

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



Photo credit: Christian Elfström

cpo outlook 2025

cpooutlook.com

Speakers & Moderators include



SSAB



**ESTÉE
LAUDER**



Länsförsäkringar



SCANIA



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**Dentsply
Sirona**



essity



KONECRANES



KONECRANES



**ORION
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BAIN & COMPANY



solar



equinor

Expert Organizations

Prewave

ivalua

coupa

ZYCUS
DEEP VALUE PROCUREMENT [AI]

GEP

**KODIAK
HUB**

JAGGAER

ecovadis

SAP

SPARETECH

accenture

Organizer:

e|b|g | Network

Why join CPO Outlook 2025?



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

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

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

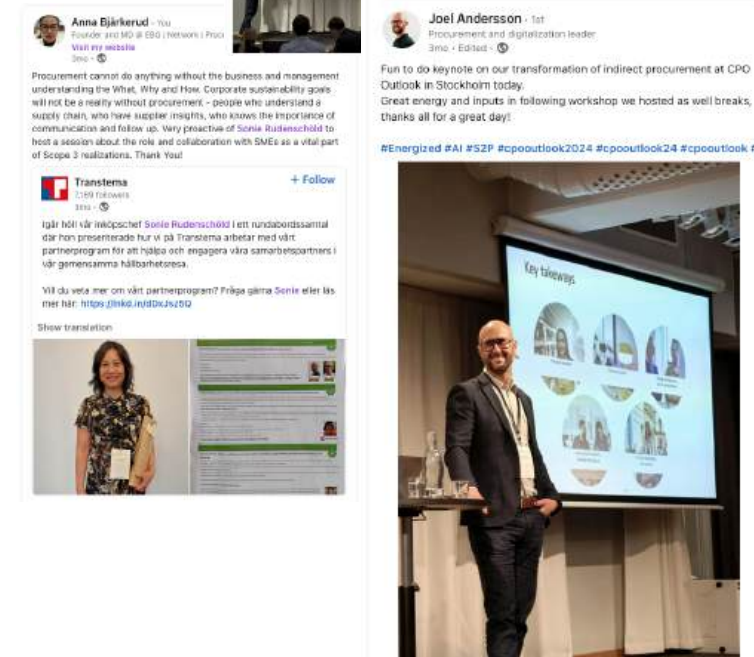
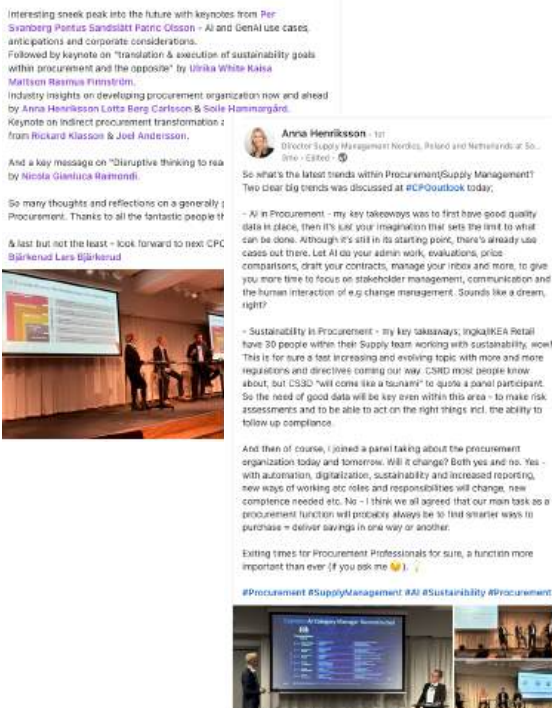
- ✓ **Roundtables, workshops, panels, keynotes – all focused on real cases, not theory**
- ✓ **Seats are limited – because meaningful dialogue can only happen in the right setting**
- ✓ **You'll meet peers, not strangers – and leave with connections that last beyond October**

At CPO Outlook 2025, we ask the hard questions:

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

We look forward to seeing you in Stockholm!

Best regards,
Anna Bjärkerud
Founder & MD



KEYNOTES

For all presentations in the plenum hall



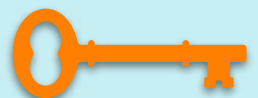
FOCUSED THEME DISCUSSIONS

Parallel workshops where you choose what topic best fit you



THEME DISCUSSIONS

Round table discussions enabling You to learn from peers and experts



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

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

Agenda overview | Day 1

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	Keynote Procurement at a Crossroads: Navigating Complexity, Conflicting Priorities, and the Path Forward Yannick Thiry Expert Partner Bain & Company	Keynote
09:40-10:05	Keynote Responsible Sourcing: Building a Resilient and Sustainable Future Lisa Lidén Procurement Director SSAB	Keynote
10:05-10:35	Morning Coffee & Networking	Break
10:35-10:45	Tech run through	
10:45-11:10	Keynote Prewave customer TBA	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 - Powering Predictability in Procurement: How AI Unlocks Supplier Performance & Strategic Foresight Kodiak Hub - Autonomous Procurement: Harnessing AI for Strategic Spend Management Coupa - Achieving a holistic cost control strategy: The Impact on Supply Chain SAP - MRO procurement: Driving sustainable cost savings and resilience through data transparency & network collaboration SPARETECH	
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	Coupa 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 - How Can GenAI Move Procurement from Efficiency Gains to Real Transformation? Carve - Procurement Under ESG Pressure: Balancing Progress and Reality Equinor - Topic TBA Bain & Company	
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

Agenda overview | Day 2

Time	Title / Description	Format
08:30-09:00	Welcome Coffee & Seating	Registration
09:00-09:20	Framing the Day Ahead & Pre-Summit Survey results EBG Network & Vicky Kavan Hackett Group	Opening Remarks
09:20-10:00	Panel How do you lead procurement forward when everything is uncertain – and everything matters? 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	Keynote 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 & Keynote Keynote How do you structure supplier risk management for real action – not just awareness? Aneesh Venkataraman Director ProcureX Dentsply Sirona	Keynote
11:15-12:00	Panel Sustainability Without Illusions: Making Regulations, Expectations & Ethics Part of Procurement Strategy Kjersti Wilhelmsen Head of SCM ESG & Compliance Equinor , Katarina Jönsson Head of Sustainable Procurement Solar, Maria Mollberg Director Sustainable Procurement Essity, & David Frydlinger Partner Cirio Law Firm	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	Keynote + Brainstorm
about 16:30	Wrap up and The End	Plenum

Timings may be subject to change as we work with people

08:00 Registration open and coffee is served

08:45 Opening of CPO Outlook 2025 | Day 1

09:00 Reality check: What's truly shaping procurement transformation — and what's just talk

Keynote | Procurement at a Crossroads: Navigating Complexity, Conflicting Priorities, and the Path Forward

Procurement has evolved enormously – yet it often finds itself caught between ambition and reality. Large, complex organizations face increasing expectations to drive sustainability, resilience, digital transformation, and innovation – all while delivering on core cost and efficiency targets. Change is rarely as easy or fast as theory suggests, and conflicting priorities, legacy structures, and market pressures add layers of complexity that no simple roadmap can resolve.

In this opening keynote, Yannick Thiry draws on deep experience working with procurement leaders across industries to explore how the function has evolved to date, what is slowing transformation, and where future value creation truly lies. This is not about idealized models – it is about what procurement can realistically do to shape its future in a world of accelerating complexity and technological promise.

What will be explored:

- What structural and behavioral factors most often slow down procurement transformation – and what helps overcome them?
- How can procurement balance conflicting demands: cost, resilience, sustainability, and innovation?
- Who drives real change in large organizations – and how can procurement engage more effectively across the enterprise?
- To what extent can GenAI and technology enable procurement's evolution, and where is the gap between promise and reality?



BAIN & COMPANY

Yannick Thiry | Expert Partner | Bain & Company

Integrating supplier risk and ESG into everyday decisions

Keynote | Responsible Sourcing in Action: From Strategy to Buyer Insight

What does it take to build a supplier risk management approach that's both robust and usable? SSAB is transforming how it sources – not only to comply with increasing demands, but to enable procurement to act with clarity, confidence, and control.

This session follows SSAB's journey from vision to implementation:

- Starting with a clear ambition – becoming the benchmark in responsible sourcing in the steel industry
- Recognizing the need for more transparent and user-friendly risk data – making insights both accessible and actionable
- Choosing a step-by-step approach that supports daily procurement decisions
- Embedding sustainability and supplier insights into sourcing, onboarding, and contract decisions

Together with Ivalua, SSAB has integrated multiple risk indicators, compliance inputs, and supplier data into one simplified system – making it easier for buyers to operationalize ESG and risk goals without friction. In this interview-led keynote, you'll gain insight into how structured change, user-friendly design, and shared ownership across procurement create lasting impact.

Lisa Lidén | Procurement Director | SSAB

Enabled by Ivalua



SSAB

10:00 Networking Break

10:30

Keynote | Enabled by Prewave



Theme Discussions aka Interactive Round Table Discussions | Session 1

Since 2010, EBG | Network has enabled hands-on peer exchange through focused round tables. Choose the topics that matter most, share challenges, and learn from facilitators and peers. Each topic runs twice (same topic, new group). Seats are limited to ensure meaningful dialogue. You can change tables during the day if space allows.

Managing risk beyond Tier 1 with real-time supplier insight

How can we see and act on supplier risk – beyond tier 1?

Why it matters: Most procurement teams still focus their risk management efforts on tier 1 suppliers – but real vulnerabilities often lie deeper. With hidden ESG violations, disruptions, and dependencies in tier 2 and tier 3, the lack of visibility puts business continuity and reputation at stake. Prewave enables proactive, real-time insights across supply tiers using AI and global media scanning – but integrating this data into decision-making is still a key challenge.

Discuss with peers:

- How are you uncovering risk beyond tier 1 – and what's working?
- What's preventing multi-tier risk data from influencing procurement actions?
- Who should own sub-tier visibility and accountability in your organization?

Prewave

Unifying data to unlock procurement visibility and value

Supplier Data Mastery: Turning Procurement into a Strategic Powerhouse

Data is the backbone of modern procurement, amplified by generative AI. The golden record—a single, reliable source of truth—is more critical than ever. As the steward of supplier data, procurement holds a strategic advantage in today's dynamic business landscape. How do you take full advantage of this position? And how do you make sure it keeps up with changing requirements?

Ivalua's unified platform streamlines procurement, enhancing data accuracy and operational efficiency. By consolidating processes, it drives strategic decision-making and agility in a competitive environment.

Discuss with peers:

- How does a unified procurement platform enhance data accuracy and improve strategic decisions?
- What obstacles arise when integrating fragmented procurement processes?
- What steps can organizations take to ensure effective adoption of integrated procurement systems?

Henrik Nyberg | Sales Director Northern Europe | Ivalua



Embedding carbon data in sourcing without losing control

How Can Procurement Drive Decarbonization – Without Derailing Cost and Compliance Goals?

Scope 3 emissions are now front and center – but procurement leaders are still searching for ways to integrate carbon performance into real-world supplier decisions. It's not just about reporting; it's about how every tender, contract, and negotiation can help move the decarbonization needle. EcoVadis brings deep insight into how procurement can embed sustainability intelligence into supplier selection, sourcing workflows, and cross-functional decision-making. This session offers a chance to discuss how to balance carbon, compliance, and cost – and how to activate suppliers as real partners in the process.

Discuss with peers:

- What does it take to turn carbon data into actionable supplier selection criteria?
- How are companies overcoming the challenges of data quality, comparability, and transparency?
- Who in the organization needs to be involved to align sustainability and sourcing decisions?
- To what extent can procurement lead supplier engagement and ecosystem-wide decarbonization?

ecovadis

Tailoring AI strategies for both new and mature adopters

Is AI in Procurement Fact or Fiction? Get the Real Story.

Move beyond the hype and discover what's actually working with AI in procurement. In this practical, no-nonsense session, Vlad will reveal the tangible strategies that are delivering measurable ROI for leading global companies.

You'll walk away with proven use cases from automotive, consumer goods, retail, manufacturing, and financial services, and a clear understanding of the steps you can take to implement AI across the source-to-pay lifecycle.

To maximize your experience, please choose the roundtable that best fits your needs:

- **Roundtable 1 (Discovery):** Is AI a Game-Changer or Just Hype? Perfect for those who are curious but cautious. If your organization has yet to start its AI journey, this session will provide the foundational knowledge and confidence to move forward.
- **Roundtable 2 (Adopter):** You've Started with AI, What's Next? Designed for those who are already convinced of AI's power. If you have active use-cases, this session will focus on advanced strategies, overcoming roadblocks, and scaling your success.

GEP

Spend Management under AI influence

Autonomous Procurement: Harnessing AI for Strategic Spend Management

Coupa's AI-powered platform transforms procurement by automating routine tasks and providing strategic insights. This shift enables procurement teams to focus on value-added activities and drive organizational efficiency.

Discuss with peers:

- What are the key benefits and challenges of implementing autonomous procurement systems?
- How does AI influence decision-making in spend management?
- What steps are necessary to prepare procurement teams for AI integration?

coupa

AI agents in action — automating tasks across S2P

AgenticAI-Driven Procurement: Transforming Operations Through Intelligent Automation

Zycus leverages AI to automate procurement processes, enhancing efficiency and reducing errors. This transformation allows procurement professionals to focus on strategic initiatives and innovation.

Discuss with peers:

- AI/GenAI/AgenticAI - What are the differences and how can procurement benefit?
- What procurement processes are most suitable for AI-driven automation?
- How does intelligent automation impact procurement team roles and responsibilities?

ZYCUS

Supplier Performance with AI

Powering Predictability in Procurement: How AI Unlocks Supplier Performance & Strategic Foresight

Procurement leaders face increasing pressure to not just react to supplier issues—but to anticipate them. Kodiak Hub explores how AI and predictive analytics can shift SRM from rearview reporting to forward-looking insight. This session focuses on building performance transparency, identifying leading indicators, and creating more resilient supplier partnerships.

Discuss with peers:

- How predictive analytics empowers procurement teams to anticipate supplier risks - and opportunities?
- What metrics matter most when forecasting supplier performance and reliability?
- How AI-driven Supplier Relationship Management(SRM) transforms procurement.

KODIAK HUB

Using AI to drive smarter decisions in category management

How can we effectively use AI in Category Management - and where do we currently stand

Procurement teams face mounting pressure to deliver insight-driven, risk-aware, and ESG-aligned outcomes across every category. Yet most still wrestle with fragmented data, unclear ownership, and reactive ways of working. AI and augmented analytics offer promise – but only if the underlying data is trustworthy and accessible.

This discussion invites you to step back from the buzzwords and reflect on what really needs to change – in platforms, processes, and team behavior – to unlock smarter category decisions.

Discuss with peers:

- What core challenges still limit strategic category work – and how do they show up day to day?
- How ready is your organization to use AI – and how much is data still a barrier?
- Who owns the roadmap to integrated, AI-enabled category management – and are they empowered?
- To what extent can current platforms (like JAGGAER) support the shift – and what more is needed to scale impact?

JAGGAER

Using AI to drive smarter decisions in category management

Achieving a holistic cost control strategy: The Impact on Supply Chain | Case Tariff impact - efficient collaboration between sales, operations, procurement and finance.

While the procurement function has sought to articulate its contribution beyond cost control, cost remains the primary signifier of value, reflecting the pressures of stubborn inflation and slow growth. At the same time increasing external disruptions and growing expectations are creating additional pressure to deliver more with less. In this roundtable we are going to discuss about the importance, ways and solutions to connect all critical functions and external stakeholders to ensure smooth operations in an era of polycrisis.

What will be discussed:

- How can procurement better align with finance, sales, and operations to manage external shocks?
- What tools and strategies help connect internal and external stakeholders?
- Who owns cross-functional coordination when cost and risk must be balanced?
- To what extent can data and platforms enable proactive cost control and scenario planning?

SAP

Unlocking MRO savings with data and collaboration

MRO procurement: Driving sustainable cost savings and resilience through data transparency & network collaboration

10

MRO is often left out of the strategic spotlight – but inefficiencies here quietly drive up cost and risk. Data silos, supplier fragmentation, and lack of alignment with technical teams make it hard to control spend or respond proactively. In this roundtable, we explore how unified MRO data and internal transparency can reduce emergency buying, improve collaboration, and strengthen resilience.

What will be discussed:

- What makes MRO so difficult to control – and why now is the time to fix it?
- How can unified data and visibility help reduce cost and complexity?
- Who needs to be involved to drive change across procurement and production?
- To what extent can smarter MRO management support broader business continuity?



"For me CPO Outlook was professionally packed event with a worthy tight agenda. Never during the event I felt that it was boring or the content was not up to the expectation."

"Excellent seminar, great opportunity to reflect and discuss with peers the most relevant topics nowadays and get inspired by other approaches and experiences. Networking opportunity; inspiration for the next steps."

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.

Networking Lunch Break

How community data powers AI in real procurement decisions

Keynote | People-Powered Procurement: Exploring the Real Role of AI

Procurement is changing – and not just through tools, but through the way teams make decisions. In this session, Coupa and a guest company reflect on what it really means to embed AI in practice, where automation supports people – not replaces them – and where visibility and control come from connected, trusted insights.

Central to Coupa's vision is the power of community-generated data – drawing on the real behavior of thousands of companies to inform smarter choices. Together, we'll explore how this model is being used to evolve sourcing, category strategies, and risk decisions.

What will be shared:

- What a people-powered, tech-enabled procurement model can look like in real life
- How community data is enabling more informed and timely decisions
- Who needs to be involved in shaping and scaling AI's role in procurement
- To what extent spend visibility and shared benchmarks unlock performance

Enabled by Coupa

Theme Discussion to Session 3 Transition Time...

Theme Discussions aka Interactive Round Table Discussions | Session 3

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

Linking procurement tech and systems for better control

What does your procurement tech stack really enable – and what gets in the way?

11

Procurement is flooded with new tools, but integration, usability, and strategy alignment remain messy. Huso refers to this as running a "digital stress test" – uncovering the gaps, inefficiencies, and missed opportunities hidden inside seemingly modern tech stacks. As organizations explore AI, orchestration layers, and custom apps, the real conversation isn't about what's possible, but what's sustainable and effective.

Discuss with peers:

What's the hardest part about making your digital procurement landscape "talk"?
Where have your tools created value – or frustration?
Who should own the tech roadmap: procurement, IT, or someone new?
What role do GenAI and low-code tools play in filling today's capability gaps?

Huso Hasanovic | Executive Director Digital Sourcing & Procurement Services | The Estée Lauder Companies Inc



ESTÉE LAUDER

Structuring indirect procurement for impact and alignment

How do you build a high-impact indirect procurement team – without creating a new silo?

12

At Hempel, the Indirect Procurement team is evolving from a fragmented setup to a professionalized structure with category ownership and global accountability. But as Michael notes, building procurement excellence can unintentionally create a new silo unless it's paired with strong cross-functional collaboration and alignment. This roundtable invites peers to reflect on how to turn operational transformation into real business impact – without losing the glue between teams, systems, and strategy.

What to explore with peers:

- What does it take to build up a functional procurement structure from a low baseline?
- How do you avoid creating silos when standing up new operating models?
- Where and how do you embed collaboration and visibility across functions?

Michael Catalan | Director, Indirect Procurement | Hempel



HEMPEL

Balancing agility and compliance in IT sourcing decisions

How do you ensure compliance and agility in IT sourcing when everything's changing – fast?

13

In financial services, procurement is increasingly responsible for being the "glue" between legal, IT security, and supplier ecosystems. With rising regulatory pressure from frameworks like DORA, and an expanding dependency on digital platforms (many of which are global and beyond easy governance), the need for synchronized compliance and business agility is greater than ever. Patrik brings first-hand experience navigating this from Handelsbanken – balancing decentralization, legacy systems, and control over complex, multivendor IT landscapes.

What to discuss with peers:

- How do you structure sourcing processes to meet regulatory speed and depth requirements (e.g. DORA)?
- Who owns compliance in supplier ecosystems – and how do you orchestrate input across silos?
- What are practical steps to reduce vendor lock-in and increase visibility beyond tier 1?

Patrik Åslin | Deputy Head Global Procurement | Handelsbanken



Handelsbanken

Procurement purpose in a GenAI driven world

How Can GenAI Move Procurement from Efficiency Gains to Real Transformation?

14

Many organizations view GenAI as a tool to make existing processes faster or cheaper – but its real potential lies in enabling entirely new ways of working. This roundtable invites participants to share where they stand today and explore how GenAI (or agentic AI) could support deeper transformation – from decision-making to operating models – while addressing risks, data quality, and governance.

What will be discussed:

- What are realistic first steps to move beyond pilots and hype to sustainable GenAI adoption in procurement?
- How could GenAI change procurement's role, not just its tasks?
- Who needs to take ownership of GenAI integration – and how do you balance experimentation with control?
- To what extent can GenAI help resolve current pain points in supplier management, compliance, or risk?

Lars J Andersson | Partner | Carve



CARVE CONSULTING

Building SRM that creates visibility across the lifecycle

How do you connect insights, ownership, and action across the supplier lifecycle?

15

Managing 20,000+ suppliers – with hundreds added yearly – in a decentralized organization is no small feat. Tuula and her team are building the bridge between business-side realities and centralized procurement visibility. But compliance pressure, growing supplier risk, and the challenge of collecting both internal and external data (that isn't always digital) make true supplier lifecycle management difficult. To succeed, procurement must build systems, processes, and relationships that link strategy with execution – turning insight into action and ownership into impact.

Discuss with peers:

- How do you ensure risk insights (financial, ESG, delivery, internal intel) are captured and acted on across teams?
- What makes SRM truly "lifecycle-based" – and how can responsibilities be effectively shared in a decentralized setup?
- How can internal performance experience and external supplier data be merged to gain visibility beyond Tier 1?

Tuula Tuononen | Global Process Owner, Procurement Excellence & Sami Oksanen | Global Process Owner, Procurement Excellence | Konecranes



KONECRANES

Balancing ESG Ambition With Market and Cost Pressures

Procurement Under ESG Pressure: Balancing Progress and Reality

17

Procurement leaders are facing sharper scrutiny on ESG delivery – especially when market conditions challenge even the most ambitious roadmaps. At Equinor we see that the energy trilemma is affected due to world situation and that the focus on decarbonization is down prioritized due to the importance of affordable and security of energy. How can procurement sustain momentum, manage trade-offs, and defend responsible sourcing – even when business conditions shift?

This roundtable opens space for candid peer exchange on what's realistic, what's aspirational, and how to close the gap without losing credibility or momentum.

Discuss with peers:

- What does "acceptable cost" look like for ESG performance today?
- How can procurement defend and embed purpose-led sourcing under budget constraints?
- What examples exist of clear tradeoffs or value gains across Scope 3, human rights, or carbon reduction?
- Where do internal expectations clash with supplier realities – and how do you manage the gap?

Kjersti Wilhelmsen | Head of SCM ESG & Compliance | Equinor



EQUINOR

Connecting sourcing strategy with daily procurement execution

Bridging the Procurement Gap: Aligning Strategic Sourcing with Operational Purchasing

16

In many organizations, strategic sourcing and operational purchasing live in separate worlds—resulting in lost value, inefficient processes, and unclear accountability. At Orion, Juho is working to narrow this gap by connecting upstream strategy with day-to-day execution. This includes clarifying governance, improving data quality, and building awareness across teams of how sourcing decisions impact the entire P2P lifecycle. The goal? Ensuring that negotiated value is actually realized—and that operational realities are accounted for in strategic planning.

Discuss with peers:

- What practices help ensure contracts and sourcing strategies are actually reflected in daily purchasing?
- How can we strengthen collaboration and communication between sourcing and operational teams?
- What role do tools, data, and governance play in bridging the gap—and where are the pitfalls?
- How can procurement increase awareness of cross-functional dependencies and improve decision quality end-to-end?

Juho Muurinen | Head of Operative Procurement & Purchase to Pay | Orion Corporation



ORION PHARMA

Topic TBA

18

Yannick Thiry | Expert Partner | Bain & Company



BAIN & COMPANY

Networking Coffee Break

Theme Discussions aka Interactive Round Table Discussions | Session 4

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

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

Structuring global supplier management for value, resilience, and strategic reach

Keynote | From Procurement to Global Supplier Management: Rewiring Procurement for the Next Era

Huso is leading a fundamental transformation at Estée Lauder – moving from traditional procurement toward a holistic global supplier management model. This shift is more than rebranding; it reflects a structural and mindset change, where procurement is embedded across the value chain, not just managing cost but enabling innovation, resilience, and ESG performance. Drawing from complex multi-regional operations and a real-time "digital stress test," Huso will share lessons learned in redesigning processes, technology, and governance to meet modern demands.

Key points explored:

- How global supplier management reframes the role and reach of procurement
- What it takes to align technology, operations, and governance across regions
- Why this transformation goes beyond tools – and starts with mindset and people
- How to balance global governance with regional agility

Huso Hasanovic | Executive Director Digital Sourcing & Procurement Services | The Estée Lauder Companies Inc



ESTÉE LAUDER

17:15 Summary of Day 1

17:30 Stay for a drink & dinner!

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

08:30 Coffee is served

09:00 Opening of CPO Outlook 2025 | Day 2

Re-cap from yesterday, EBG | Xperience Pre-Survey exploration and day overview - What can you expect from today?

09:20 Structuring procurement roles under pressure and change

Panel | How do you lead procurement forward when everything is uncertain – and everything matters?

In every EBG Xperience pre-survey this year, procurement professionals ranked nearly every skill as equally important – data fluency, supplier collaboration, business understanding, ESG awareness, and change leadership. At the same time, organizations report low digital maturity, unclear role mandates, and growing pressure to “perform while transforming.” This panel explores that gap: how do we equip teams to work in ambiguity, prioritize wisely, and still create value – even when the toolbox isn’t perfect? And what is the new core competence that procurement must build to lead forward?

What will be shared:

- What new capabilities are emerging – and how they differ from traditional procurement expertise
- How leaders are rethinking development and structure when entry roles are vanishing
- Who owns clarity when “procurement transformation” expectations come from all directions
- What shifts in mindset and behavior are needed to stay focused and effective in a complex world

Maria Kämbrant | CPO | Länsförsäkringar, Emma Papakosta | Head of Purchasing Development & Digitalization | NCC & Linda Grubbström | Head of Strategy & Purchasing Way | Scania








10:00 Coffee and conversation

10:30 Making supplier risk real — not just reported — in sourcing decisions

Keynote | How do you build a sourcing process that sees, shares and acts on supplier risk?

Procurement today must go beyond transactional excellence – it must become a strategic enabler of resilience. At Electrolux, supplier risk is not handled in isolation. It is embedded in the sourcing process and anchored upon standard processes, data availability and mitigation actions. With global exposure to geopolitical shifts, material scarcity, and emerging sustainability regulations, Electrolux is advancing how risk is defined, shared, and used in real sourcing decisions. This keynote explores how procurement contributes to this enterprise-wide effort by integrating risk awareness, decision ownership, and operational response – across the lifecycle.

What will be shared:

- What role procurement plays in building a resilient supply base
- How strategic, operational, and sustainability risks are monitored and integrated into sourcing decisions
- Who takes ownership at each level – from sourcing teams to enterprise risk oversight
- What Electrolux has learned from combining global governance with practical action at the category level

Valerie Tay (Procurement Program Manager), Davide Bon (Procurement Program Manager) and Mirela Boldu (Director, Procurement PMO) – leading the development of Electrolux Group’s Supplier Risk Management Program.








Scaling supplier risk management across functions, data, and business lines

Keynote | How do you structure supplier risk management for real action – not just awareness?

Awareness of supplier risk has grown – but turning that awareness into consistent, organization-wide action is a different challenge.

Procurement teams face an overwhelming volume of signals, often unclear ownership, and tools that don’t scale beyond pilot groups. Aneesh Venkataraman shares how his team tackled this by building a structured, tech-enabled, and enterprise-wide supplier risk management program. With a clear governance model, integrated internal and external data, and user-friendly tracking tools, the team moved from fragmented spreadsheets to a scalable system. This keynote also explores the realities of rollout – the challenges in adoption, the unexpected wins, and what still lies ahead.

What will be shared:

- What core components made up the operational risk model – data, tooling, and governance
- How implementation was scaled across business units and functions Who needed to be involved – and what slowed down (or sped up) engagement
- What outcomes have been achieved – and what challenges remain in embedding risk discipline

Aneesh Venkataraman | Director ProcureX | Dentsply Sirona




Panel | Sustainability Without Illusions: Making Regulations, Expectations & Ethics Part of Procurement Strategy

Sustainability in procurement is no longer about ambition—it's about alignment. With rising stakeholder expectations, tightening EU regulations, and growing legal scrutiny, procurement is under pressure to integrate ESG into both strategy and daily operations. But many organizations still struggle to translate sustainability goals into practical decision-making without adding friction, cost, or confusion.

This panel brings together perspectives from legal, procurement, and ESG leadership to explore how sustainability can become a core operating principle—rather than a parallel track or afterthought. The discussion will examine how to embed ethics, transparency, and long-term value into procurement choices, especially in a time when regulatory change is both fast-moving and politically charged.

What will be explored:

- What does it take to align procurement strategies with fast-evolving sustainability regulations (like CSRD, CSDDD, and the EU Omnibus)?
- How can organizations prepare for and respond to shifting customer, investor, and internal stakeholder expectations?
- Who drives sustainability alignment across legal, sourcing, and risk functions—and how procurement can take lead
- To what extent are moral and ethical trade-offs being considered—or sidelined—in business decisions today?

**Kjersti Wilhelmsen | Head of SCM ESG & Compliance | Equinor ,
Katarina Jönsson | Head of Sustainable Procurement | Solar, Maria
Mollberg | Director Sustainable Procurement | Essity, & David
Frydinger | Partner | Cirio Law Firm**



equinor



solar



essity



CIRIO

12:00 Networking Lunch Break

13:00 Focused Theme Discussions | Workshops

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.

Building a global risk-aware procurement culture that sticks

1

Workshop | How do you build a risk-aware procurement community that acts with confidence?

You can have the best tools and data, but unless people know what to do with them – nothing changes. Electrolux didn't stop at building a risk framework – they built a procurement culture around it. In this workshop, the Electrolux team will guide a hands-on discussion about how to engage procurement professionals with risk ownership, education, and community. You'll explore what it takes to support teams with the right information, at the right time, and with enough relevance to influence real decisions. Because embedding risk isn't a project – it's a behavioral shift.

What will be shared and discussed:

- How Electrolux trains and supports their procurement community to use risk tools and metrics with confidence
- What communication and governance structures support risk transparency and relevance
- Who owns the feedback loop that keeps the risk model evolving with business needs
- What change management lessons Electrolux has learned from rolling this out globally

Valerie Tay (Procurement Program Manager), Davide Bon (Procurement Program Manager) and Mirela Boldu (Director, Procurement PMO) – leading the development of Electrolux Group's Supplier Risk Management Program.



Electrolux



Electrolux



Electrolux

Empowering procurement roles under pressure — clarity, growth, and confidence

2

Workshop | Performing While Transforming – Empowering Procurement Without Perfect Conditions

Procurement leaders are being asked to deliver more – strategic influence, cost savings, sustainability impact – with limited resources and constant change. Insights from EBG | Xperience Stockholm show that nearly all procurement competences are seen as equally critical, digital maturity remains low, and decision-making often happens despite fragmented systems and unclear processes. This workshop explores how to empower teams to act – even when clarity, data, and structure are lacking.

What Will Be Shared & Discussed

- What are leaders doing today to balance execution with transformation – without overwhelming teams or creating new silos?
- How can you prioritize skills and roles when everything feels urgent and the talent pipeline is under strain?
- Who supports decision-making when systems or data are imperfect – and how do you build confidence without certainty?
- To what extent can governance, communication, and career paths reinforce empowerment across central and decentralized teams?

Maria Kämbrant | CPO | Länsförsäkringar, Emma Papakosta | Head of Purchasing Development & Digitalization | NCC & Linda Grubbström | Head of Strategy & Purchasing Way | Scania



Länsförsäkringar



NCC



SCANIA

Workshop | Closing the SRM Gap – From Fragmented Relationships to Strategic Partnership

Top-performing SRM programs deliver substantial value—Hackett research shows they contribute an average 3.2% incremental cost and operational benefit annually, representing more than a quarter of total procurement savings. However, these gains are often held back by misaligned systems and fragmented ownership. For example, sales teams frequently manage supplier relationships with promises that procurement's SRM platforms and P2P processes are not equipped to fulfil—leaving procurement unable to fully support strategic supplier engagements. Closing this gap unlocks enhanced control, resilience, innovation, and proactive value capture.

What Will Be Shared & Discussed

- What are the stages and metrics of SRM maturity—and what benefits (cost savings, risk mitigation, innovation) correspond to each level?
- How can organizations integrate cross-functional governance—including Procurement, Sales, Legal, and Operations—to align supplier commitments with systems and enable accountability?
- Who should lead, facilitate, and own SRM across the lifecycle, ensuring strategy and performance are fully synchronized?
- To what extent can SRM digitization—such as collaborative portals, performance dashboards, and predictive analytics—enhance transparency, responsiveness, and supplier co-creation?



The Hackett Group
World-Class Defined and Enabled

Vicky Kavan | Director | The Hackett Group

Workshop | From Chaos to Clarity – Rethinking Indirect Procurement for Visibility, Control and Business Impact

Indirect procurement continues to be a blind spot in many organizations. Services, SaaS, tail spend, and decentralized categories often fall outside of structured processes, resulting in limited visibility, high leakage, and missed opportunities. Yet this is also where procurement can deliver fast, scalable impact – if approached with the right structure, governance, and business engagement. Organizations increasingly recognize the need to shift from transactional support and “ticket handling” to a model that enables real-time insights, accountability, and value delivery.

This workshop explores how procurement can take ownership of indirect categories without creating friction, bureaucracy, or silos – and instead become a true partner to the business.

What will be explored:

- What governance models and roles are needed to elevate indirect procurement?
- How can visibility be created across fragmented categories – and what data matters most?
- Who drives accountability and results in indirect procurement – and how is that role evolving?
- To what extent can digital tools and AI support indirect procurement without adding new complexity?

Workshop | Rethinking Supplier Sustainability – From Compliance Burden to Competitive Edge

Procurement sits at the heart of delivering on sustainability commitments – tasked with turning policy and promise into measurable supplier action.

Navigating new regulations like the EU Omnibus proposal, CSRD, and evolving Scope 3 expectations is anything but straightforward. The challenge is not just compliance, but ensuring that efforts drive real impact without creating unnecessary complexity or cost.

This workshop explores the intersection of regulation, ethics, and supplier collaboration—building on legal, operational, and change management insights. It is designed for those ready to move beyond reactive checklists and instead shape supplier relationships that create shared value.

What will be discussed:

- What role procurement plays in translating sustainability law into commercial action
- How to balance cost, carbon, and complexity in supplier evaluations and tenders
- Who needs to be engaged—from legal to category teams—to align ESG efforts with business priorities
- To what extent ethical considerations risk being sidelined—and how to bring them back into view

Katarina Jönsson | Head of Sustainable Procurement | Solar, Maria Mollberg | Director Sustainable Procurement | Essity, & David Frydinger | Partner | Cirio Law Firm



solar



essity



CIRIO

CPO Panel | What Should Procurement Really Become – If We Designed It for the Future?

Procurement is at a crossroads. On the one hand, leaders face rising expectations – to reduce risk, drive sustainability, enable innovation, and adopt GenAI. On the other, most organizations are still operating with structures, mindsets, and systems designed for yesterday's challenges.

This panel invites CPOs and transformation leaders to reflect on what procurement could – and should – look like if we stopped optimizing the old and designed for future value. The conversation will challenge assumptions about roles, operating models, and how GenAI and technology should serve that future vision – not just make the current model faster.

What will be explored:

- What is procurement's North Star in a world of AI, shifting business models, and rising stakeholder demands?
- How do we move from incremental improvements to genuine transformation?
- Who must be engaged to redesign procurement so it creates value beyond internal efficiencies?
- To what extent do current structures and mindsets limit what's possible – and what could unlock the change?

Huso Hasanovic | Executive Director Digital Sourcing & Procurement Services | The Estée Lauder Companies Inc



Rethinking procurement from the outside-in — customer-first, AI-enabled, purpose-driven

Keynote | Beyond Incremental: What Procurement Could Be in a GenAI-Enabled World

Much of the current AI conversation in procurement focuses on efficiency – faster tasks, cheaper processes, smarter automation. But what if GenAI could help us do something more ambitious? What if we reimagined procurement not as a function optimized for today's systems, but as an orchestrator of business value in a more dynamic, data-rich, and customer-driven world?

Drawing on deep experience in large-scale transformations and operating model redesign, Lars J Andersson will explore how GenAI, agentic systems, and a shift in mindset could help procurement evolve beyond incremental improvements – and what this would require from leaders, teams, and organizations.

What will be explored:

- What could procurement look like if designed from scratch with AI, customer value, and agility at its core?
- How can GenAI and agent-based models enable truly new ways of working – not just faster versions of old processes?
- Who needs to drive this change, and how can procurement challenge internal boundaries to lead it?
- To what extent do current structures, behaviors, and mindsets hold back this potential – and how can we break through?

Lars J Andersson | Partner | Carve



What the benchmarks say: Skills, models, and priorities for procurement in 2026

Keynote + Brainstorm | What the Data Tells Us: Rebuilding Procurement for Impact in an AI World

Transformation often starts with bold ideas – but it succeeds with facts. Hackett Group's global benchmarks reveal that while most procurement leaders feel pressure to drive resilience, innovation, cost savings, and sustainability, few have the operating models, skills, or data readiness to support that ambition – let alone integrate AI effectively. In this session, Vicky Kavan shares exclusive data on what distinguishes leaders from laggards, where capability gaps are slowing progress, and what steps organizations are taking to future-proof procurement.

This is not about imagining the future – it's about understanding today's realities and exploring practical paths forward.

What will be shared and discussed:

Part 1: Where are we today?

- Hackett data on procurement time use vs. value creation
- Gaps in AI/GenAI readiness and capability alignment
- Group reflection: Where are we spending effort vs. creating impact?

Part 2: What if procurement worked differently?

- Hackett's latest findings on operating model shifts and GenAI adoption
- Table discussions: Explore bold scenarios – e.g., rethinking decision rights, team design, or value priorities

Part 3: What would it take to move forward?

- What skills, governance changes, or sponsorship shifts are helping leaders succeed?
- Group reflection: What one bold (yet realistic) step could we take next?

Vicky Kavan | Director | The Hackett Group



16:30 *What is next for You and what have you learned during this years summit?*

Wrap up and End of CPO Outlook 2025

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

Kodiak Hub is an end-to-end Supplier Relationship Management (SRM) platform that leverages big data, smart automation and AI to drive precision in procurement and power in partnerships. Its innovative cloud-based SRM software helps global procurement and sourcing teams to buy smarter, drive sustainable supplier relationships, and unlock value in global supply chains. Kodiak Hub offers a modular suite of supplier relationship management solutions that teams can plug-and-play to capture supplier data and information, spot supply chain risks, manage contracts, categories, documents and products, assess and audit supply chain compliance, evaluate and improve supplier performance, and drive buyer-supplier innovation. The journey towards smart and sustainable strategic sourcing starts with Kodiak Hub! Learn more via kodiakhub.com



About JAGGAER

JAGGAER is a global leader in enterprise procurement and supplier collaboration, and the catalyst for enhancing human decision-making to accelerate business outcomes. We help organizations to manage and automate complex processes while enabling their highly resilient, accountable, and integrated supplier base. Backed by 30 years of expertise, our proven AI-powered industry-specific solutions, services, and partnerships form JAGGAER One, serving direct and indirect, upstream and downstream, in settings demanding an intelligent and comprehensive source-to-pay solution. Our 1,200 global employees are obsessed with helping customers create value, transform their businesses, and accelerate their journey to Autonomous Commerce. For more information, visit jaggaer.com



About GEP

GEP® delivers AI-powered procurement and supply chain solutions that help global enterprises become more agile and resilient, operate more efficiently and effectively, gain competitive advantage, boost profitability and increase shareholder value.

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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 SAP

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



About SPARETECH

SPARETECH's enterprise MRO software leverages the industry's largest spare parts catalog, proprietary matching technology, and tailored AI-powered recommendations to effectively serve maintenance and procurement teams in their daily decision making. We enable our customers to source parts inside or outside of their production network, stop buying parts they already have, and reliably reduce inventory. Learn more via sparetech.io



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 2025 Speaker & Moderator Bios

Huso Hasanovic, Executive Director, Global Procurement – Indirect Spend, Estée Lauder Companies

Huso Hasanovic leads global procurement for indirect spend at Estée Lauder Companies, overseeing categories such as marketing, IT, professional services, logistics, and facilities. With a strong international background in sourcing and transformation, he drives procurement strategies that align efficiency, compliance, and value creation across complex stakeholder networks. Known for his business-driven mindset and structured approach, Huso focuses on building global category strategies, improving operating models, and enabling cross-functional collaboration.

Aneesh Venkataraman, Director, Procurement Excellence, Dentsply Sirona

Aneesh brings 12+ years of cross-industry supply chain experience and currently leads global initiatives in procurement digitization, analytics, and automation. Recognized among Sweden's top young leaders by Nova Talent, he combines operational acumen with technology-driven procurement transformation.

Linda Grubbström, Head of Strategy & Purchasing Way, Scania Group

With nearly 16 years at Scania, Linda has led multiple functions across strategic sourcing and purchasing development. She is passionate about driving transformation and organizational learning, backed by a Master's in Industrial Engineering from KTH and TU Delft.

Maria Kämbrant, CPO, Länsförsäkringar

Maria heads procurement at group level, advancing digitization and risk-based approaches. Previously Head of Sourcing & Legal Affairs at ATG, and with over a decade at Ericsson, she is known for bridging business, tech, and legal to drive sustainable value through partnerships and innovation.

Emma Papakosta, Head of Purchasing Development & Digitalization, NCC

Emma is dedicated to turning procurement into a strategic function, leading digital transformation initiatives within NCC. She is also an active board member, passionate about driving innovation and future-ready capabilities in the procurement function.

Tuula Tuononen, Global Process Owner, Procurement Excellence, Konecranes

Tuula has 25+ years of sourcing and supplier management experience across technology, finance, and industry sectors. Known for driving procurement transformation and stakeholder collaboration, she previously held key roles at Coupa, Basware, and Danske Bank.

Sami Oksanen, Global Process Owner, Procurement Excellence, Konecranes

Sami is a Lean Six Sigma Black Belt with deep experience in operational excellence and supplier development. At Konecranes and previously KONE, he has led numerous global Lean transformation and quality initiatives across procurement and operations.

Mirela Boldu, Director, Procurement PMO, Electrolux

Mirela leads global transformation programs focused on risk, cost, and operational excellence. Her cross-functional leadership spans procurement, finance, and digital innovation, managing a €7B spend portfolio while supporting strategic collaboration across Electrolux business units.

Davide Bon, Global Procurement Program Manager, Electrolux

Davide specializes in supplier risk mitigation and market intelligence, contributing to global resilience strategies. With a strong analytical background and multilingual skills, he supports the development of digital tools and insights to enhance procurement performance.

Valerie Tay, Program Manager, Group Procurement, Electrolux

With 15+ years of global program management experience across electronics and manufacturing, Valerie leads cross-functional procurement initiatives. Her expertise spans NPI, supplier management, and operational excellence, bringing both technical and commercial perspectives to transformation efforts.

Michael C. Catalan, Director, Indirect Procurement, Hempel

Michael has over 20 years in strategic sourcing across direct and indirect spend, with a career spanning Hempel, ISS, Maersk, and Nokia. An MBA graduate with a background in Japanese business, he is known for his strong negotiation skills and transformation leadership.

Lars J. Andersson, Partner, Carve Consulting

Lars J. Andersson is a procurement transformation leader with nearly two decades of experience driving technology innovation, automation, and strategic change. Formerly Head of Procurement Automation & Analytics at Maersk, he led the development of AI-driven procurement platforms and embedded analytics across operations. At EBG | Xperience Copenhagen, Lars introduced the power of Multi-Agent Systems (MAS) and Agentic AI—highlighting how autonomous agents can shift procurement from reactive processing to proactive orchestration. At CPO Outlook 2025, he will continue exploring how MAS and AI can enable a more adaptive and intelligent procurement function.

Maria Mollberg, Director Sustainable Procurement, Essity

Maria Mollberg leads Essity's sustainable sourcing efforts globally, bringing over a decade of experience in supplier quality, strategic sourcing, and ESG-driven procurement. She focuses on integrating sustainability into procurement operations and driving responsible supplier engagement across the value chain.

Yannick Thiry, Expert Partner, Bain & Company

Yannick Thiry is an Expert Partner at Bain & Company in Paris, where he specializes in procurement, supply chain transformation, and strategic sourcing. With a background spanning industry and consulting—including roles at VusionGroup and Masai—Yannick brings deep experience in delivering sustainable cost improvements and operational resilience across global organizations.

Vicky Kavan, Principal, The Hackett Group

Vicky Kavan is a Principal at The Hackett Group, advising global procurement organizations on how to drive transformation, accelerate digital adoption, and align operating models with evolving business priorities. She brings a strong background in benchmarking, strategy, and value realization across multiple sectors.

Katarina Jönsson, Head of Sustainable Procurement, Solar Group

Katarina Jönsson leads the sustainable procurement agenda at Solar Group. With a career spanning roles in indirect sourcing, category management, and procurement transformation at companies like Sony Ericsson, she now focuses on integrating ESG into sourcing strategies and enabling supplier collaboration for long-term value.

David Frydinger, Partner, Cirio

David Frydinger is a leading lawyer and thought leader in relational contracting and sustainability law. As Partner at Cirio, he helps organizations structure strategic partnerships and design smarter contracts that enable collaboration, innovation, and compliance with evolving ESG frameworks. David has contributed to Harvard Business Review and co-authored several books on contract design and sustainable business relationships.

Lisa Lidén, Procurement Director, Special Steels, SSAB

Lisa Lidén leads procurement for SSAB's Special Steels division, with a background spanning sustainability, international purchasing processes, and supply chain development. She has worked in Germany, China, and Sweden, driving process efficiency and supplier collaboration across complex industrial operations.

Patrik Åslin, Deputy Head Global Procurement, Handelsbanken

Patrik Åslin is a senior procurement leader with expertise in IT sourcing and supplier governance within regulated environments. At Handelsbanken, he supports digital transformation and risk mitigation in sourcing while building strong partnerships across business units. His background in cards and payments brings valuable insights into fintech and financial services procurement.

Juho Muurinen, Head of Operative Procurement & Purchase to Pay, Orion Corporation

Juho Muurinen is an experienced procurement leader with a passion for transforming purchasing practices through automation, digitalization, and data-driven strategies. At **Orion Corporation**, he heads the Operative Procurement and P2P function, steering a team of 17 professionals and overseeing end-to-end processes from Purchase to Pay to Business Partner Master Data.

Prior to Orion, Juho led UPM's **Procurement 2.0 program**, focused on driving automation, RPA, process mining, and SAP-enabled efficiencies across €3.5 billion of direct and indirect spend. His track record includes delivering tangible improvements in process efficiency, solution development, and procurement analytics.

Kjersti Wilhelmsen | Head of SCM ESG & Compliance | Equinor

Kjersti Wilhelmsen leads ESG and compliance within supply chain management at Equinor, bringing over 20 years of experience across procurement, project management, and commercial operations in the energy sector. Her career spans strategic and operational roles in both oil & gas and renewable energy, with a proven track record in managing complex procurement projects across Norway, the Netherlands, Spain, and China.

Before her current role, Kjersti headed procurement for Equinor's Norway and APAC renewables portfolio, and played a key role in establishing new operating models within Engineering, Procurement, Construction & Digital (EPCD). She has held senior leadership roles in offshore wind and major infrastructure projects such as Johan Sverdrup, Gina Krog, and Åsgard.

Why join CPO Outlook 2025?

Because you're expected to lead procurement forward – even as complexity, expectations, and risk keep rising. At CPO Outlook, you don't just listen – you compare, challenge, and connect with peers facing the same realities. With 40+ discussions, real cases, and actionable takeaways, it's the most hands-on summit for procurement leaders in the Nordics.

Join us to shape what procurement will do – and become – next.

Seats are limited - register via cpooutlook.com

"Definitely valuable use of 2 days! Good open discussions with people, well organized and planned program, good keynotes and customer cases generating lots of thoughts and ideas how could I utilize some of them in my job."

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.

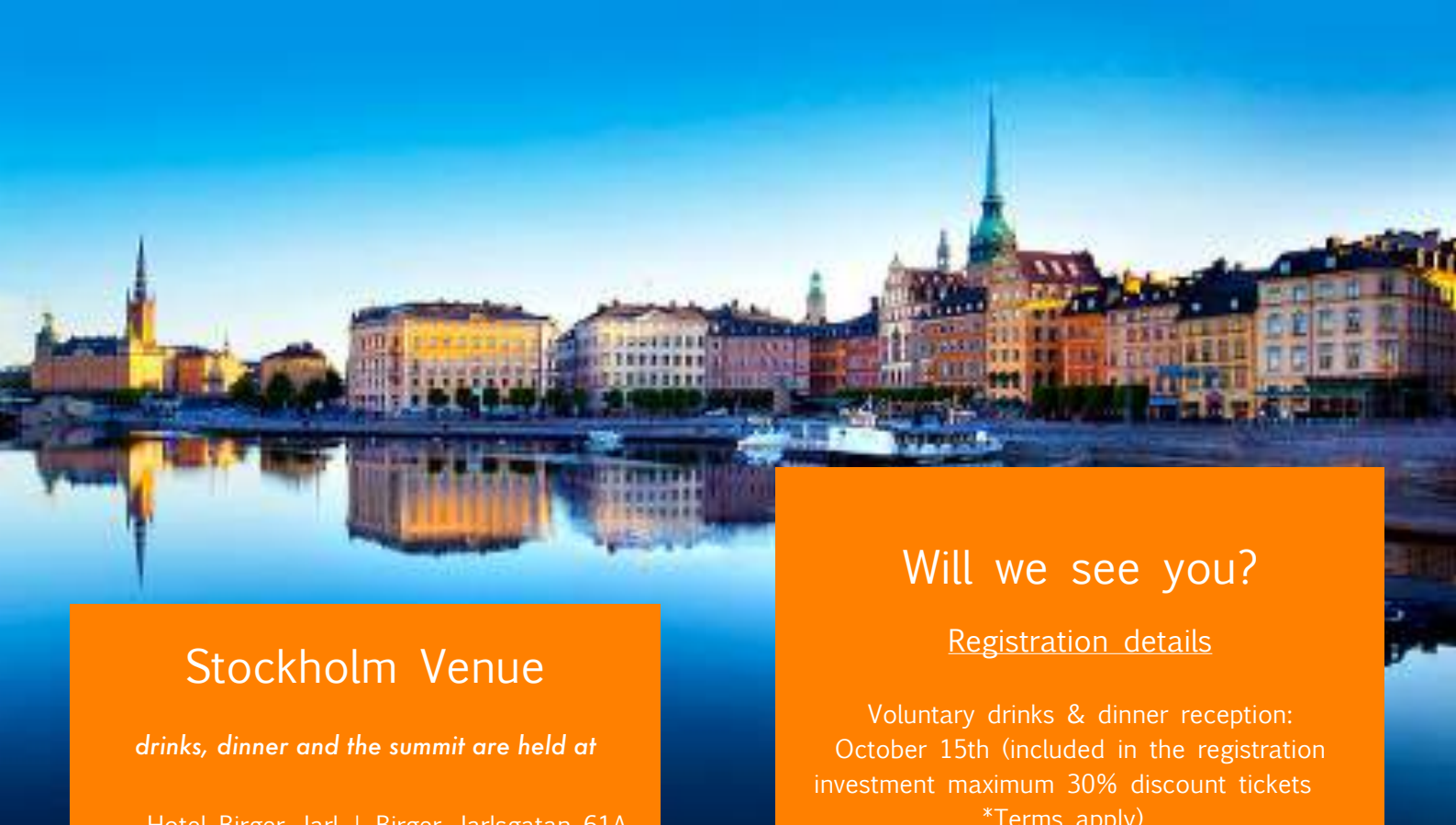
During the pandemic, EBG enabled 129 online round table discussions. Having enabled hundreds in person since 2010 before that. CPO Outlook is the combined efforts and perspectives of the annual summits Source 2 Pay Summit and Sourcing Outlook. The 2025 version of CPO Outlook marks the 21th summits EBG 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

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Registration details

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October 15th (included in the registration investment maximum 30% discount tickets

**Terms apply)*

Starting at 17:30-21:00

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

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>>Register here or go to cpooutlook.com

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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