shaping the industry ahead?
- In what way is the role of procurement professionals evolving as business landscapes change?

Rickard Ström | Product Owner Indirect Sourcing Solutions at GIS | Husqvarna Group & Jesper Odeblom | Sr Value Solution Consultant | Coupa



Husqvarna Group

Coupa

AI & GenAI impact on source to contract & purchase to pay

Procurement in 2030. How will Generative AI impact S2P?

Description: The disruption brought by artificial intelligence is accelerating, with 87% of companies planning to adopt AI tools within the next three years.

What will S2C and P2P look like five years from now?

Join us as we explore the implications, drivers for change and rethink the future role of procurement.

Discussion questions:

- How will downstream (S2C) and upstream (P2P) be impacted?
- What is the bottom line impact?
- What are the key drivers for change?

Vlad Brincoveanu | Senior Manager - Digital Transformation | GEP



GEP



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.

Lunch Break

The role of change management creating Future Proof Sourcing

Keynote | Transformation and Change Management supporting the journey towards Future Proof Sourcing and Procurement

Expectations towards Sourcing and Procurement are continuously increasing. Closer business integrations, a very volatile market environment, economic crises, requirements from different types of mega-trends, changes in regulations and different types of sanctions are setting bar up to a new level and sense of urgency for Sourcing and Procurement to develop operations.

How is Sourcing and Procurement transformation helping the focus on "Future Proof Sourcing"? What is the role of change management during the journey?

In the presentation we'll be scratching the surface of future expectations for Sourcing and Procurement and learning from the UPM Transformation- and Change Management journey. As efficiency has been the main target and strategies accordingly being fulfilled - business value is the key focus from 2023 and on. Here you will learn what that means and how it is enabled!

- What can companies do to free up time for sourcing and procurement to focus on value adding tasks in line with corporate strategies?
- Operating model is execution model of Source to Pay process - what should trigger change of the model?
- How to keep people skills relevant in a quickly changing business environment?
- How to move from nice speeches to concrete actions and appropriate resourcing of the change management!



Vesa Kuismanen | Director, Sourcing and Business Transformation | UPM

Theme Discussion to Session 3 Transition Time...

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.

Scaling Sourcing Excellence

How do you build Strategies to Scale Sourcing Excellence at Speed

Automation isn't just a buzzword; it's a necessity for modern procurement teams. What does that mean in a sourcing context for different type spend categories?

Scaling sourcing excellence requires a blend of modern tools, smart automation, effective change management, and a strategic approach to adoption. It requires seamless integration with other systems such as ERP and P2P systems. It requires moving away from Excel.

During this session we'll dive into how to establish best practices, automate tedious processes and scale sourcing activities effectively to meet ever growing corporate demands.

Learn more about and discuss

- What are common sourcing optimization bottlenecks?
- Which type sourcing events are suitable to automate and how is it done?
- How do you communicate with and follow up suppliers manually versus in an automated way?
- To what extent can you automate sourcing activities based on different complexities, volumes, contract terms, payment terms, supply and corporate goals given type sourcing event?

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Jamie Maidment | Enterprise Account Executive | Keelvar

Keelvar >

Building an adaptive approach in procurement

How can procurement build in an adaptive approach to strategy alignment and execution?

What will the future be like? If we know one thing, it is that we do not know. Sourcing has found itself in situations where fresh strategies are obsolete in a few months after they are ready, and operations turn out to be just tactical and operational. The business environment is changing rapidly, questioning old structures, operating models, and ways of working as they have not been adaptive enough. Sourcing professionals are still using too much time for operational ad hoc tasks and too little on value adding activities. It is also evident that sourcing and procurement will contribute even more to corporate visions, strategies, and concrete results. There is not only one solution for all the companies, but best approaches vary depending on the company.

This discussion will focus on experiences and thoughts on how you can build agility and robustness into strategies. As procurement already has too much to do - how can you ensure time is spent on the right tasks?

- How to stay a relevant partner for company businesses in a very volatile business environment?
- How to incorporate systematic change management model and culture into your procurement operating model design?
- What role does technology play enabling efficiency and value creation?

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Vesa Kuismanen | Director, Sourcing and Business Transformation | UPM



Finding a way to have all process and related information in one place

Unlocking Productivity: Navigating the Procurement Ecosystem

In a global procurement organization, managing an array of policies, processes, tools, templates, and learning materials can be daunting. But what if you had One source—a centralized hub for all procurement process-related information? Imagine process flows, job aids, training materials, and supporting data accessible from a single trusted location. That's precisely what Electrolux aims to achieve.

Why It Matters:

- Streamlined Processes: Understanding your processes is the foundation for automation and digitalization. It's how you identify harmonization opportunities and ensure resource productivity.
- Less Cognitive Load: Emerging technologies like AI can connect the dots, reducing the cognitive load for your team members.
- Becoming the Employer of Choice: Clarity in processes makes work less ambiguous, making your organization an attractive place to work.

Our Vision:

- Electrolux will consolidate all procurement-related contracting, sourcing, supplier quality, risk management, sustainability, and more materials into a SharePoint repository. All in the goal of creating an agile ecosystem that provides clarity with built in governance.

Let's Discuss:

1. Relevance: How crucial is it to have all process and related information in one place?
2. Challenges & Opportunities: Seemingly endless task of mapping, collecting, maintaining, and enhancing global, category-specific, regional, and local information.
3. Staying Agile: Share your experiences with managing governance tasks and other process management learnings.

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Mark Gustafson | Program Director, Group Purchasing | Electrolux



Integrating CSDDD into ways of working

CSDDD - Corporate Sustainability Due Diligence Directive - How to integrate smartly into ways of working

CSDDD will affect all businesses in some way and Procurement in particular. How do we integrate new ways of working in a business that is growing as fast as a start up? We need to transform and update our existing processes in order to create value while minimizing added workload. In other words, we need to work better and smarter.

Discuss:

- CSDDD is a new regulation that we see as a necessity for our business even without the legal requirement - good for business in terms of shareholders, customers and other stakeholders.
- How should we organize ourselves in order to work better and smarter?
- The legislation is still being clarified - how far should we go? What about Tier-N suppliers?
- What level is good enough? What information do we need about our suppliers and how do we monitor our supplier base?

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Vanessa Gisslegård | Procurement Excellence Manager & David Valo | Procurement Excellence Manager | Saab



Procurement excellence from a people, process & technology perspective

What do we mean by excellence in procurement - now and ahead?

No one can do everything and this is very true for procurement. Still procurement are asked to cater for more tasks than is possible to handle. Creating frustration and lack of both short and long term oversight and insight. CSL have embarked in a transformation and excellence journey - but what does that mean? Pharma too are undertaking changes in processes, systems and people to re-shape procurement. The pandemic proving the need for very agile ways of working and considerations on whether to be increasingly global or not.

Discuss lessons learned enabling competitive advantages through procurement.

- What is excellence to You and Your organization?
- How can procurement free up time to have the time to develop further?
- Who are the competencies procurement will need to become those business partners desired?

Daniel Johansson | Global Head Procurement Strategy & Excellence | CSL



CSL

Leveraging procurement data for business wins

How to put procurement at the heart of the business through the power of valuable insights?

One thing is certain; tomorrow will not be the same as today. We see the complexity increasing in our supply chains and fast technology shifts opening new doors, resulting in higher demands on purchasers and the results of purchasing work. Some organizations include purchasers in their most critical business decisions, some organizations don't. At NCC, we're committed to enabling for purchasers to combine quantitative procurement data with qualitative data to create the insights needed when making those critical business decisions.

But when the data is leveraged and insights are generated to get us a seat at the table where the critical decisions are made, what mindset, behaviors and skills are needed from our purchasers then?

Discuss;

- How do we meet current expectations on procurement while at the same time transforming the organization and the purchaser role to become the business partner of tomorrow?
- What's required by purchasers and the procurement organization to keep the momentum created by ambitious sustainability agendas, geopolitical conflicts and fast technology development to provide reliable and sustainable supply chains?



Emma Papakosta | Head of Purchasing Development & Digitalization | NCC

NCC

Coffee Break

Creating a dynamic and true supplier relationship management culture

How do you secure real Supplier Relationship Management?

More and more companies realize the need for more wide and deep supplier relationship management. It is evident no one company can master the task of mitigating risk and developing more sustainable practices without a tighter collaboration. But how do you measure Supplier Performance and how do you secure Supplier Development? Considering if it is easy to be your Supplier. If they are happy to be your Suppliers? Should be they be happy to be your Suppliers? If yes, why? If no, why? Can you improve?

During this session you will come together to elaborate on what will be needed to create a more dynamic and true supplier relationship management culture. Taking into account the people aspect in procurement and secure to attract, retain and motivate the best people in the job market.

Discuss;

- What is the biggest challenge in Supplier Relationship Management and how do you secure best performance in Safety, Quality, Delivery, Cost?
- How to secure an effective Category Cross-functional Team in Procurement?
- Who is the owner of the Supplier in your Organisation? And why?



Nicola Gianluca Raimondi | Head of Supplier Quality Development Governance, Standards, Transformation and Offshore | Vestas

Vestas

Carbon management for enterprises with complex supply chains

How do you embed Scope 3 Considerations into Procurement Processes?

Scope 3 emissions often make up over 90% of a company's total emissions, presenting an opportunity for reducing environmental impact through strategic procurement. As organisations encounter growing demands from consumers, investors, and regulators to meet sustainability targets, embedding Scope 3 considerations into procurement processes is becoming essential. This session will explore how companies can leverage Scope 3 initiatives not only to meet these expectations but also to enhance procurement strategies and drive profitability.

Discuss;

- What are the key challenges in incorporating Scope 3 decisions into procurement processes?
- How can data accuracy enable actionability within procurement?
- What is the strategic importance and potential benefits for organisations?



Eduardo Gomez | Co-founder and Chief Product Officer | Emitwise

Emitwise®

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!

Change Session Transition Time - all moving to the main room...

Breaking down the goal for excellence into steps taken

Keynote | How do you develop procurement into a Hero Function?

We still hear the divide. Between procurement being a task based operations hub enabling the business to function (or just doing as being told). Or being the source of knowledge enabling the business to make the right sourcing and production decisions short and long term. Perhaps most likely a bit of both. Needing to be more of that business partner as more insight is needed that procurement knows the most about.

More and more companies are transforming procurement and engaging in enabling excellence in strategies and operations. But what does that mean? What does it mean when you still have more to do than you can handle? And more tasks are being added. How do you break down the goal for excellence into steps taken that help create a Hero Function with resources the business need and ask for?

During this session we will walk through changing environments. How - if you will - can you create a Brand Strategy for procurement?

- What role does processes and the choice of operating model have in creating excellence?
- How can and will technology play a part in enabling focus where focus is needed?
- Who will future procurement professionals be - what type mix of people may be desirable?

Daniel Johansson | Global Head Procurement Strategy & Excellence | CSL



CSL

17:30 Summary of Day 1

17:30- 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)

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

08:30 Coffee is served

09:00 Opening of CPO Outlook 2024 | Day 2

09:10 Navigating through the hype called AI & Generative AI

Panel | AI & GenAI - the Truth, actual use cases, anticipation and corporate considerations

Artificial Intelligence and Generative AI is on many peoples lips at the moment. The promise of what just may be possible to achieve seem endless. How should you - working in a large corporation in supply chain and procurement make use of the potential that lies in AI? If you want to look beyond single use cases and truly consider what advanced technology may mean to how you consider **Risk - Strategy - Talent - Operating Model - Technology and Data as well as Adoption and Scaling**.

During this session we turn to the consultancy firms and ask Per Svanberg, Partner at EY, Pontus Sandslätt, Head of Procurement advisory at KPMG and Patric Olsson, Director, Procurement transformation at PwC what their experiences in this fast developing area is. You will get Hands On, True, Fact Based and Concrete examples and advice.

In addition you will learn from your peers in the room, how can we together tackle considerations and anticipations that will help You make use of technology, make operating model future plans, consider talent options and fast track you to elevate your procurement excellence projects.

- Where is AI technology on a maturity scale today?
- Real procurement and supply chain use cases in 2024
- What are the anticipated effects on future procurement operating model considerations?
- Which competences should procurement ad in relation to current realities and future needs?
- How important is data quality (really) and what do companies need to do to secure non bias insights?
- Which data security considerations should companies focus on as systems and data is opened up?



EY
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working world



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pwc

Per Svanberg | Parter | EY, Pontus Sandslätt | Head of Procurement advisory | KPMG & Patric Olsson | Director, Procurement transformation | PwC

10:20 Break

Corporate sustainability goals translated in to procurement strategies, operations & measures

Panel | How are corporate sustainability goals translated and executed within procurement?

Benchmark sharing of tangible example of Sustainability improvement beyond reporting. Companies are reaching Scope 3 strategies and consider how to tackle existing and upcoming regulations such as CSDDD and CSRD. By now we should be able to share and discuss actual measures, actual processes and real examples of how to take high stake sustainability goals and translate them into operations. What can and should procurement do?

We will go through;

- What role does procurement have ensuring corporate sustainability development?
- How are procurement focused sustainability considerations organized and aligned with the overall business?
- Work on creating transparency, measuring and reducing scope 3 emissions
- Human rights considerations and green claims
- Indirect procurement sustainability considerations and strategies
- Work done since 2023 when Stora Enso hosted a workshop focusing on preparations for CSDDD



IKEA



Fazer



storaenso

Ulrika White | Head of Procurement Sustainability | Ingka/IKEA Retail , Kaissa Mattson | Director Sustainable Sourcing and Human Rights | Fazer, Rasmus Finnström | Head of sustainable supply chain | Stora Enso

Roles and responsibilities shaping procurement ahead

Panel | How would you develop your procurement organization now and ahead?

In 2023 EBG asked a workshop group what their procurement organization did the most - admin and firefighting - and what they would like to do more of - building relationships, innovate and add value to the business and customers. It has been the same for years. Why? Why is there a gap between what procurement (at large) do and want to do? Will the competences needed yesterday be the same needed tomorrow?

During this session we will hear different perspectives from different industries on the above and allow you in the room to discuss and share notes with peers.

We will discuss;

- Which guiding principles have and will be shaping your procurement organization?
- What should be core procurement tasks and what should be removed (and if so how)?
- How do you cater for competences needed and who does what with a constant increase of tasks placed with procurement?



sodexo



ARJO



GlobalConnect

Anna Henriksson | Director Supply Management | Sodexo, Lotta Berg Carlsson | VP Procurement | Arjo & Soile Hammargård | CPO | GlobalConnect

Creating a high performing, effective, coordinated, future proof and digitized indirect spend reality

Keynote | 5 years on the road from nothing toward world class - Lessons learned from the journey; successes and pitfalls from Inter IKEA Indirect procurement

How do you go from a self-organized indirect procurement executed in different ways in over 50 legal units spread across the globe, to a high performing, effective, coordinated, future proof and digitized reality?

For the past 5 years Inter IKEA Indirect procurement have gone through a remarkable development focusing on maximizing benefit for the organization, enabling transparency, reducing cost and ensuring compliance to laws and requirements.

Today a center led procurement organization is orchestrating procurement across and Source to Pay suite set up with with standardized process is implemented throughout the organization. The Indirect Procurement team has gone from an idea, to a highly respected and valued department recognized for adding real value.

How did they make the shift?

Joel Andersson | Process development and digitalization project leader - Category Area Indirect Procurement & Rickard Klasson | Process development and digitalization manager - Category Area Indirect Procurement | Inter IKEA Group



Transition time to workshops

Focused Theme Discussions aka Workshops/Think Tanks

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.

Embedding a risk based approach to sustainable sourcing and procurement

Workshop | How can companies build a procurement function and sourcing processes that cater for sustainable procurement?

1

As regulations increase and sustainability is being built into corporate DNAs, the question arise how to develop procurement accordingly. Overall it is recommended to take a risk based approach to enable the insights needed. Insights that will require nTier knowledge that does not exist today. Supplier communication and collaboration that must be developed far beyond the 80/20 division seen in many companies today (focusing on the 20% relating to 80% of cost/emission/impact).

This workshop will focus on how companies can create the needed change in operating model, possibly new or changed KPIs, ensure the right skill-sets and focus on the right processes.

During this workshop you will learn from the experiences Tuukka have and engage in discussions with peers and experts. Let's discuss how prepared businesses are for the level of insights needed from a sustainability and CSR perspective. Tuukka Farin have years of experience managing and developing social, ethical, environmental and human rights issues and impacts in supply chains, most recent at Ericsson.

Discuss;

- What does a risk based approach to sustainable sourcing and procurement mean to you and your business?
- In what way can companies develop and scale nTier scanning and follow up?
- What does sustainable sourcing practices mean to supplier relationship management?

Tuukka Farin | Head of Procurement Development and Supplier Sustainability | Boliden



Securing preventive human right risks action plans in procurement

Think Tank (limited seats) | How do we secure preventive human right risks action plans throughout our supply chain?

2

Most companies have a supply base consisting of thousands of suppliers. How much do you know of human rights risks down your supply chain? Can procurement help each other create action plans, a structure and processes that are pragmatic?

"Companies in Europe will soon have to prove compliance with environmental and human rights standards within their supply chains.

Due diligence will be critical as companies will need to demonstrate they are adhering to human rights and environmental protection across their supply chains. This includes both their own and suppliers' operations. They will also have to show what remedial action they are taking to address any issues that arise." (Source: World Economic Forum)

What does this mean to procurement strategies and operations? It seem clear signed code of conduct's, self assessments and occasional on site audits will not be enough.

How can procurement help secure companies live up to existing and upcoming human rights legislations? Are there strategies and processes in place or are all companies still in a "we have to start somewhere" mode? In this session, the aim is to learn from each other.

Share and discuss;

- What does it mean in practice to take a risk based approach when segmenting human right risk efforts?
- How do companies clarify the meaning of human rights violation?
- Who in the organization - and with what means - should carry the responsibility to follow up suppliers over time?
- How are companies setting up strategies and processes to incorporate due diligence, to identify, prevent, monitor and communicate with suppliers in question?

Anna Henriksson | Director Supply Management | Sodexo



Workshop | How do Procurement functions become a strategic business partner and actually achieve procurement excellence?

Procurement excellence | Procurement organisations often struggle with being tied up with operational and administrative tasks while the expectations from the organisation and management team are strategic in nature. Furthermore, many organisations encounter the dilemma to work on large topics for the future and to solve today's problems in parallel while resources are scarce. During this workshop, we will discuss how to manage both transitions and which challenges need to be managed, especially during a transformation. Do you, as a leader and decision maker, know what to do and do you have the mandate and right resources available?

Discuss;

- What is the overall position and reputation of Procurement within your organisation? Tender machine versus strategic business partner?
- What capabilities need to be developed to become a strategic business partner?
- What are key ingredients of successful transformation and what is your role as a leader?

Hubert Verweij, Director, Head of Operations & Patric Olsson | Director, Procurement transformation | PwC



Designing processes, enabling digitalization and avoiding pitfalls in indirect procurement development

Workshop | Source 2 Pay - Process design and digitalization pitfalls to watch out for

Having gone from go from a self-organized indirect procurement executed in different ways in over 50 legal units spread across the globe, to a high performing, effective, coordinated, future proof and digitized reality - Joel and Rickard have many lessons learned to share. Following their keynote - welcome to join a workshop with equal sharing of experiences and group discussions - focusing on;

- Processes
- Digitalization
- Implementation choices

Joel Andersson | Process development and digitalization project leader - Category Area Indirect Procurement & Rickard Klasson | Process development and digitalization manager - Category Area Indirect Procurement | Inter IKEA Group



Engaging with SMEs to develop Scope 3 emissions

Workshop | How do you engage with SMEs to unlock critical Scope 3 Emissions Development?

Transtema are working towards the Science Based Target initiative to reduce emissions. Scope 3 play a vital part and at Transtema, Head of procurement and logistics reports to Head of Sustainability. As many organizations, Transtema have a large number of SME (small medium size) suppliers. Together they represent a large amount of the total spend as well as being an important part of Scope 3 emissions insights.

But how do you engage with a vast number of SMEs and gather relevant data over time? How do you help SMEs adjust and share relevant data in order to understand their role in your Scope 3 emissions journey?

SME participation presents several issues that must be addressed through a multifaceted strategy. It includes technology solutions, incentives, cooperation, and education.

Engaging with SMEs may need an engagement policy rather than an enforcement policy but still ensuring the needed data is reported. If a signed code of conduct was enough and spend was a good enough way to segment CO2 impact it is no longer so.

During this session you will discuss how you work with SMEs to increase Scope 3 insights. Compare and learn from each other!

Discuss;

- What is the role of SMEs in your Scope 3 emissions data collection?
- How can we drive changed insights moving from spend data to actual emissions data including SME data?
- What are easy to use ways to secure relevant SME emissions data?
- Which communications channels and ways to educate SMEs are being used?

Sonie Rudenschöld | Head of procurement and logistics | Transtema



Building Supplier Relationship Management processes and responsibilities

Workshop | What are challenges and opportunities in building Supplier Relationship Management processes and structures

In today's increasingly geopolitical landscape managing supplier relationships (SRM) has become more and more in focus. As some critical risks also reside in "tail spend" traditional models on structuring SRM are struggling to clearly single out the "few-but-important" relationships.

The orchestration of controls from several organizational "centers of excellence" and continuous monitoring of supplier health, feeding the SRM-processes, are further emphasizing the role of Procurement in the SRM cycle.

Adding to this, the original challenge of actionable master data for SRM (cost, on-time-delivery, quality), is now also made complex by the need to add up-to date information e.g. registers on sub-contractors, security measures, sustainability information reporting.

During this session you will hear lessons learned by KPMG as well as drawing from the experiences in the group joining,

During this workshop we will share and discuss;

- What information do we value when interacting with suppliers - and what is the "best suited role" for Procurement in this diverse stakeholder landscape?
- How can we orchestrate information flows to support meaningful supplier contacts, on several levels - before contracting and throughout the lifecycle?
- How do we utilize tools to collaborate (e.g. in S2C, Spend management, Risk Management, Quality control, Sustainability reporting, CLM, P2O, Invoicing...)?
- What is the challenge (and any silver-bullet solutions) to interact in "new ways" (e.g. portals, diversified communications, not "only" traditional KPIs) and how do you overcome challenges with these?

Björn Borgman | Partner & Head of Supply Chain | KPMG



Transition time to main room

Encouraging questioning of status quo to enable real change

Keynote | **DISOBEDIENCE - Encouraging Disruptive Thinking to reach Excellence**

The rate of change may seem spinning faster and faster. The level of insights, decision making facts and transparency is on paper demanding a lot more of employees today than before.

Still - people are often stuck in habits, change does not happen the way it was supposed to and frustration is often high among employees not feeling they can reach their full potential. This is why you need to know the importance of DISOBEYING the STATUS QUO. Change - any change - requires the need to disobey a situation that is fixed into habits, market, or limiting processes or believes.

During this session you will learn and be inspired by Nicola Gianluca Raimondi, Director SQD Governance, Standards & Transformation at Vestas. Nicola has been living in 9 Countries and has been in Leadership positions in Sourcing, Quality & Supplier Quality for more than 20 years in Multinational Companies. He is a lecturer and mentor for entrepreneurial programs and universities and a Life & Business International Coach.

Learn more about;

- What is excellence?
- Why the need to disobey status quo?
- What role do You and Your intentions play reaching excellence?

Nicola Gianluca Raimondi | Head of Supplier Quality Development Governance, Standards, Transformation and Offshore | Vestas



Vestas

15:45 Wrap up and End of CPO Outlook 2024

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

Join EBG | Network networking & workshops in Stockholm, Gothenburg & Copenhagen during spring 2025!

EBG have enabled smaller workshops for several years. In 2025 meeting up locally to discuss what You want to learn more about and discuss with others.

Do You want to join?

Email anna@ebgnetwork.com to discuss what to bring up and who to invite

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.

The 2024 version of CPO Outlook marks the 20th summits EBG host since 2010 bringing together a total of thousands of people eager to learn from each other!

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



Expert Organizations

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



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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 @lvalua.



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 IntegrityNext

IntegrityNext is a leading solution for supply chain sustainability management and ESG compliance. The cloud-based platform helps companies adhere to regulatory due diligence requirements, meet decarbonization targets, and report in line with internationally recognized disclosure standards such as the GRI and CSRD/ESRS. In doing so, IntegrityNext supports its clients in identifying relevant ESG risks along the value chain and improving their sustainability performance. Learn more via integritynext.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 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



About SpendHQ

SpendHQ is the leading best-in-class provider of enterprise Spend Intelligence and Procurement Performance Management solutions. These products fill a critical strategic management gap in the solution landscape, by producing actionable spend insights that drive new initiatives, goals, and clear measurement of Procurement's overall value to the business.

Backed by nearly 20 years of procurement expertise, SpendHQ's solutions give businesses the rapid, accurate spend intelligence and performance optimization needed to drive better financial and non-financial outcomes, advance procurement maturity, and demonstrate impact with data. Learn more via spendhq.com



About Coupa

Coupa makes margins multiply through its community-generated AI and industry leading total spend management platform for businesses large and small. Coupa AI is informed by trillions of dollars of direct and indirect spend data across a global network of 10M+ buyers and suppliers. We empower you with the ability to predict, prescribe, and automate smarter, more profitable business decisions to improve operating margins. Coupa is the margin multiplier company. Learn more at coupa.com and follow us on LinkedIn and X (Twitter).



About GEP

GEP® delivers AI-powered procurement and 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.

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About Keelvar

Keelvar is a leading provider of sourcing optimization and autonomous sourcing offering easy adoption and enhanced productivity while supporting large scale deployments for the world's largest enterprises. Keelvar is powered by unique artificial intelligence, designed by our category experts to deliver significant savings and operational improvements for leading global enterprises. Not limited by size, scale, or complexity – Keelvar powers some of the most demanding global, sourcing teams including Siemens, Microsoft, Samsung, Coca-Cola, and Novartis. Learn more via keelvar.com



About Emitwise

The Emitwise platform empowers procurement professionals at global organisations with complex supply chains to make informed Scope 3 decarbonisation decisions using accurate primary emissions data, while also enabling their suppliers, regardless of their maturity level, to take meaningful action on carbon. Learn more via emitwise.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. 800,000 users in the Onventis network handle an annual business volume of over 15 billion euros with 280,000 suppliers. Learn more via onventis.com



About Sphera

Sphera is the leading provider of Environmental, Social and Governance (ESG) performance and risk management software, data and consulting services with a focus on Environment, Health, Safety & Sustainability (EHS&S), Operational Risk Management and Product Stewardship. Learn more via sphera.com



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Registration details

Voluntary drinks & dinner reception:
October 15th (included in the registration investment maximum 30% discount tickets

**Terms apply)*

Starting at 17:30-21:00

Main conference: October 15th-16th
Starting with registration on the 15th at 08:00 and ending on the 16th at 4:00

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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. It is possible to change during the day too if there is space

>>Register here or go to cpooutlook.com

Want to know more?

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E-mail us via anna@ebgnetwork.com

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How about online?

CPO Outlook 2024 is only held onsite in Stockholm. All on stage sessions (that EBG are allowed to share) will be made available online for you who join the summit in Stockholm.



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