

October 15th | drinks reception & dinner

October 15th & 16th | Stockholm

Hotel Birger Jarl, Stockholm

cpo outlook 2025



Photo credit: Christian Elfström

cpooutlook.com

Speakers & Moderators include



ESTÉE LAUDER



Länsförsäkringar



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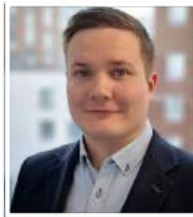
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Organizer:

e|b|g | Network

Why join CPO Outlook 2025?

Emma Papakosta · 1st
Head of Purchasing Development & Digitalization @ H&M | Born...
3mo · 15

Fantastic discussions at my round table during #CPOOutlook! We highlighted that thriving in today's VUCA world requires not just new competencies—like resilience, adaptability, critical thinking, decision-making confidence, and collaboration—but also a proactive mindset. These elements are crucial for navigating disruptions and driving procurement success.

Thanks to everyone who contributed their insights!

#ProcurementLeadership #FutureSkills #MindsetMatters #Resilience &



Amit Kumar · 2nd
Supplier Relationship Management, Category Management...
3mo · 15

Satisfying conclusion to #CPOOutlook on 10th Oct.

Interesting sneak peek into the future with keynotes from Per Svanberg Pontus Sandström Patrik Olsson - AI and GenAI use cases, anticipations and corporate considerations.

Followed by keynote on "translation & execution of sustainability goals within procurement and the opposite" by Ulrika White Kalla Martinsson Rasmus Persson.

Industry insights on developing procurement organization now and ahead by Anna Henriksson Lotta Berg Carlsson & Solle Hammargård.

Keynote on indirect procurement transformation from Rickard Klasson & Joel Andersson.

And a key message on "Disruptive thinking to rise by Nicola Giantuca Ramondini.

So many thoughts and reflections on a generally Procurement. Thanks to all the fantastic people!

& last but not the least - look forward to next CPO Bjärkerud Lars Bjärkerud



Anna Henriksson · 1st
Procurement Supply Management Nordics, Poland and Netherlands at So...
3mo · Edited · 15

So what's the latest trends within Procurement/Supply Management? Two clear big trends was discussed at #CPOOutlook today:

- AI in Procurement - my key takeaways was to first have good quality data in place, then it's just your imagination that sets the limit to what can be done. Although it's still in its starting point, there's already use cases out there. Let AI do your admin work, evaluations, price comparisons, draft your contracts, manage your inbox and more, to give you more time to focus on stakeholder management, communication and the human interaction of e.g. change management. Sounds like a dream, right?

- Sustainability in Procurement - my key takeaways, Ingka/REX Retail have 30 people within their Supply team working with sustainability. Now! This is for sure a fast increasing and evolving topic with more and more regulations and directives coming out. CSRD most people know about, but CS3D "will come like a tsunami" to quote a panel participant. So the need of good data will be key even within this area - to make risk assessments and to be able to act on the right things incl. the ability to follow up compliance.

And then of course, I joined a panel talking about the procurement organization today and tomorrow. Will it change? Both yes and no. Yes - with automation, digitalization, sustainability and increased reporting, new ways of working etc roles and responsibilities will change, new competence needed etc. No - I think we all agreed that our main task as a procurement function will probably always be to find smarter ways to purchase - deliver savings in one way or another.

Exiting times for Procurement Professionals for sure, a function more important than ever (if you ask me 😊).

#Procurement #SupplyManagement #AI #Sustainability #Procurement



Anna Bjärkerud · You
Founder and MD @ ESO | Network | Proc...
Wall vrr website
3mo · 15

Procurement cannot do anything without the business and management understanding the What, Why and How. Corporate sustainability goals will not be a reality without procurement - people who understand a supply chain, who have supplier insights, who knows the importance of communication and follow up. Very proactive of Solle Rudenschoöld to host a session about the role and collaboration with SMEs as a vital part of Scope 3 realizations. Thank You!

Transterna
1259 followers
3mo · 15

igår höll vår inläppschef Solle Rudenschoöld i ett rundabordssamtal där hon presenterade hur vi på Transterna arbetar med vårt partnersprogram för att hjälpa och engagera våra samarbetspartners i vår gemensamma hållbarhetsresa.

Vill du veta mer om vårt partnersprogram? Fråga gärna Solle eller läs mer här: <https://linktr.ee/ESO>

Show translation



Joel Andersson · 1st
Procurement and digitalization leader.
3mo · Edited · 15

Fun to do keynote on our transformation of indirect procurement at CPO Outlook in Stockholm today. Great energy and inputs in following workshop we hosted as well breaks, thanks all for a great day!

#Energized #AI #S2P #cpooutlook2024 #cpooutlook24 #cpooutlook #



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

Mark Gustafson · 1st
Procurement Digital Transformation for Global FM/Logistics at E...
3mo · 15

Motivated to move mountains from the well-planned and executed #CPOOutlook I attended along with my Electrolux Stockholm colleagues Anders Törnfeld and Valerie Tay.

We were inspired by keynote speakers, new developments from technology/ service providers, and peers facing similar challenges.

My roundtable session was well attended and included engaging dialogue from the participants. I am glad I accepted this invitation to moderate and stretch myself doing something a bit outside of my comfort zone.

I am looking forward to further dialogue with new connections and participating in future events with Anna Bjärkerud and Lars Bjärkerud.



👤 You and 148 others · 8 comments · 1 repost



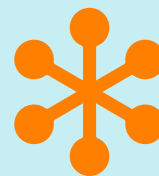
KEYNOTES

For all presentations in the plenum hall



FOCUSED THEME DISCUSSIONS

Parallel workshops where you choose what topic best fit you



THEME DISCUSSIONS

Round table discussions enabling You to learn from peers and experts



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

Visit cpooutlook.com here

Register here to meet us in Stockholm!

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	Registration open	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? Yannick Thiry Expert Partner Bain	Keynote
09:40-10:05	Prewave Customer Case Keynote	Keynote
10:05-10:35	Morning Coffee & Networking	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 - How can we see and act on supplier risk – beyond tier 1? Prewave - Supplier Data Mastery: Turning Procurement into a Strategic Powerhouse Ivalua - AgenticAI-Driven Procurement: Transforming Operations Through Intelligent Automation Zycus - How Can Procurement Drive Decarbonization – Without Derailing Cost and Compliance Goals? EcoVadis - How can we effectively use AI in Category Management - and where do we currently stand JAGGAER - Is AI in Procurement Fact or Fiction? Get the Real Story GEP	
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	Networking Lunch	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 - What does your procurement tech stack really enable – and what gets in the way? Estée Lauder Companies - How do you build a high-impact indirect procurement team–without creating a new silo? Hempel - How do you ensure compliance and agility in IT sourcing when everything’s changing–fast? Handelsbanken - How do you connect insights, ownership, and action across the supplier lifecycle? Konecranes - Bridging the Procurement Gap: Aligning Strategic Sourcing with Operational Purchasing Orion	
15:20-15:50	Afternoon Break	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 Executive Director Digital Sourcing & Procurement Services Estée Lauder	Keynote
17:15	Wrap up of Day 1	
17:30-19:00	Networking & Drinks Reception	Drinks
19:00-Later	Seated Dinner (pre-registration required)	Dinner

Day 2 - October 16th

Time	Title / Description	Format
08:30-09:00	Welcome Coffee & Seating	Registration
09:00-09:15	Framing the Day Ahead & Pre-Summit Survey results EBG Network & Vicky Kavan Hackett Group	Opening Remarks
09:15-10:00	Procurement Under Pressure: Making Confident Decisions Amid Complexity Maria Kämbrant CPO Länsförsäkringar, Emma Papakosta Head of Purchasing Development & Digitalization NCC & Linda Grubbström Head of Strategy & Purchasing Way Scania	Panel
10:00-10:30	Coffee & Conversation	Break
10:30-11:15	How Do You Build a Sourcing Process That Sees, Shares & Acts on Supplier Risk? Mirela Boldu Director Procurement PMO, Valerie Tay Program Manager, Group Procurement & Davide Bon Procurement Program Manager Electrolux & Aneesh Venkataraman Director ProcureX Dentsply Sirona	Panel
11:15-12:00	Sustainability in Procurement: Balancing Risk, Resilience, and Regulation David Frydinger Cirio	Panel
12:00-13:00	Networking lunch	
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	What Should Procurement Really Become – If We Designed It for the Future? Huso Hasanovic The Estée Lauder Companies	CPO Panel
14:30-14:50	Keynote Beyond Incremental: What Procurement Could Be in a GenAI-Enabled World Lars J Andersson Partner Carve	Keynote
14:50-15:10	Coffee & Conversation	
15:10-16:00	Keynote + Brainstorm What the Data Tells Us: Rebuilding Procurement for Impact in an AI World EBG Network & Vicky Kavan 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



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 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.

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



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 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



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.

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.

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accenture

About Accenture

Accenture is a leading global professional services company that helps the world's leading businesses, governments and other organizations build their digital core, optimize their operations, accelerate revenue growth and enhance citizen services—creating tangible value at speed and scale. We are a talent- and innovation-led company with approximately 801,000 people serving clients in more than 120 countries. Technology is at the core of change today, and we are one of the world's leaders in helping drive that change, with strong ecosystem relationships.

We combine our strength in technology and leadership in cloud, data and AI with unmatched industry experience, functional expertise and global delivery capability. Our broad range of services, solutions and assets across Strategy & Consulting, Technology, Operations, Industry X and Song, together with our culture of shared success and commitment to creating 360° value, enable us to help our clients reinvent and build trusted, lasting relationships. We measure our success by the 360° value we create for our clients, each other, our shareholders, partners and communities. Visit us at accenture.com

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

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





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

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 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