

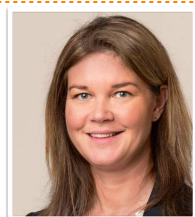
# cpo outlook 2022

October 12th | drinks reception & dinner

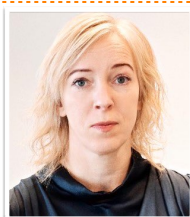
October 12th & 13th | Onsite Conference  
Hotel Birger Jarl, Stockholm



Speakers & Moderators include



**ahlsell**



**norwegian**



**H&M**



**ERICSSON**



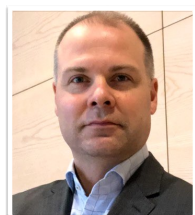
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**NORDEN**  
Trust powered by intelligence



**MAERSK DRILLING**



The Bioforce Company  
**UPM**



**GETINGE**



**IKANO BANK**



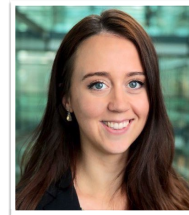
**Lantmännen**



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**AstraZeneca**



**EY**  
Building a better working world



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Organizer:

**e|b|g** | **Network**

## Why join CPO Outlook 2022?

EBC know how busy you are. How much is on your and your teams plate. What's at stake. That the demands are rising and time is just not enough.

We want you to join CPO Outlook to meet with 100 peers that face the same scenarios as you and are willing to share their experiences with you. We believe these occasions are rare.

At CPO Outlook you have informal yet to the point conversations with as many as is possible. CPO Outlook is not a fair - it is a think tank and a way to find concrete solutions to Your challenges. To encourage You and to support You as you continue the very important work You do. CPO Outlook is made for you with an interest to develop procurement as an end to end structure. Across functions and in-between organizations.

Only here can you in the Nordics and beyond meet with experts in different areas and learn from their know how at the same time as you draw from a peer group ideas and thoughts.

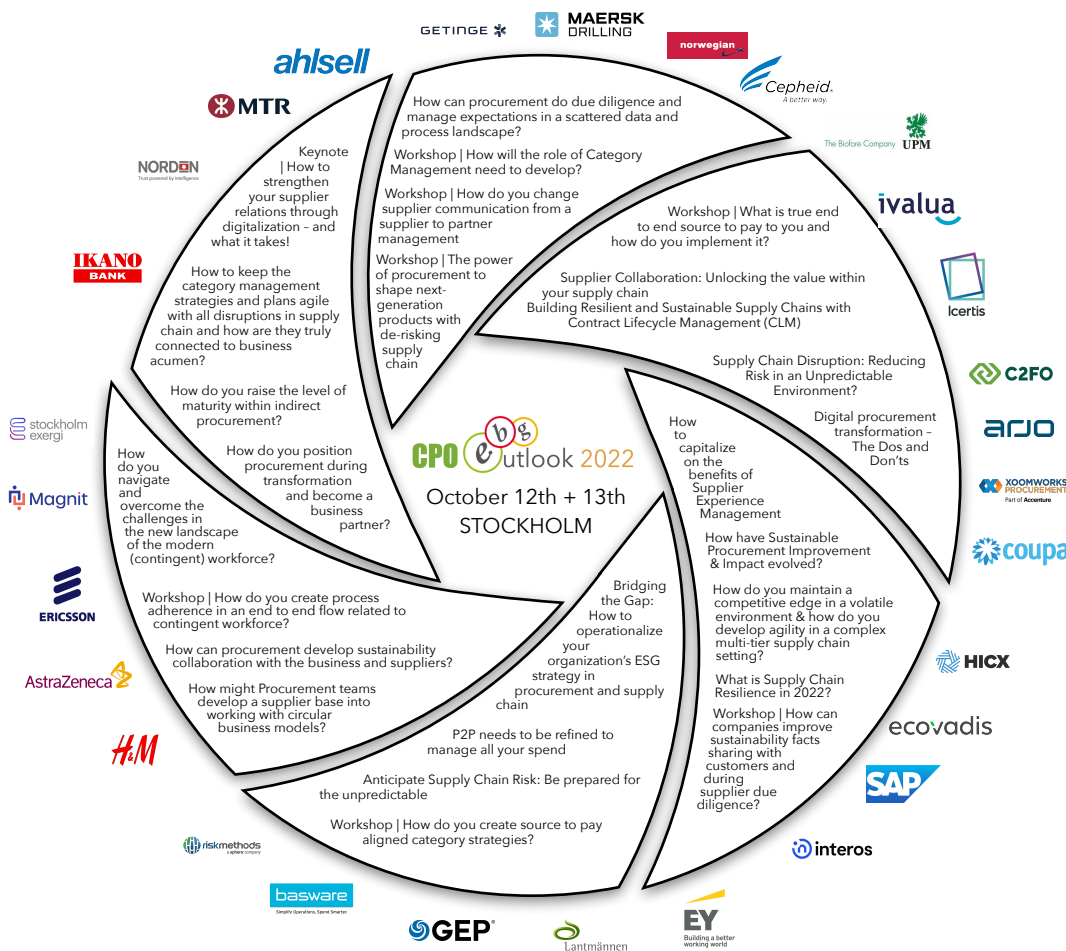
CPO Outlook is based upon numerous Theme Discussions - round table discussions and Focused Theme Discussions - workshops. Informal yet to the point with limited seats. Below a high level overview of what you can choose from. EBG | Network have enabled networking summits since 2010 and look forward to seeing you again!

How about Online? For you who cannot join us onsite in Stockholm there is an online option. Not the same as Onsite, Online you can enjoy demos and customer cases as well as finding and networking with peers sharing Your interests. Learn more via [cpooutlook.com](http://cpooutlook.com)

We hope to see you in person or online for the Only End to End procurement summit in the Nordics in 2022!

Welcome!  
Anna & Lars Bjärkerud

How do you meet others sharing the same interests as You in an informal yet to the point way? At CPO Outlook 2022 you can finally meet and discuss with peers and experts about matters important to You!



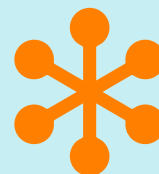
## KEYNOTES

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](http://cpooutlook.com) here

[Register here to meet us in Stockholm!](#)

Stockholm   October 12th 2022 - Program Overview	
08:00	Registration is open coffee is served
09:00	Opening of CPO Outlook 2022
09:10	 <b>Reflections   How can companies develop procurement and supply chain through business acumen?</b> <b>Benny Hall   CPO   MTR Nordic Group and Grant Morrison   Director, Head of Category Management   Maersk Drilling</b>
	 <b>Keynote   How to strengthen your supplier relations through digitalization - and what it takes!</b> <b>Karolina Hagberg Chinell, CPO and member of the Group Management Team, Ahlsell</b> <b>Session enabled by Ivalua</b>
10:00	Networking break
10:30	 <b>Keynote enabled by Icertis</b>
11:00	<b>Change Session Transition Time...</b>
11:10	 <b>Theme Discussions   Session 1</b> Round table discussion enabling know how exchange. Each session have limited seats.     Parallel sessions
11:50	<b>Change Session Transition Time...</b>
11:55	 <b>Theme Discussions   Session 2 - same discussions as during Session 1</b> Round table discussion enabling know how exchange. Each session have limited seats.     Parallel sessions
12:40	<b>Networking Lunch</b>
13:50	 <b>What do we mean by end-to-end in procurement?</b> <b>Rasmus Kristensen   Head of Central Procurement   Lantmännen</b>
14:15	<b>Change Session Transition Time...</b>
14:25	 <b>Theme Discussions   Session 3</b> Round table discussion enabling know how exchange. Each session have limited seats.     Parallel sessions
15:10	<b>Networking Coffee Break</b>
15:40	 <b>Theme Discussions   Session 4 - same discussions as during Session 3</b> Round table discussion enabling know how exchange. Each session have limited seats.     Parallel sessions
16:30	<b>Change Session Transition Time...</b>
16:40	 <b>Demystifying reaching corporate sustainability commitments</b> <b>Tobias Dock   Senior Manager Purchasing Development   Getinge &amp; Håkan Sjöberg   Global Category Manager Energy &amp; Utilities   AstraZeneca</b>
17:15	<b>End of Day 1</b>
17:30-21:00	Drinks & Dinner reception! Included in the registration investment using the discount code via <a href="https://cpooutlook.com">cpooutlook.com</a>

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

For the Online program visit [cpooutlook.com](https://cpooutlook.com)

Stockholm   October 13th 2022 - Program Overview	
08:30	Coffee is served
09:00	Opening of CPO Outlook 2022   Day 2
	<b>Introduction to day 2</b>
	<b>Reflections   Indirect procurement, becoming a business partner and change management</b>
	<b>Manisha Mathur   Head of Procurement   Norden</b>
	<b>Reflections   The Norwegian story about change, challenges and team spirit as procurement is being transformed</b>
	<b>Knut Olav Høeg   EVP IT and Business Services   Norwegian Air Shuttle ASA</b>
	Networking break
10:00	
10:30	<b>What will be discussed during Focused Theme Discussions 1, 2, 3 &amp; 4?</b>
10:50	<b>Change Session Transition Time...</b>
11:05	<b>Focused Theme Discussions 1, 2, 3 &amp; 4</b> 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
	<b>1. Workshop   How will the role of Category Management need to develop?</b> Workshop host: Grant Morrison, Director, Head of Category Management, Maersk Drilling
	<b>2. Workshop   How do you change supplier communication from a supplier to partner management perspective?</b> Workshop hosts: Paul Salwik, Director IT & Technical Procurement, Dace Lubane, VP Business Centre and Operational Procurement & Francine Gayrard, Head of Airport Procurement, Norwegian
	<b>3. Workshop   What is true end to end source to pay to you and how do you implement it?</b> Workshop host: Jukka-Pekka Hämäläinen, Vice President, Source to Pay Operations, UPM
	<b>4. Workshop   The power of procurement to shape next-generation products with de-risking supply chain</b> Workshop host: Workshop host: Dnyanesh Sarang   Manager - New product development and introduction SC   Cepheid (Danaher group)
12:05	<b>Networking Lunch</b>
13:10	<b>What will be discussed during Focused Theme Discussions 5 &amp; 6?</b>
	<b>Keynote   How do you prepare for increased ESG legislation and regulations in a global supply chain?</b>
	<b>Sian Ellis, Sustainable Procurement Assistant Director, EY</b>
13:50	<b>Change Session Transition Time...</b>
14:05	<b>Focused Theme Discussions 4, 5 &amp; 6</b> 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
	<b>5. Workshop   How do you create process adherence in an end to end flow related to contingent workforce?</b> Workshop hosts: Maria Lindeborg, Head of P2P & Compliance, Group Sourcing & Joakim Sidnäs, Head of P2P Process Mgmt & Ops, Group Sourcing
	<b>6. Workshop   How do you create source to pay aligned category strategies?</b> Workshop host: Rasmus Kristensen, Head of Central Procurement, Lantmännen
	<b>7. Workshop   How can companies improve sustainability facts sharing with customers and during supplier due diligence?</b> Workshop host: Sian Ellis, Sustainable Procurement Assistant Director, EY
15:15	<b>What should you take away from CPO Outlook 2022? Make sure to connect and let's go through lessons learned.</b>
15:30	<b>Wrap up and End of CPO Outlook 2022</b>

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

For the Online program visit [cpooutlook.com](https://cpooutlook.com)

# CPO Outlook 2022

08:00 Registration open and coffee is served

09:00 Opening of CPO Outlook 2022 | Day 1

09:10 Preparing procurement and supply chain for the future

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

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

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

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



Strengthening supplier relations through digitalization

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

The Ahlsell Group is the leading distributor in the Nordics of installation products, tools and suppliers to private and public customers. At Ahlsell category and procurement aims to create a sustainable, competitive, profitable customer offering for all channels. Their focus is on group wide synergies, strategies, processes and digitalization initiatives to obtain industry leadership within GFR, GNFR, Ahlsell's own brands and sustainability.

At Ahlsell working closely with suppliers is key to sustaining and further develop customer loyalty and satisfaction. Just as at other companies working on that closer relationship, creating insight and speed, has been an area under development. Developing different levels of supplier information management. Digitizing and digitalizing data and ways to communicate and improving attractiveness with suppliers. Differentiating segments of supplies and suppliers, engaging suppliers to adapt to new ways of working. Making sure behavioral data and market drivers are understood and incorporated into supplier communications.

During this session you will learn from Karolina Hagberg Chinell, CPO and member of the Group Management Team, how Ahlsell have strengthened their supplier relations through digitalization.

### You will learn

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

**Karolina Hagberg Chinell | CPO and member of the Group Management Team | Ahlsell**

Session enabled by Ivalua



**ahlsell**

10:00 Networking Break



10:30 Technology enabled 360 business impact

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

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

Session enabled by Icertis



11:00 Change Session Transition Time...

## Theme Discussions aka Interactive Round Table Discussions | Session 1

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

Increasing supplier collaboration to unlock value

Improve Contract Lifecycle Management (CLM)

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

With current supply chain disruptions the position of Procurement & Supply chain professionals is stronger than ever. But what are some practical ways to stay prepared in a VUCA world? And how do you make yourself more attractive to your suppliers and use this to cement the relationship.

#### Join this session to learn more on:

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

**Henrik Nyberg | Account Executive and Nordic Lead | Ivalua**



**ivalua**

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

Today's procurement departments are expected move fast to deliver continued cost savings and process innovations through a global supply chain defined by disruption, inflation, and heightened expectations around responsible sourcing. Contracts define what a company buys and on what terms yet have remained stagnant as the world around them grew more digital, specialized, and connected. Learn how to digitally transform these powerful agreements to deliver the insights and automation procurement need to move faster, realize value, and build trust between their partners and the world.

#### Discuss;

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

**Niklas Karlsson General Manager | Northern Europe | Icertis**



**icertis**

## Reducing Supply Chain Disruption & Risk

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

Providing financial support to thousands of suppliers relieves the burden of financial stress from the supply chain, whilst relieving the workload burden of procurement. Going beyond the limitations of supply chain finance can ensure financial health, help mitigate cost inflation and ease the workload. But what does that mean for you and how can you use this in your business to get the greatest benefit? During this session you will discuss ways of protecting your supply and strengthening supplier relationships to the financial benefit of all parties.

#### Discuss;

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



**Matt McQuillan | Managing Director, Business Development | C2FO**



## Status of Sustainable Procurement Improvement & Impact

### How have Sustainable Procurement Improvement & Impact evolved?

New forces like net-zero carbon commitments, new regulations, consumer expectations, digital transformation imperative and investor and finance ESG market demands, are causing leaders to raise the ambition of their sustainable procurement programs beyond resilience to driving measurable "improvement and Impact".

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

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

#### Practical experiences including;

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



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



## Meaning of Supply Chain Resilience in 2022

### What is Supply Chain Resilience in 2022?

Global supply chains are being reconfigured in response to disruptive events. Supply chain disruptions are frequent, expensive and often hidden from view. Risk practices and technology adoption require improvement. Operational resilience is a multiplayer game. Achieving operational resilience is not something one organization can do on its own it requires collective responsibility. Developing operational resilience requires support of suppliers and strategic partners. Most executives agree they need to do a better job of external engagement. During this session you will discuss challenges and opportunities in physical and financial supply chain risk mitigation.

#### Discuss;

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



**Geraint John | Vice President, Interos Resilience Lab | Interos**



## Purchase to pay managing all spend

### How can you refine P2P to manage all your spend?

P2P, purchase-to-pay, as the term is commonly defined and used today, only helps you manage part of your spend. Most P2P solutions are designed from an indirect procurement point of view and doesn't support management of spend that has PO's originating in other systems or that don't have a PO at all. This leads to a fragmented view of your spend and unnecessary complexities and inefficiencies in managing all of your spend.

#### Discuss:

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



**Magnus Bergfors | Director Product Marketing | Basware**



## Developing Supplier Experience Management

### How can you capitalize on the benefits of Supplier Experience Management

Traditional ways of working with suppliers are no longer sufficient to drive the levels of engagement and collaboration needed for the future. As disruptive events continue to challenge supply chains and Procurement, organizations that do not adjust their approach will face more risks and suffer from less transparency, while losing customer-of-choice status to competitors. Supplier experience management unlocks the crucial elements needed to reduce friction and set suppliers (and you) up for success.

#### Discuss;

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



**Steve Cobley | Regional Sales Director EMEA | HICX**



## Developing agility in a complex multi-tier supply chain setting

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

Scaling best practices has never been more essential as new legislation, geopolitical events and unprecedented supply chain challenges impact the entire supply ecosystem. Come to hear and share practical examples on how to thrive in the new equilibrium.

#### We will discuss

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



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



## Operationalizing ESG strategies in procurement & supply chain

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

There is significant pressure from investors and consumers to improve ESG performance (Environmental, Social, Governance factors), particularly in Scope 3. Regulatory pressures are also on the horizon.

Scope 3 is the largest class of emissions but the least controllable as they are generated mainly in the external supply chain

Understanding where these emissions come from is a huge challenge in itself. If you can measure them, understanding the levers to pull to improve them is also difficult and generally needs a change in supply chain strategy, including fundamental supplier management approaches.

#### Join this discussion to discuss;

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



**Natalie Henfrey | Director - Consulting | GEP**



## Anticipating Supply Chain Risk

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

Unexpected events and supply chain disruptions have become the norm. What if you were able to foresee critical risk situations and protect your supply chain before the impacts materialize?

#### Join us to discuss pressing topics with expert and peers in an informal roundtable setting:

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



**Jorge Rodriguez | Director Revenue Europe | riskmethods**



**"Very well arranged as always with a lot of good discussions, sessions and networking opportunities!" #IKEA**

**"Very good arranged, with a very impressive crowd. Interesting, forward looking discussions and presentations." #CBRE**

12:00



## Theme Discussions aka Interactive Round Table Discussions | Session 2

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

12:40 *Networking Lunch Break*

13:50 Compare end to end source to pay strategies

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

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

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



Lantmännen

The Bore Company UPM

14:15 *Theme Discussion to Session 3 Transition Time...*

### Theme Discussions aka Interactive Round Table Discussions | Session 3

14:25 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. BENCHMARK and the comparing of experiences is key

#### Navigating the modern (contingent) workforce

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

There has been a great shift in the workforce landscape towards a growing population of contingent and remote workers. With a demand that exceed the supply in skilled roles versus full-time employees, referred to as the Modern Workforce.

Procurement of contingent workforce has now become a strategic function, no longer being a burst capacity or project function. This is challenging procurement executives to focus on quality and impact and value, not just cost reduction in their procurement strategy. It's a much more complex value equation. Procurement executives are questioning the status quo of how contingent workforce have been managed.

There are more and more regulations, risk and complexities across countries. There is a demand for specific specialities and skillsets and not enough talent. There is all kinds of emerging tech, data and analytics, and a lot of solutions rising up to help satisfy this new landscape of modern workforce.

##### Join us to discuss contingent workforce challenges and possibilities!

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

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



stockholm  
exergi

Magnit

#### Working with suppliers to create circular business models

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

The last years the world have gone through a wave of change with increased attention to climate impact affecting societies and communities around the globe. Companies today have a responsibility towards communities, business partners and shareholders to drive sustainable business.

Expectations from customers are arising in areas connected to sustainability, and governmental legislations are impacting businesses and industries - resulting in Sustainability being a clear objective for most companies.

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

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

##### We will discuss;

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

**Anna Erasmie | Head of NCG Procurement | H&M**



H&M

#### Develop sustainability collaboration with the business and suppliers

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

Almost all companies have high set sustainability targets today. Carbon footprints, science based targets as examples. Scope 3 relate to everything procurement and supply chain do together with suppliers. But procurement is just one part - the business who request the supplies and services and suppliers who are the obvious opposite partner all need to agree, comply and engage in targets set. Easier said than done! During this session you will share experiences and concrete ways of working engaging the business and suppliers in corporate sustainability work.

##### Discuss;

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



**Håkan Sjöberg | Global Category Manager Energy & Utilities | AstraZeneca AstraZeneca**

#### Connecting category management strategies to business acumen

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

Category management have been around a really long time yet there is still much to discuss and debate. Consider all the challenges in today's markets as well as the need for risk management and sustainability accountability. Take into account digitalization and most important - the connection with the core business. Are companies working with category management efficiently and with the desired effect? During this session you can compare how you structure procurement strategies and how you choose to align with the business accordingly.

##### Discuss;

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



**Benny Hall | CPO | MTR Nordic Group**

MTR

#### Inflation impact on procurement measures & value creation

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

The current inflationary environment continues to put upward pressure on prices, giving new challenges to Procurement teams. How can Procurement best demonstrate its value and results in the face of external influences outside their control? Leadership is looking to procurement to offset rising costs, and to measure non-financial performance (Diversity, ESG etc.) but the success criteria are less defined than they have been in the past.

In this session we will explore together how inflation has impacted your organisation, how your definition of performance success in procurement has changed, and how your organisation has shifted its focus from tracking cost savings to measuring additional factors. We will also look at how the priority of non-financial goals has changed, if at all, as a result of current market conditions.

##### Discuss;

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



**Richard Nixon | Head of UK & Nordics | Per Angusta**

PER ANGUSTA SpendHQ

# #cpooutlook2022

## Raising the maturity level in indirect procurement

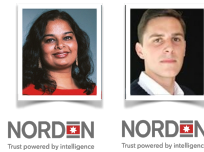
### How do you raise the level of maturity within indirect procurement?

There are many companies experiencing challenges in structuring indirect procurement. For small to midsize companies, Indirect procurement is often forgotten or only has a small resource team focus. This raises challenges for capturing spend, leveraging scale and challenges finding the best fit S2C systems. Typically, you find buyers spread through organization where indirect buying is a secondary task. During this discussion you will share experiences developing indirect procurement starting from zero. What do you do when you don't have the data nor a clear governance structure? When you aim to have centralized insights yet still will have de-centralized buying? When spend is not big enough for a complex source to pay system yet the business need to control spend?

#### Discuss;

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

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



## Positioning procurement as a Business Partner

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

They are on a unique journey. To become a fully digitized greenfield bank using modular 'brick by brick approach'. In just a couple of years Ikano Bank will be One Sustainable Bank. Procurement has evolved and today nothing can be bought, purchased, sourced without the procurement and sourcing function being involved. How do you become that business partner by supporting business through agile procurement? How can procurement provide right intelligence on products in market? Why sourcing in IT and Digital is a complex affair? Can we benchmark every deal?

#### Discuss;

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

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



## The Dos and Don'ts in digital procurement transformation

### Digital procurement transformation - The Dos and Don'ts

Digital procurement transformation is a matter of WHEN not IF. It's now time for innovative, fast-growing companies to take the leap and transform their procurement into a world-class, revenue generating function. Implementing a S2P/P2P solutions enables companies to follow a standardized procurement process, make proactive decisions, generate savings and increase efficiency.

However, there are a few Do's and Don'ts when talking about procurement transformation, that can make or break your project. During this session we will discuss practical tips that can ensure the success of your project and situations that should be avoided to reduce project risk.

#### Discuss;

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

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



## Due diligence in a scattered data & process landscape

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

Strategies are not necessarily the problem. Change management and visualizing the connection between strategy - process - outcome is harder. Depending on what the expectations really are - how can you create a framework and help the business act in a way that meet expectations? You may or may not have a functioning systems, cleaned masterdata, unified classification and perfect processes. Most likely you have some pieces that work and some that don't. Here you will discuss how to structure processes and create desired insights in a step by step way.

#### Discuss;

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

**Tobias Dock | Senior Manager Purchasing Development | Getinge**



15:10 Networking Coffee Break



15:40 **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!

16:25 Change Session Transition Time - all moving to the main room...

16:35 Demystifying reaching corporate sustainability commitments

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

All have them, the codes of conduct, the targets set it being Science based targets, Net Zero or other ambitious targets. The legislations are increasing as are the demands from customers. Boards will not be compliant with less than accurate sustainability reports. ESG is here to stay.

In the midst of all targets sit procurement and finance. With thousands of suppliers, few resources and not always owning the budget or the final supplier decisions. During this session we will help inspire you who feel overwhelmed or you who want to know you are on the right path.

#### Let's share and discuss:

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

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



17:15 End of Conference Day 1 - let's kick off the evening!

17:15- 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". Dinner tickets need to be registered in advance.

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

For the Online program visit [cpooutlook.com](https://cpooutlook.com)

# CPO Outlook 2022

08:30 Coffee is served

09:00 Opening of CPO Outlook 2022 | Day 2

09:10

Indirect procurement, becoming a business partner and change management

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

Yesterday a lot of focus was on cross function collaboration, working more closely with the business and change management. In fact all sessions during an EBG summit touches upon challenges and opportunities in changing behavior. But how do you do it?

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

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



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**Cepheid**  
A Danaher company

Change, challenges and team spirit as procurement is being transformed

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

The Norwegian story began almost three decades ago - founded in 1993 but began operating as a low-cost carrier with Boeing 737 aircraft in 2002. In 2018 the company changed course to focus on core destinations and the right sizing of the airline in response to customer demand and global industry trends. The rapid global spread of COVID-19 throughout 2020 and into 2021 accelerated this process and in January 2021 the company announced a simplified business structure and a dedicated short haul only network concentrating on a broad range of domestic routes in Norway, across the Nordics and to key European destinations.

As the company changed focus - procurement too have been transformed. From having few and homemade processes to having a procurement platform, structures and processes in place. From being a Norwegian based company to having a procurement organization spread across Europe. Competence not location deciding who to join the team.

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

### Learn about;

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

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



**norwegian**

10:00 Networking Break



10:30

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

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

10:45 Change Session Transition Time...

## Focused Theme Discussions 1, 2, 3 & 4

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

Developing the role of Category Management

## Workshop | How will the role of Category Management need to develop?

With an even greater focus on digitalization and automation, increased sustainability goals and supplier enabled initiatives - how have and will category management (CM) and category managers need to evolve? Product Management (PM) is increasing across many organizations therefore CM and PM need to collaborate and succeed together. Discuss in what ways and how to drive Supplier Relationship Management throughout the organization.

### Go through;

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

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



**MAERSK DRILLING**

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

The past years it has become evident how important supplier relationships and insight is for all companies. Finding ways to collaborate and innovate together, to solve daily and strategic issues. This workshop will focus on how to make that transition, from control and oversight into communication and partnership. Considering and comparing ways of working, how to segment an often large supplier base and how to make good intentions come true. We often talk about coming closer to our suppliers – but how do we achieve it over time? During this workshop we will discuss who need to be involved on both sides and what tools and communication ways to use. Should we start treating suppliers like we treat our customers?

### We will discuss;

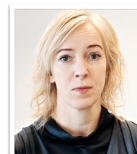
- What is good supplier communication to you?
- In what ways and at what levels do you exchange insight today?
- How do you segment which suppliers to transition into partners?
- How are you transitioning from daily ad hoc communication to long term strategic collaboration strategies?
- Should we treat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



norwegian



norwegian



norwegian

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

## What is true end to end source to pay

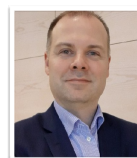
## Workshop | What is true end to end source to pay to you and how do you implement it?

Most companies want insight and control long before an invoice land at someone's desk. Sourcing wants to understand business needs in time to make informed decisions and help get the best goods and services. Procurement wants contracts to be used as intended and goods and services to be delivered as agreed. Finance wants to ensure working capital efficiency and cash control. All are reliant on suppliers co-operating and following plans.

At UPM end to end source to pay is a reality. It's 19000 people worldwide and annual sales of EUR 10.5 billion are supported by sourcing, procurement and finance collaboration. The roadmap has considered how to improve data quality, increase process efficiency and establish end-to-end Source to Pay operating models. In addition digital sourcing capabilities have been enhanced. During this interactive workshop you will share lessons learned and compare notes with peers in the room. Take the opportunity to benchmark others strategy, process and technology choices and walk away with a clearer view over what end to end optimization could mean to you.

### Discuss;

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



The Biofore Company UPM

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

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

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

How many products have you experienced which doesn't turn out to be commercialized well? Especially when procurement and supply chain is not involved in product development phases.

How often do companies empower procurement by early involvement and allowing it to impact overall product development to de-risk their supply chains? During this session you will discuss selective topics around involving procurement and Supply chain in product innovation - development, strengthening cross-collaboration, and making Procurement ready for such collaboration.

### We will discuss;

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



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A better way.

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

12:00 Networking Lunch Break



13:00 Contingent workforce development | Source to Pay aligned category strategies

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

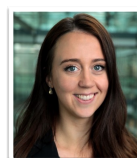
## Preparing for increased ESG legislation and regulations

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

This session will look at the actions and plans taken by EY in our ESG in Supply Chain strategy. ESG meaning using Environmental, Social and Governance factors to evaluate companies and countries on how far advanced they are with sustainability. EY has had an active Supplier Diversity programme for 18 years, and as a B2B have increased broader ESG efforts significantly over the past 5 years. EY's ESG in supply chain programme includes training, policy and process review, supplier due diligence and range of category level initiatives. Here we will learn from Sian Ellis, Sustainable Procurement Assistant Director at EY in the UK about EY's programme, what resources have been dedicated and how ESG in the supply chain aligns to EY's broader business goals.

### Learn more about;

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



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Building a better  
working world

**Sian Ellis | Sustainable Procurement Assistant Director | EY**

13:45 Change Session Transition Time...

14:00

### Focused Theme Discussions 5, 6 & 7

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.

#### End to end process adherence related to contingent workforce management

5

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

Most organizations workforce consist of a contingent workforce segment. Contingent workers are not on the company payroll but provide services to an organization, such as contractors, consultants, temps and advisers, but could also be purchased as a Service or Statement of Work. Being one of the most important assets in a company, from a procurement and finance perspective difficult to oversee and control end to end. The ability to know what it is being spent, where, and with whom is vital. How do you achieve that?

To be compliant and efficient, a company can develop standardized, cross-functional business processes, policies, compliance checks and roles across business units and region. To further improve ways of working this can be supported, where possible, by a single information technology platform. But this is easier said than done. There are a multitude of people involved across the organization and a challenge to create adherence in an end to end flow. During this workshop you will come together with peers to discuss ways of working with the big spend segment contingent workforce. You will discuss challenges and opportunities and learn from each others approaches to gain insight and control, end to end.

#### Discuss:

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



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

#### Creating source to pay aligned category strategies

6

### Workshop | How do you create source to pay aligned category strategies?

Source to contract, purchase to pay, requisition to pay - not seldom what is an end to end structure is divided into pieces. Leaving value untapped, creating silos and putting businesses at potential risk of not acting on valid data. This session will focus on how you can bridge those gaps and create a process and mindset that ensure a source to pay strategy for each category.

#### Discuss:

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



**Workshop host: Rasmus Kristensen | Head of Central Procurement | Lantmännen**

#### Improving sustainability facts sharing with customers and suppliers

7

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

Given the number of suppliers all companies have, the work process ensuring codes of conduct and contracted measures are realized is daunting. What are the ways forward to minimize duplication and save time completing and gathering a range of surveys? During this workshop you will come together with peers to exchange ways of working and common challenges. What can be drawn from different industry initiatives and can and should there be more universal ways to measure sustainability?

#### Discuss:

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



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

15:00 Change Session Transition Time...

15:10

#### Actionable key take aways

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

15:30 End of CPO Outlook 2022

# Welcome to CPO Outlook 2022!

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



**Karolina Hagberg Chinell | CPO | Ahlsell**

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

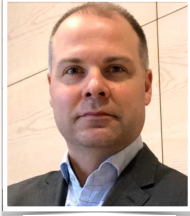
**ahlsell**



**Mikkel Lyhne Hansen | Category Manager Indirect Procurement | DS NORDEDN**

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

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**Jukka-Pekka Hämäläinen | VP Source to Pay Operations | UPM**

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

The Biofore Company **UPM**



**Manisha Mathur | Head of Procurement | DS NORDEN**

As Head of Procurement my role is three-fold: developing and growing my team, creating value for Norden and safe-guarding Norden's interests when it comes to procuring goods and services.

I believe that motivated people are the key to success in any team. Therefore, my focus lies in building my team so that they can grow both professionally and personally.

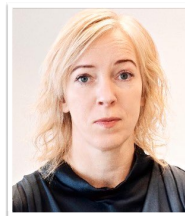
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**Paul Salwik | Director IT & Technical Procurement | Norwegian**

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

**norwegian**



**Dace Lubane | VP Business Centre and Operational Procurement | Norwegian**

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

**norwegian**



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

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

**IKANO BANK**



**Håkan Sjöberg | Global Category Manager Energy & Utilities | AstraZeneca**

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

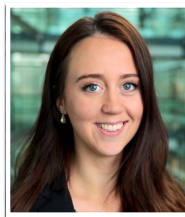
**AstraZeneca**



**Tobias Dock | Senior Manager Purchasing Development | Getinge**

Tobias have many years of experiences working in companies such as Getinge, Mölnlycke Health Care, Volvo Cars and more.

**GETINGE**



**Sian Ellis | Sustainable Procurement Assistant Director | EY**

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

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**Francine Gayraud | VP Aircraft and Ground Operations Procurement | Norwegian**

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

**norwegian**



**Geraint John | VP Interos Resilience Lab | Interos**

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

**interos**



**Steve Cobley | Regional Sales Director | HICX**

Specialties: eCommerce, Supply Chain, Clustering, Collaboration, Social Media in Business, Cloud Technology, CRM, SRM, eProcurement, Supplier Enablement, Cataloguing, P2P, eInvoicing, Digital Marketing, Business Mentor, Customer Engagement

**HICX**



**Niklas Karlsson | General Manager, Northern Europe | Icertis**

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

**Icertis**



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



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



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



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



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



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



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



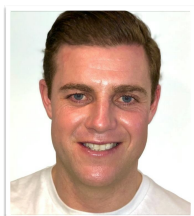
**Henrik Fredga | Client Sales Director | Magnit, previously known as Workforce Logiq**  
Henrik have years of experience working with contingent workforce management solutions and also from the staffing and recruitment industry. Experiences from companies such as Randstad Sourceright, Randstad, Uniflex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



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



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



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



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



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



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



stockholm  
exergi

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



ARJO

**Oskar Dahllöf | Corporate Program Manager for Procurement Digitalisation | Arjo**

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



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PROCUREMENT  
Part of Accenture

**Richie Northcote | Sales Director Nordics Region | Xoomworks Procurement, part of Accenture**  
For 15+ years, Richie have worked in different companies enabling procurement digitalization. Thus giving him insights from numerous technologies and organizations having gone through digitalization journeys



PER ANGUSTA | SpendHQ

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



Sustainable  
Audits.

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



Cepheid.  
A better way.

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

**Don't take our word for it - listen to those who have joined us previously!**

#### What a fantastic event you two put together!

Even though we could not be there ..the discussions actually did take off and new connections was established. Very well done, impressive!!  
Now celebrate your success you two are sooo worth it!

# SKF

#### Many thanks for a fabulous conference!

Your Impressive organizing helped to create a very learned and wholesome experience. I must say all your hard work paid off !!  
Thanks for the profound and vivified learnings from the key note speakers, moderators, and all participants. Got to learn a lot of new perspectives. I enjoyed it a lot!!

# Stoneridge

#### This is the 4th Summit we attend

We have always been satisfied with the lay-out of the conference. The mix of Keynotes, Round-table discussions and breaks for mingling. The fact that the conference/Summit is quite intimate adds to the value.

# Statkraft

#### Very good!!

Lots of good conversations, topics and also important the right participants i. e. good representation of well known exciting companies

# Husqvarna

#### Many thanks!

Very valuable to meet up with peers in different industries, having similar challenges and experiences. Good presentations and constructive dialogues. The online technique worked well and the prep work done by you together with all of us was fantastic. Looking forward to the next opportunity to meet up!

# IKEA

#### Thank you for a great and inspiring day

And thanks to all key note speakers, expert org.'s, round table moderators and participants. I enjoyed and learned a lot from all sessions during the day.

# Orkla Foods

# Expert Organizations

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



## About Ivalua

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



## About Icertis

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



## About Interos

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



## About HICX

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



## About Basware

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



## About riskmethods

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



## About EcoVadis

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



## About SAP

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



## About C2FO

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



#### Magnit, previously known as Workforce Logiq

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



#### About GEP

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



#### About Coupa

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



Part of Accenture

#### About Xoomworks Procurement, part of Accenture

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



SpendHQ

#### About Per Angusta | Spend HQ

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



#### About Sievo

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

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

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

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

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



#### About JAGGAER

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

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

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

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

Do you want to learn more?

Contact Anna or Lars Bjärkerud today via [anna@ebgnetwork.com](mailto:anna@ebgnetwork.com) | +46 73 581 93 02 or [lars@ebgnetwork.com](mailto:lars@ebgnetwork.com) | +46 73 350 03 43

You can always find inspiration and a lot of free of charge material via [ebgnetwork.com](https://ebgnetwork.com)





## Onsite Venue

*drinks, dinner and the onsite 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 12th (included in the registration investment using a code)  
Starting at 18:00-21:00

Main conference: October 12th-13th  
Starting with registration on the 12th at 08:00 and ending on the 13th at 16:00

Practitioner Investment  
8 990 sek

Consultants/system providers invest 15 990 sek  
25% VAT added

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

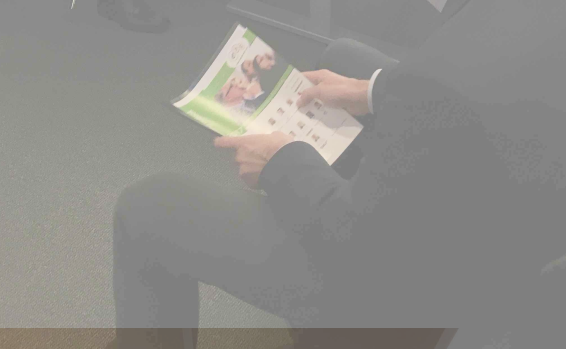
>>Register here or go to [cpooutlook.com](http://cpooutlook.com)

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)

Register here to join the Online summit (not the same as in Stockholm)

## How about online?

CPO Outlook 2022 have an online sibling. Not the same content as onsite, online mean demos and customer cases as well as finding and connecting with peers sharing the same interests as you. Learn more and register via [cpooutlook.com](http://cpooutlook.com)



## About organizer



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

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

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

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