

October 15th | drinks reception & dinner

October 15th & 16th | Stockholm

Hotel Birger Jarl, Stockholm

# cpo outlook 2025



Photo credit: Christian Elfström

[cpooutlook.com](http://cpooutlook.com)

Speakers & Moderators include



ESTÉE  
LAUDER



Länsförsäkringar



SCANIA



NCC



Dentsply  
Sirona



CARVE  
CONSULTING



KONECRANES



KONECRANES



ORION  
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Electrolux



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The Hackett Group  
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Expert Organizations

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ivalua

coupa

ZYCUS  
COGNITIVE SOURCE TO PAY

GEP

KODIAK  
HUB

JAGGAER

ecovadis

Organizer:

ebg | Network

# Why join CPO Outlook 2025?



## Smart Procurement: Powered by People, Accelerated by Tech – welcome to the 20th summit EBG proudly hosts!

Since 2010, CPO Outlook has been the Nordic meeting place where procurement leaders, experts, and innovators come together to exchange experiences, challenge ideas, and move from ambition to action.

This is not a summit of polished presentations and empty promises. It's about what *really works* – and what doesn't – when procurement leaders tackle rising expectations, complex supply networks, and fast-moving technology.

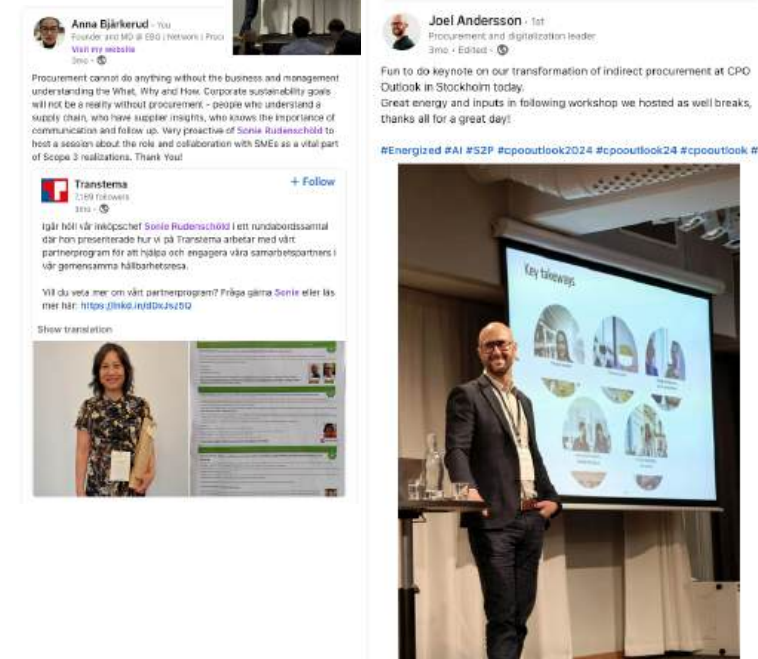
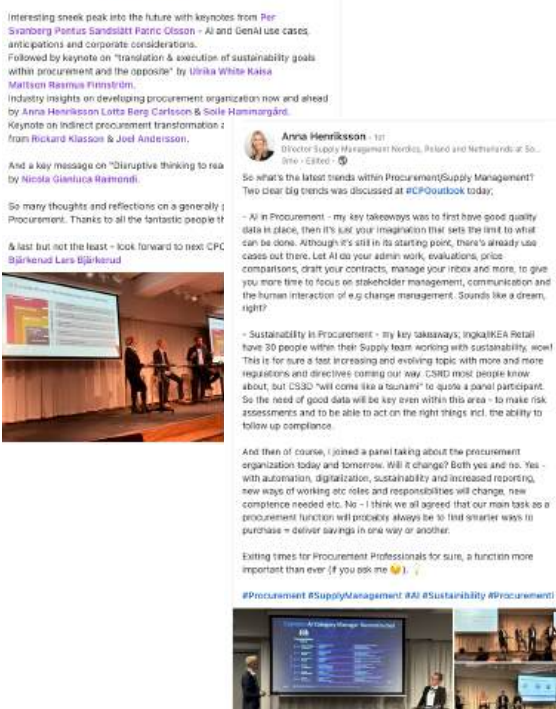
- ✓ **Roundtables, workshops, panels, keynotes – all focused on real cases, not theory**
- ✓ **Seats are limited – because meaningful dialogue can only happen in the right setting**
- ✓ **You'll meet peers, not strangers – and leave with connections that last beyond October**

At CPO Outlook 2025, we ask the hard questions:

- 👉 *If this is your reality today – with limited resources and growing demands – what will it take to bridge the gap from “as is” to “should be”?*
- 👉 *How can people, process, and technology come together to make procurement smart – not just busier?*

We look forward to seeing you in Stockholm!

**Best regards,**  
**Anna Bjärkerud**  
Founder & MD



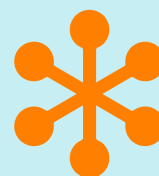
## KEYNOTES

For all presentations in the plenum hall



## FOCUSED THEME DISCUSSIONS

Parallel workshops where you choose what topic best fit you



## THEME DISCUSSIONS

Round table discussions enabling You to learn from peers and experts



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

Visit [cpooutlook.com](https://cpooutlook.com) here

Register here to meet us in Stockholm!

CPO Outlook 2025 is only available for you joining us in Stockholm

## Agenda Overview

### Day 1 - October 15th

Time	Title / Description	Format
08:00-08:45	<b>Registration open</b>	Registration
08:45-09:00	CPO Outlook 2025 Opening	Opening
09:00-09:10	Tech run through	
09:10-09:40	Market Overview: What lies ahead for procurement? Bain	Keynote
09:40-10:05	Prowave Customer Case Keynote	Keynote
10:05-10:35	<b>Morning Coffee &amp; Networking</b>	Break
10:35-10:45	Tech run through	
10:45-11:10	Coupa Customer Case Keynote	Keynote
11:10-11:20	Move to Theme Discussions I	Transition
11:20-12:05	Roundtable Discussions 1-10 <ul style="list-style-type: none"> <li>- How can we see and act on supplier risk – beyond tier 1?   Prowave</li> <li>- Supplier Data Mastery: Turning Procurement into a Strategic Powerhouse   Ivalua</li> <li>- AgenticAI-Driven Procurement: Transforming Operations Through Intelligent Automation   Zycus</li> <li>- How Can Procurement Drive Decarbonization – Without Derailing Cost and Compliance Goals?   EcoVadis</li> <li>- How can we effectively use AI in Category Management - and where do we currently stand   JAGGAER</li> </ul>	
12:05-12:15	Move to Theme Discussions II	Transition
12:15-13:00	Roundtable Discussions 1-10 (same topics as TD I)	Theme Discussions II
13:00-14:00	<b>Networking Lunch</b>	Lunch
14:00-14:25	Ivalua Customer Case Keynote	Keynote
14:25-14:35	Move to Theme Discussions III	Transition
14:35-15:20	Roundtable Discussions 11-20 <ul style="list-style-type: none"> <li>- What does your procurement tech stack really enable – and what gets in the way?   Estée Lauder Companies</li> <li>- How do you build a high-impact indirect procurement team—without creating a new silo?   Hempel</li> <li>- How do you ensure compliance and agility in IT sourcing when everything's changing—fast?   Handelsbanken</li> <li>- How do you connect insights, ownership, and action across the supplier lifecycle?   Konecranes</li> <li>- Bridging the Procurement Gap: Aligning Strategic Sourcing with Operational Purchasing   Orion</li> </ul>	
15:20-15:50	<b>Afternoon Break</b>	Break
15:50-16:35	Roundtable Discussions 11-20 (same topics)	Theme Discussions IV
16:35-16:45	Move to Main Plenum	Transition
16:45-17:15	From Procurement to Global Supplier Management: Rewiring Procurement for the Next Era Huso Hasanovic, Estée Lauder	Keynote
17:15	Wrap up of Day 1	
17:30-19:00	<b>Networking &amp; Drinks Reception</b>	Drinks
19:00-Later	<b>Seated Dinner (pre-registration required)</b>	Dinner



## Day 2 - October 16th

Time	Title / Description	Format
08:30-09:00	<b>Welcome Coffee &amp; Seating</b>	Registration
09:00-09:15	Framing the Day Ahead & Pre-Summit Survey results  EBG Network & Hackett Group	Opening Remarks
09:15-10:00	Procurement Under Pressure: Making Confident Decisions Amid Complexity  Länsförsäkringar, NCC, Scania	Panel
10:00-10:30	<b>Coffee &amp; Conversation</b>	Break
10:30-11:15	How Do You Build a Sourcing Process That Sees, Shares & Acts on Supplier Risk?  Electrolux, Dentsply Sirona	Panel
11:15-12:00	Sustainability in Procurement: Balancing Risk, Resilience, and Regulation  Cirio	Panel
12:00-13:00	<b>Networking lunch</b>	
13:00-13:50	Choose from: 1. Making Sustainable Procurement Work 2. From Risk Awareness to Action 3. Rewiring Capability & Operating Model 4. Supplier Relationship Management development 5. What lies ahead for indirect procurement?	Parallel Workshops
13:50-14:00	Transition time to plenum	
14:00-14:30	Beyond Boundaries: Redefining Business in the Age of Transformation  The Estée Lauder Companies	CPO Panel
14:30-14:50	What If Procurement Worked Differently? Agentic AI and MAS realities and possibilities as part of transformational procurement development  Lars J Andersson, Carve	Keynote
14:50-15:10	<b>Coffee &amp; Conversation</b>	
15:10-16:00	What if group discussions - how to master complexity and utilise possibilities  EBG   Network & Hackett Group led	Plenum
16:00-16:30	Corporate Wide Digital and GenAI transformation considerations  Large organizations share their corporate views	Panel
about 16:30	Wrap up and The End	Plenum

# 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.

## !Prewave

### 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. Prewaves 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](https://prewave.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](https://coupa.com) and follow us on LinkedIn and X (Twitter).



### 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](https://ivalua.com) | Follow us at @lvalua.

## ecovadis

### 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](https://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](https://zycus.com)



### About Kodiak Hub

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.

Fresh thinking, innovative products, unrivaled domain expertise, smart, passionate people — this is how GEP SOFTWARE™, GEP STRATEGY™ and GEP MANAGED SERVICE™ together deliver procurement and supply chain solutions of unprecedented scale, power and effectiveness.

Headquartered in Clark, New Jersey, GEP has offices and operations centers across Europe, Asia, Africa and the Americas. To learn more, visit [gep.com](https://gep.com)



### About JAGGAER

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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## Stockholm Venue

*drinks, dinner and the summit are held at*

Hotel Birger Jarl | Birger Jarlsgatan 61A  
Stockholm | Sweden

Hotel Birger Jarl has a perfect city location with subway nearby and walking distance to the city centre.

It can't get easier to get here! For you who come by car they offer a parking garage in the building with elevators up to the meeting floor.

EBG has secured a room discount - just say "EBG" when making your reservation.

>>Visit the conference website to find a map and overview over suitable hotel options

## Will we see you?

### 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

### Practitioner Investment

9 950 sek

*(discounts available, visit summit website)*

Consultants/system providers invest 17 990 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. It is possible to change during the day too if there is space

>>Register here or go to [cpooutlook.com](https://cpooutlook.com)

Want to know more?

Call us today via +46 73 350 03 43

E-mail us via [anna@ebgnetwork.com](mailto:anna@ebgnetwork.com)

or

[lars@ebgnetwork.com](mailto:lars@ebgnetwork.com)

## How about online?

CPO Outlook 2025 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](http://ebgnetwork.com)