

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



SEB



Yanfeng



Länsförsäkringar



SCANIA



NCC



EMBLA MEDICAL



Dentsply Sirona



KONECRANES



equinor



ORION PHARMA



essity



VATTENFALL



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CARVE CONSULTING



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The Hackett Group



BAIN & COMPANY



Google Workspace



Host ebg | Network

15 years of EBG

Expert Organizations

Prewave

ivalua

coupa

ZYCUS

GEP

KODIAK HUB

JAGGAER

ecovadis

SAP

SPARETECH

accenture

servicenow

Sievo

Organizer:

ebg | Network

Why join CPO Outlook 2025?



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

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

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

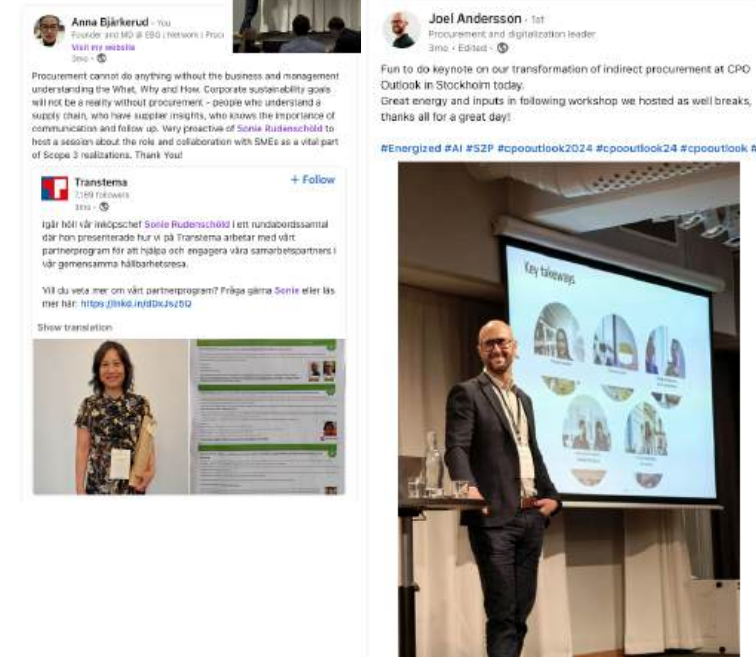
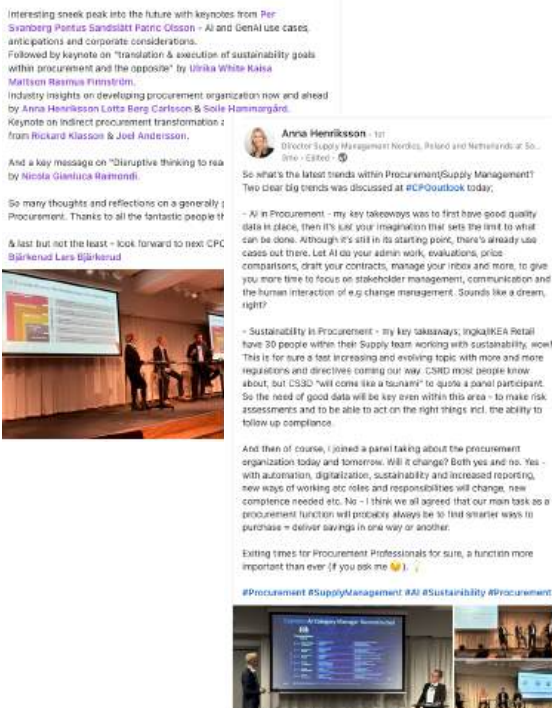
- ✓ **Roundtables, workshops, panels, keynotes – all focused on real cases, not theory**
- ✓ **Seats are limited – because meaningful dialogue can only happen in the right setting**
- ✓ **You'll meet peers, not strangers – and leave with connections that last beyond October**

At CPO Outlook 2025, we ask the hard questions:

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

We look forward to seeing you in Stockholm!

Best regards,
Anna Bjärkerud
Founder & MD



KEYNOTES

For all presentations in the plenum hall



FOCUSED THEME DISCUSSIONS

Parallel workshops where you choose what topic best fit you



THEME DISCUSSIONS

Round table discussions enabling You to learn from peers and experts



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

develop

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Register here to meet us in Stockholm!

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
09:00-09:15	Tech run through I - meet the exhibitors shaping procurement	
09:15-09:40	Keynote Procurement at a Crossroads: Navigating Complexity, Conflicting Priorities, and the Path Forward Yannick Thiry Expert Partner Bain & Company	Focus: Market outlook Keynote
09:40-10:05	Keynote Responsible Sourcing: Building a Resilient and Sustainable Future Lisa Lidén Procurement Director SSAB	Focus: Risk & Resilience Keynote Enabled by Ivalua
10:05-10:35	Morning Coffee & Networking	Break
10:35-10:45	Tech run through I - meet the exhibitors shaping procurement	
10:45-11:10	Keynote From Ambition to Action - Successful Implementation of Sustainability in Procurement Gunnar Büchter Executive Director, Global Head of Sustainability Yanfeng International Automotive Technology Europe	Focus: Sustainability in Action Keynote Enabled by Prewave
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 & Yanfeng - 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 & SEB - The Hat Trick of Strategic Procurement - Perfect match of Spend Insights, Category Strategy and Sourcing Execution 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	Keynote People-Powered Procurement: Transformation in a Risk Averse Environment Michael Hansen CPO SEB	Focus: Empowering Change Keynote Enabled by Coupa
14:25-14:35	Move to Theme Discussions III	Transition
14:35-15:20	Roundtable Discussions 11-19 - How do you build a high-impact indirect procurement team–without creating a new silo? Hempel - How do you connect insights, ownership, and action across the supplier lifecycle? Konecranes - Bridging the Procurement Gap: Aligning Strategic Sourcing with Operational Purchasing Orion Pharma - How Can GenAI Move Procurement from Efficiency Gains to Real Transformation? Carve - Procurement Under ESG Pressure: Balancing Progress and Reality Equinor - How Can Procurement Create Real Business Impact – Not Just Functional Wins? Bain & Company - Leading Through Real Change: People, Pressure & the Push from AI Embla Medical - How do You Operationalize Supplier Risk through Data, Action & Ownership? Dentsply Sirona	
15:20-15:50	Afternoon Break	Break
15:50-16:40	Roundtable Discussions 11-20 (same topics)	Theme Discussions IV
16:40-16:50	Move to Main Plenum	Transition
16:50-17:20	Vision 2040: Where is procurement heading? Arjan de Jong Director of Global Procurement Solutions & Insights Vattenfall, Hosted by Anna Bjärkerud Founder of EBG Network	Focus: Future & Technology outlook Interactive session
17:20	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
09:00-09:15	Framing the Day Ahead & Pre-Summit Survey results Anna Bjärkerud at EBG Network	Opening Remarks
09:15-09:55	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	Focus: How to lead teams and create confidence Panel
09:55-10:20	Keynote Keynote How do you structure supplier risk management for real action – not just awareness? Aneesh Venkataraman Director ProcureX Dentsply Sirona	Focus: Making Risk mitigation actionable Keynote
10:20-10:50	Coffee & Conversation	Break
10:50-11:30	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	Focus: Operationalized sustainability for effect Panel
11:30-11:55	What Should Procurement Really Become – If We Designed It for the Future? Martin Kolev VP Global Procurement Embla Medical	Focus: Future of procurement Leadership Reflections
12:00-13:00	Networking lunch	
13:10-14:00	Choose from: 1. Workshop Performing While Transforming – Empowering Procurement Without Perfect Conditions 2. Workshop Closing the SRM Gap – From Fragmented Relationships to Strategic Partnership 3. Workshop From Chaos to Clarity – Rethinking Indirect Procurement for Visibility, Control and Business Impact 4. Workshop Rethinking Supplier Sustainability – From Compliance Burden to Competitive Edge 5. Workshop How do you build a risk-aware procurement community that acts with confidence?	Parallel Workshops
14:00-14:25	Coffee & Conversation	
14:30-14:55	Keynote Beyond Incremental: What Procurement Could Be in a GenAI-Enabled World Lars J Andersson Partner Carve	Focus: What will GenAI bring to procurement? Keynote
15:00-15:50	Keynote + Brainstorm What the Data Tells Us: Rebuilding Procurement for Impact in an AI World EBG Network & Vicky Kavan Hackett Group led	Focus: What will GenAI bring to procurement? Keynote + Brainstorm
15:50-16:15	Thriving Amid Disruption: Leadership, Work & Strategy in the Age of AI Suzana Drakulic Head of Google Workspace Nordics & Central Eastern Europe Google Workspace	Focus: Leadership, Competencies and Ways of working in the age of AI
about 16:15	Wrap up and The End	Plenum

08:00 Registration open and coffee is served

08:45 Opening of CPO Outlook 2025 | Day 1

Tech run through I - meet the exhibitors shaping procurement

Future of Procurement | 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

Risk & Sustainability Development | 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

10:05 Networking Break

Tech run through II - meet the exhibitors shaping procurement

10:45

Sustainability Development | Making Sustainability Work in Real Procurement Decisions

Keynote | From Ambition to Action - Successful Implementation of Sustainability in Procurement

What does it take to operationalize sustainability in procurement – across regions, regulations, and thousands of suppliers? At Yanfeng, Gunnar Büchter has led a five-year transformation integrating ESG into sourcing, supplier engagement, and contract execution. This keynote shares how sustainability becomes real when it supports competitiveness, mitigates risk, and enables confident decisions from strategy to buyer level.

What will be shared:

- How Yanfeng aligns business strategy, sourcing, and sustainability to drive year-on-year improvements
- What tools and processes help procurement integrate regulatory requirements without friction
- In what way supplier monitoring via AI and shared ownership enables early risk visibility and trust
- How leadership mindset and cross-functional enablement turn ESG ambition into actionable operations



Yanfeng

Gunnar Büchter | Executive Director, Global Head of Sustainability | Yanfeng International Automotive Technology Europe

Enabled by Prewave

Have you read the Post EBG | Xperience Report? 81 companies sharing their views >>find it here

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?

Gunnar Büchter | Executive Director, Global Head of Sustainability | Yanfeng & Teodor Bretvold | Account Executive Nordics | Prewave



Yanfeng 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



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?

Martyna Wojciechowska | Account Executive Enterprise Nordics | EcoVadis



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, GEP 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.

Antonio Verde | Senior Manager | GEP



GEP

Spend Management under AI influence

Autonomous Procurement: Harnessing AI for Strategic Spend Management

AI-driven platforms are no longer a vision of the future – they're increasingly reshaping how procurement teams work today. But the road to autonomy isn't just about technology; it's about trust, transparency, and timing. As organizations experiment with automation in sourcing, contracting, and spend optimization, new questions emerge: What should be automated? What needs human oversight? And how do you prepare teams for the shift?

What does it take to successfully implement autonomous procurement – including the hidden barriers, lessons learned, and leadership mindset needed to make it work?

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?

Michael Hansén | CPO | SEB & Jacob Dahl | Customer Value Director | Coupa



SEB Coupa

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

Malin Schmidt | Founder & CEO | Kodiak Hub



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?

Robert Lindqvist | Sales Director Nordics & Sami Heil | Senior Manager, Manufacturing Procurement Strategy | JAGGAER



JAGGAER

Orchestrating Spend & Strategy Across Functions

The Hat Trick of Strategic Procurement - How do you create the perfect match of Spend Insights, Category Strategy and Sourcing Execution

Going from disconnected processes to an integrated flow by connecting Insights, Plan and Action.

Discover how AI and advanced data capabilities can transform strategic procurement.

This session explores three key pillars:

- How to capture and analyze spend data
- How to refine category strategies
- How to create sourcing events with scenario planning

Join to discuss how these approaches can deliver better spend visibility, stronger category management, and strategic sourcing that reduces costs, improves quality, and supports ESG objectives.

Pasi Tervo | Senior Director Strategic Go-to-Market, EMEA | SAP



SAP

Unlocking MRO savings with data and collaboration

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

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?

Andreas Lange | VP Sales & Henning Lombeck | Senior Account Executive | SPARETECH



Suitable processes for AI/GenAI/Agentic AI

Agentic AI-Driven Procurement: Transforming Operations Through Intelligent Automation

Manual processes, fragmented data, and reactive decision-making often stand in the way to cut costs and deliver value faster. This is where Zycus steps in. As a global leader in AI-powered end-to-end Source-to-Pay solutions, Zycus helps organizations move beyond traditional automation into the era of Agentic AI – where intelligent agents proactively manage tasks, reduce risks, and unlock new levels of efficiency. In this roundtable, we'll get real about where automation actually moves the needle, and how AI isn't just hype but a practical tool to strengthen business continuity and free teams to focus on strategy.

Discuss with peers:

- Why procurement still struggles with inefficiency and high costs despite automation and how Agentic AI fixes the gaps.
- Which procurement processes deliver the fastest wins with AI-driven automation (from sourcing to supplier risk to contracts)?
- How does intelligent automation reshape procurement team roles and builds resilience against disruptions?
- Where should procurement leaders start to capture both quick savings and long-term value?

Anthony Gray | VP Northern Europe | Zycus



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.

13:00 *Networking Lunch Break*

14:00 **Empowering Change | People-Centered Procurement Transformation**

Keynote | People-Powered Procurement: Transformation in a Risk Averse Environment

How can you drive transformation in a highly regulated industry?

SEB is on a journey of procurement and AP transformation. Powered by the Coupa Spend Management Platform, they aim to provide a best-in class experience to its end users, whilst ensuring solid cost control and risk management.

Michael will expand on its development journey and discuss items like

- How foundational elements, such as having good control of master data remains critical also in times of rapid technological evolution
- The importance of keeping the end users at the center.
- Building engagement for change and empowering people to deliver more

Michael Hansén | CPO | SEB

Enabled by Coupa



Theme Discussion to Session 3 Transition Time...

14:35 **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.

Business impact over functional wins

How Can Procurement Create Real Business Impact – Not Just Functional Wins?

Procurement's ambitions have expanded, but has its business impact kept pace? This discussion explores how to move beyond functional KPIs and cost savings, to create value that resonates at the enterprise level – especially in organizations where change is slow, and expectations high.

What will be discussed:

- What defines meaningful procurement impact in your business today?
- How can procurement better align with core business strategy (not just functional goals)?
- Who in the organization should be a closer partner to procurement's evolution?
- To what extent can GenAI and digital tools help link procurement's work to real business outcomes?

Yannick Thiry | Expert Partner | Bain & Company



Structuring indirect procurement for impact and alignment

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

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



Operationalizing Supplier Risk through Data & Ownership

How do You Operationalize Supplier Risk through Data, Action & Ownership?

Supplier risk is no longer just a category-level concern—it's a business-wide priority. But even with growing awareness, many organizations struggle to move from data to insight to action. Dentsply Sirona is building a structured, cross-functional approach to supplier risk that enables faster decisions, clearer accountability, and more proactive mitigation. This session will explore how to turn risk signals into shared responsibility—without adding complexity or noise. It's a discussion for those navigating resource constraints, scattered data, and the challenge of getting risk to stick across teams.

Discuss with peers:

- What processes and procedures have you established to proactively manage supplier risk?
- How do you structure workflows to enable the process you have built?
- How can procurement structure supplier risk data so that it's actually useful in real decisions?
- What does it take to embed risk ownership across multiple functions?
- How do you define "good enough" risk visibility to avoid analysis paralysis?

Aneesh Venkataraman | Director ProcureX | Dentsply Sirona



Procurement purpose in a GenAI driven world

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

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



Building SRM that creates visibility across the lifecycle

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

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 | Konecranes



KONECRANES

Balancing ESG Ambition With Market and Cost Pressures

Procurement Under ESG Pressure: Balancing Progress and Reality

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

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

Rethinking Roles & Leadership as AI Takes Hold

Leading Through Real Change: People, Pressure & the Push from AI

The AI narrative isn't just changing how we talk about procurement – it's reshaping what leadership may look like across entire organizations. If repetitive tasks are finally automated, decision-making accelerated, and roles redefined, leaders face a new mandate: not just to restructure, but to reframe how people think, work, and grow.

You are here invited to a candid conversation about leading through real, often uncomfortable change. This roundtable tackles the human side of the possible AI disruption – how to move beyond theory and drive shifts in behavior, culture, and team design when the technology seemingly freeing leaders and teams 10X time available to focus on higher value decision rather than simply automating the basics.

Discuss with peers:

- How do you lead transformation when the tech is moving faster than the team?
- Where should we double down on human skills - and where do we let AI take over?
- What roles stay relevant when routine tasks take 90% less time?
- What makes change stick when systems, stakeholders, and strategies keep shifting?

Martin Kolev | VP Global Procurement | Emla Medical



EMBLA MEDICAL

15:20 Afternoon Break

15:50 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! After these roundtable discussions move back to the plenum!

16:50 Future of Procurement | Reimagining Procurement: Bold Visions, Real Barriers

Vision 2040: Where is procurement heading?

Procurement leaders face the same pressures year after year – resource overload, system chaos, too many priorities. But the ambitions have grown: to lead on AI, ESG, supplier strategy, and resilience. What's holding us back – and what could move us forward?

In this closing session, you'll hear reflections from across the Nordic procurement community – paired with a bold future vision from Arjan de Jong. Drawing on survey insights and 15 years of unchanging challenges, we'll explore what it takes to finally evolve procurement from tactical pain point to strategic force.

What will be shared and discussed:

- Key reflections from your peers on the current procurement landscape
- The persistent disconnect between ambition, resources, and outcomes
- What a reimagined procurement function might look like in 2040 – and how to prepare for it
- How leadership, structure, and mindset influence what procurement can become

Arjan de Jong | Director of Global Procurement Solutions & Insights | Vattenfall, Hosted by Anna Bjärkerud | Founder of EBG | Network



VATTENFALL



ebg | Network

17:20 Summary of Day 1

17:30 Stay for a drink & dinner!

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

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

"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."

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?

09:15 **Future of Procurement | 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 are leaders 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



Länsförsäkringar



NCC



SCANIA

Risk & Resilience | 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



Dentsply Sirona

10:20 *Coffee and conversation*10:50 **Aligning ESG, ethics and law with sourcing strategy**

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?

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

Leadership Reflections | 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 procurement 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?

Martin Kolev | VP Global Procurement | Embla Medical



12:00 *Networking Lunch Break*

13:10 **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.

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

1

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

Closing the SRM gap — from promises to performance

2

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?

Vicky Kavan | Director | The Hackett Group



The Hackett Group

[Have you read the Post EBG | Xperience Report? 81 companies sharing their views >>find it here](#)

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?



Patrik Åslin | Deputy Head Global Procurement | Handelsbanken

Handelsbanken

Procurement meets ESG regulation — risks, roles, and opportunities

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 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 & Kjersti Wilhelmsen | Head of SCM ESG & Compliance | Equinor

solar essity equinor

Building a global risk-aware procurement culture that sticks

Workshop | How Do You Build a Risk-Aware Procurement Community That Acts With Confidence?

How do you move beyond dashboards and frameworks to create a culture where procurement acts on supplier risk with clarity and speed? You'll explore both the reactive and proactive sides of supplier risk, exchanging experiences across industries. Together we'll map how different teams are navigating growing expectations – from AI-powered monitoring and new regulations to the human behaviors that drive real impact.

This workshop tackles two real-world challenges:

- 1 How to respond effectively when risk incidents occur

A real-life incident sets the stage. Who acts? How is responsibility shared? And what breaks down when procurement, sustainability, and operations don't align?

- 2 How to build internal alignment and accountability before risks escalate

It's not just about having tools – it's about knowing what to do with them. This part explores how to structure roles, governance, and communication so risk insights become daily decisions.



Ulrika Hallström | Director Supply Chain Risk Advisory | Prewave

Prewave

14:00 *Coffee & Conversations*

14:30 **AI & GenAI | 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 reimaged 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, behaviours, and mindsets hold back this potential – and how can we break through?

Lars J Andersson | Partner | Carve



CARVE CONSULTING

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?



The Hackett Group
Procurement, Finance and HR

Vicky Kavan | Director | The Hackett Group & Anna Bjärkerud | EBG | Network

AI & GenAI | How AI & Strategy Are Rewriting the Future of Work

Thriving Amid Disruption: Leadership, Work & Strategy in the Age of AI

As AI reshapes business models, decision-making, and the way we work, leaders face a new mandate: adapt faster, lead differently, and rethink how people and technology create value together. Drawing from two decades of digital and corporate transformation experience, Suzana Drakulic explores what it takes to lead in an era where strategy, structure, and skills are all being redefined.

What will be explored:

- How AI is shifting the way companies organize and make decisions
- What the future of work looks like when collaboration is tech-augmented
- Why leadership mindset, not just tools, will define business success



Google Workspace

Suzana Drakulic | Head of Google Workspace Nordics & Central Eastern Europe | Google Workspace

16:15

Wrap up and End of CPO Outlook 2025

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

"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"



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>>find it here

Expert Organizations

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. Prewave's AI algorithm analyses sources in more than 50 languages across 100+ risk categories to ensure that no disruption goes unnoticed. Brands such as VW, BMW, ABInBev, PWC or Zurich Insurance are already reaping the benefits today. Get in touch and join the wave forward. Learn more via [prewave.com](https://www.prewave.com)



About Coupa

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



About Ivalua

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



About Zycus

Zycus is the pioneer in Cognitive Procurement software and has been a trusted partner of choice for large global enterprises for two decades. Zycus has been consistently recognized by Gartner, Forrester, and other analysts for its Source to Pay integrated suite. Zycus powers its S2P software with the revolutionary Merlin AI Suite. Merlin AI takes over the tactical tasks and empowers procurement and AP officers to focus on strategic projects; offers data-driven actionable insights for quicker and smarter decisions, and its conversational AI offers a B2C type user-experience to the end-users. Zycus helps enterprises drive real savings, reduce risks, and boost compliance, and its seamless, intuitive, and easy-to-use user interface ensures high adoption and value across the organization. Start your #CognitiveProcurement journey with us, as you are #MeantforMore. Learn more via [zycus.com](https://www.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](https://www.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](https://www.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. Fresh thinking, innovative products, unrivaled domain expertise, smart, passionate people — this is how GEP SOFTWARE™, GEP STRATEGY™ and GEP MANAGED SERVICE™ together deliver procurement and supply chain solutions of unprecedented scale, power and effectiveness. Headquartered in Clark, New Jersey, GEP has offices and operations centers across Europe, Asia, Africa and the Americas. To learn more, visit [gep.com](https://www.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](https://www.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](https://www.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](https://www.accenture.com)



About ServiceNow

The ServiceNow AI Platform for business transformation enables organizations to digitize any process across their organization with pre-built and customizable workflow solutions across functions and critical business systems, by connecting them on a single platform. Companies can maximize the value of existing IT investments, reduce costs, make impactful improvements in core business processes, and drive growth, all powered by Agentic AI. Finance and Supply Chain solutions on the ServiceNow AI platform helps organizations to simplify and accelerate the source-to-pay process. Our customers achieve measurable business value by enabling seamless purchasing, simplify accounts payable and supplier management as well as case management across work teams. Integrated seamlessly with existing ERP and procurement technologies, Source-to-pay Operations delivers faster time-to-value, while streamlining fulfilment and reducing the potential for errors or delays. Welcome to learn more via [servicenow.com](https://www.servicenow.com)



About Sievo

Sievo provides actionable procurement analytics based on data you can trust. Designed for large enterprises, loved by global companies featuring Mars, Levi's, and Deutsche Telekom and praised by key analysts, we provide a future-proof solution with immediate ROI. We empower Procurement, Finance, IT, and Sustainability teams to overcome their data chaos and capture all insights, drive bottom-line savings, improve ESG performance, and streamline budgeting and forecasting. Sievo goes beyond world-class analytics and dashboards. We help our customers close the data-to-action gap with reliable insights, recommendations, and benchmarks by combining internal, third-party, and cross-customer data. By processing spend data equivalent to 2% of the world's GDP annually, we enable fast, informed decision-making and deliver industry's highest data quality with end-to-end data accountability. We call it procurement excellence – but you can call it Sievo. Learn more via [sievo.com](https://www.sievo.com)

CPO Outlook 2025 Speaker & Moderator Bios

Michael Hansén, Chief Procurement Officer, SEB

Michael Hansén is CPO at SEB, leading group-wide procurement across the bank's global operations. With over 15 years of international experience, he has transformed procurement into a strategic function in highly regulated environments. His career spans telecom and financial services, including leadership roles at Telenor, Maxis, and in Asia-Pacific. Known for his structured, business-oriented approach, Michael focuses on aligning procurement with strategy, enabling digital tools, and driving performance through people and process. At CPO Outlook 2025, he will share how procurement can lead transformation in complex, regulated industries.

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.

Gunnar Büchter, Executive Director, Global Head of Sustainability, Yanfeng

Gunnar Büchter is Vice President of Sustainability and Executive Director of Procurement at Yanfeng, a global automotive supplier driving innovation in interior systems and smart cabin experiences. With more than 20 years of leadership experience in global sourcing, supply management, and procurement strategy, Gunnar plays a pivotal role in integrating sustainability into the core of Yanfeng's operations.

Martin Kolev, Vice President Global Procurement, Embla Medical

Martin Kolev is Vice President of Global Procurement at Embla Medical, a fast-growing innovator in non-invasive prosthetics and medical mobility solutions. Based between Reykjavik and Eindhoven, Martin leads global procurement operations with a focus on ethical sourcing, long-term value creation, and aligning supply strategies with the company's mission to enhance patient quality of life through advanced medical technology.

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.

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 Masaï—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.

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.

Arjan de Jong, Director of Global Procurement Solutions & Insights, Vattenfall

Arjan de Jong leads procurement transformation at Vattenfall, where he heads the FPES function—driving strategy, data, and digital innovation across the global procurement organization. With a career spanning insurance, energy, and analytics, Arjan is known for turning complexity into clarity and embedding future-ready capabilities at scale.

At Vattenfall, he has spearheaded initiatives such as unified AI-ready spend analytics, a digital innovation garage, strategic supplier management frameworks, and immersive learning platforms. Arjan brings a unique blend of creativity, data fluency, and systems thinking to everything he does—empowering procurement to lead with insight, speed, and impact.

A passionate advocate for inclusive innovation and social change, Arjan also serves as President of the Dutch INSEAD Alumni Association and Co-Creator of the CollabCanvas partnership framework.

Antonio Verde, Senior Manager, GEP

Antonio Verde is a Senior Manager at GEP Worldwide, based in Amsterdam, where he leads digital procurement transformation initiatives across global clients. With over nine years at GEP and a strong foundation in international political economy, Antonio brings a strategic and human-centric approach to procurement consulting. He combines deep expertise in process design, digital enablement, and supplier

collaboration, having worked across multiple industries and geographies. A certified Lean Six Sigma Green Belt and award-winning academic, Antonio helps organizations unlock value through innovation, insight, and collaboration.

Martyna Wojciechowska, Account Executive – Enterprise Nordics, EcoVadis

Martyna Wojciechowska leads enterprise customer engagement for EcoVadis in the Nordic region, helping procurement and sustainability leaders integrate ESG into supplier strategies. With nearly seven years at EcoVadis, Martyna has worked across mid-market and enterprise segments, translating ESG ratings into actionable insights for responsible sourcing. Her background spans international market analysis, product development, and Scandinavian studies—equipping her with both analytical depth and cultural fluency in driving sustainable change across complex supply chains.

Robert Lindqvist, Sales Director Nordics, JAGGAER

Robert Lindqvist is Sales Director Nordics at JAGGAER, where he guides organizations through digital procurement transformations across the region. With over two decades of experience in enterprise software, cloud platforms, and change management, Robert has held leadership roles at Coupa, Alation, ServiceNow, SAP, and Check Point. His passion lies in helping companies solve sourcing challenges through scalable technology, cross-functional alignment, and long-term partnerships. Robert is a frequent advisor on procurement excellence in both public and private sectors.

Henrik Nyberg, Sales Director Northern Europe, Ivalua

Henrik Nyberg leads Ivalua's Northern Europe sales operations, working closely with procurement and supply chain leaders to turn supplier relationships into strategic advantages. With over six years at Ivalua and a background that includes executive roles at Coupa, OpenText, and SAP, Henrik is known for his ability to align digital solutions with business strategy. He has helped quadruple Ivalua's Nordic customer base by focusing on customer success, long-term value creation, and a deeply collaborative approach to transformation.

Malin Schmidt, Founder & CEO, Kodiak Hub

Malin Schmidt is the Founder and CEO of Kodiak Hub, a leading platform for supplier intelligence and sustainable supply chain collaboration. A serial entrepreneur and B2B SaaS leader, Malin has built Kodiak Hub to help global companies drive value and mitigate risk through smarter sourcing decisions. With a background in operations management, industrial leadership, and sustainability consulting, she brings a bold and visionary mindset to supply chain transformation. Her mission: to reshape global trade to benefit both people and planet.

Jacob Dahl, Customer Value Director & Practice Lead, Enterprise EMEA, Coupa

Jacob Dahl is Customer Value Director and Practice Lead for Coupa in EMEA, helping clients unlock measurable impact from AI-powered business spend management solutions. With 15+ years of experience across SKF, Volvo Group, and Coupa, Jacob blends deep procurement knowledge with a strong focus on customer success, transformation strategy, and ROI delivery. Known for his executive-level communication and stakeholder alignment, he supports Coupa customers in achieving value maturity and innovation at scale.

Dr. Lukas Biedermann, Co-Founder & CCO, SPARETECH

Dr. Lukas Biedermann is Co-Founder and Chief Commercial Officer at SPARETECH, a pioneering platform focused on transforming industrial spare parts management. A former Porsche Consulting manager and supply chain resilience researcher, Lukas believes in co-innovation, data-driven collaboration, and decentralized decision-making. His PhD on resilient supply chains has reached over 36,000 readers, underscoring his thought leadership in the field. At SPARETECH, he empowers manufacturers to reduce waste, boost efficiency, and prepare for a more connected and sustainable industrial future.

Teodor Bretvold, Account Executive Nordics, Prewave

Teodor Bretvold is Account Executive Nordics at Prewave, where he helps companies increase supply chain transparency and resilience through AI-powered risk monitoring. With over a decade of experience in sales and leadership roles across the Nordics, Teodor is passionate about driving value through empathy, optimism, and a strong customer focus. At Prewave, he supports organizations in proactively managing ESG risks, regulatory compliance, and supplier disruptions.

Andreas Lange, VP of Sales, SPARETECH

Andreas Lange is Vice President of Sales at SPARETECH, where he helps industrial companies revolutionize how they manage spare parts. With over two decades of experience in software, sales leadership, and digital transformation—including roles at SAP, Workday, Pricefx, and Sellforte—he brings a wealth of insight into scaling customer-centric innovation.

At SPARETECH, Andreas enables manufacturers to unlock cost savings, improve uptime, and gain full visibility through smart spare parts data management and AI-powered inventory optimization. A former naval commander turned SaaS leader, he combines strategic leadership with hands-on customer collaboration to deliver measurable value across complex industrial ecosystems.

Henning Lombeck, Senior Account Executive, SPARETECH

Henning Lombeck is Senior Account Executive at SPARETECH, supporting industrial clients in digitizing and optimizing their spare parts supply chains. With a background in mechanical engineering and a career spanning roles at Volkswagen, Bosch, and Siemens Digital Industries Software, Henning brings a deep understanding of OEM supply networks, aftersales, and predictive maintenance.

At SPARETECH, he helps customers increase transparency, reduce downtime, and cut costs through smart data-driven solutions. Fluent in both German engineering and international business, Henning combines technical depth with a solution-oriented mindset—enabling procurement and maintenance teams to collaborate more intelligently and efficiently.

Pasi Tervo, Senior Director Strategic Go-to-Market, EMEA, SAP

Pasi is an experienced leader in global procurement and supply chain transformation, with a strong track record in driving digital Source-to-Settle solutions and integrated supply chain strategies. He specializes in process automation, category strategy, and demand-driven solutions for direct materials, MRO, and services. With proven expertise in project management and leading Centers of Excellence, Pasi is passionate about sharing best practices and enabling organizations to achieve operational excellence.

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.

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"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.

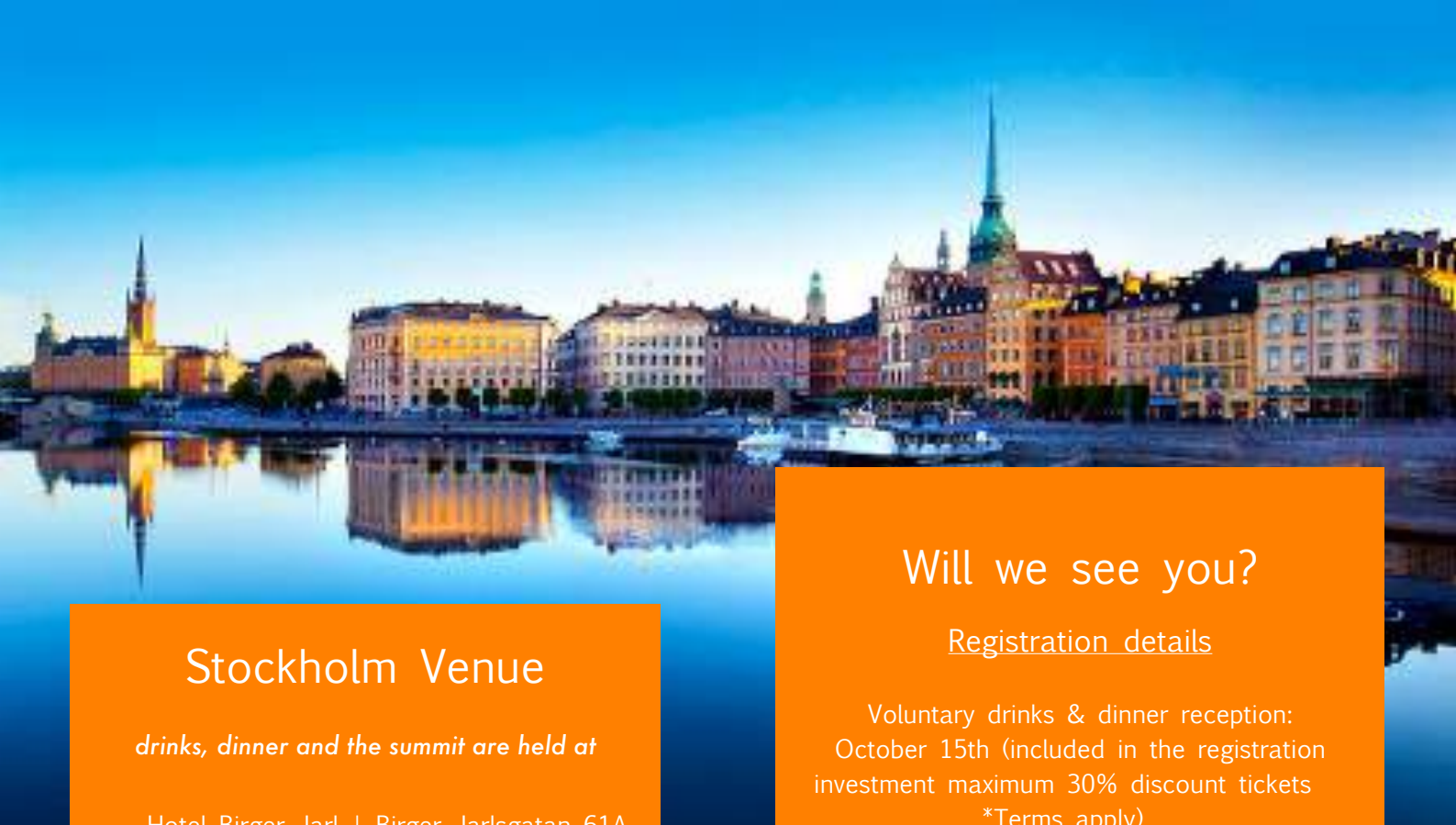
During the pandemic, EBG enabled 129 online round table discussions. Having enabled hundreds in person since 2010 before that. CPO Outlook is the combined efforts and perspectives of the annual summits Source 2 Pay Summit and Sourcing Outlook. The 2025 version of CPO Outlook marks the 21th summits EBG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

Hotel Birger Jarl | Birger Jarlsgatan 61A
Stockholm | Sweden

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

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

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

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

Will we see you?

Registration details

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

**Terms apply)*

Starting at 17:30-21:00

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

Practitioner Investment

9 950 sek

(discounts available, visit summit website)

Consultants/system providers invest 17 990 sek
25% VAT added

Theme Discussions and Focused Theme Discussions are chosen before hand and come at a first come first served basis. Choices can be changed at any time and will be noted on your name tag. It is possible to change during the day too if there is space

>>Register here or go to cpooutlook.com

Want to know more?

Call us today via +46 73 350 03 43

E-mail us via anna@ebgnetwork.com

or

lars@ebgnetwork.com

How about online?

CPO Outlook 2025 is only held onsite in Stockholm. All on stage sessions (that EBG are allowed to share) will be made available online for you who join the summit in Stockholm.



About organizer



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

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

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

ebgnetwork.com