

sourcing outlook 2019

October 9th | drinks reception & dinner

October 10th | Main Conference

Hotel Birger Jarl, Stockholm



Post Summit Report

sourcingoutlook.com

Speakers & Moderators include



MAERSK



HOLMEN



ERICSSON



ERICSSON



DFDS



Stena



DFDS



NCC



novozymes



Electrolux



Danfoss

Expert Organizations

ecovadis



GEP



icertis



coupa



BUREAU VAN DIJK



ROIMA



h&z The consultancy with Head, Heart & Hand

TRADESHIFT

RESILIENCE360



KODIAK RATING



riskmethods



DETERMINE



SAP Ariba



Achilles



basware

Organizer:



ebg | Network

Attending practitioner companies at Sourcing Outlook 2019

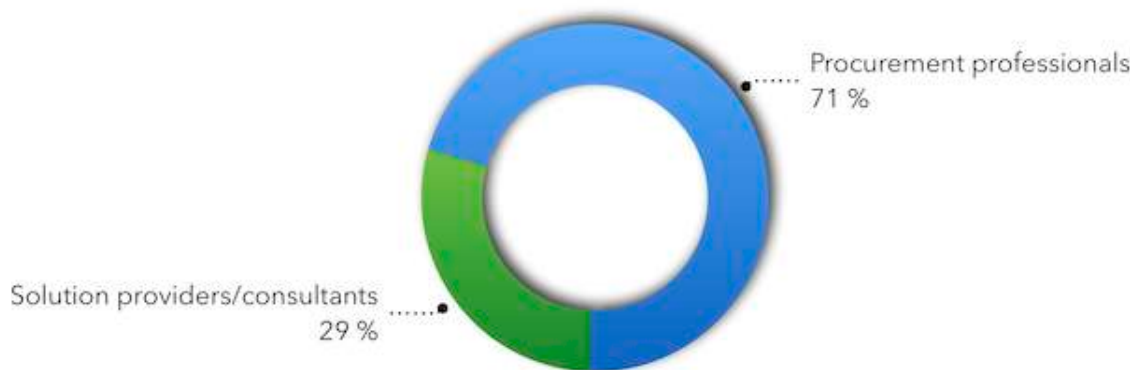
The aim at an EBG conference is that as many as is possible should be able to exchange know how during 1 day - the number of seats is therefor limited and the program is interaction focused

Inter IKEA Group
Husqvarna
Mölnlycke Health Care
Vattenfall
SKF
Posten Norge
INGKA Procurement
Bonava
Södra
Volvo Buses
Paulig
Sobi
Fabege
Peab
UPM
Fortum Corporation
Fortum Power and Heat
Dentsply Sirona
DS Smith Packaging
Atlas Copco
Länsförsäkringar
Lantmännen
Statkraft
PowerCell
Sweco

Lantmännen Unibake
International
Triton / WPMS
BAE Systems Hägglunds
Toyota Material Handling
Manufacturing
Siemens Industrial
Turbomachinery
Epiroc Rock Drills
Gardena
NCC
Electrolux
Ericsson
Holmen
Danfoss
Stena Rederi
A.P. Moller - Maersk
Volvo Cars
DFDS
Novozymes
Gunnebo
Trelleborg
FLSmidth
Boliden
Axis Communications

Elekta Instrument
Ørsted
Scania
CapGemini
Orkla
Finnair
NOTE
Axfood
Getinge
Nordea
INGKA IMS
LEO Pharma
AstraZeneca
Tobii
Ramirent
ABB Robotics
H&M
Alfa Laval
Cargotec Corporation
Spotify
GE Healthcare
H&M GBC
Strängbetong

EBG | Network are happy to work with some of the worlds most advances solution providers and best consultants. They bring knowledge from across the globe to EBG summits. It is equally important for EBG to create a good mix between "buyers and sellers". The below Sourcing Outlook 2019 ratio is great - compare it with international conferences!



1

STRATEGY

Create a future proof strategy - then - how do you...

2

OPERATIONS

..operationalize that strategy making it come true? And how..

3

GOVERNANCE

do you govern and develop the strategy and operations over time?



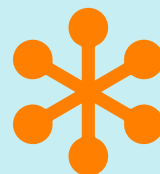
KEYNOTES

For all presentations in the plenum hall



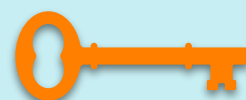
FOCUS SESSIONS

Parallell presentations 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

What did we discuss at Sourcing Outlook 2019?

EBG know how busy you are. How much you travel, how many meetings you are in and what's at stake. That the demands are rising and time is just not enough.

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

At Sourcing Outlook you get to have informal yet to the point conversations with as many as is possible. Sourcing Outlook is not a fair - it is a think tank and a way to find concrete solutions to Your challenges. To encourage You and to support You as you continue the very important work You do.

Sourcing Outlook is based upon numerous Theme Discussions - round table discussions. Informal yet to the point with limited seats. Below a high level overview of what you can choose from.

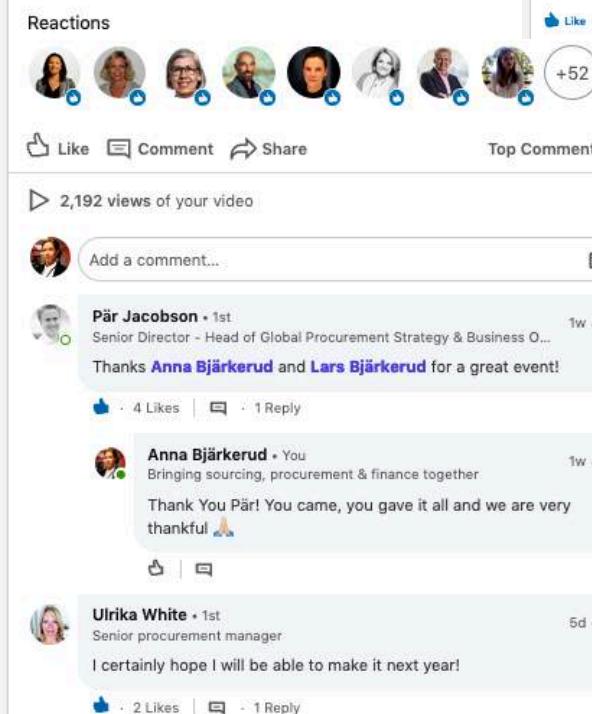
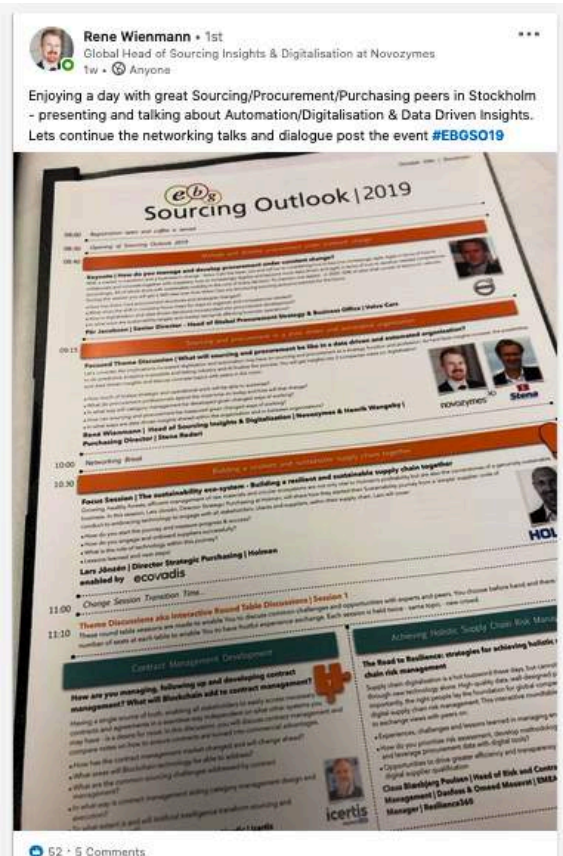
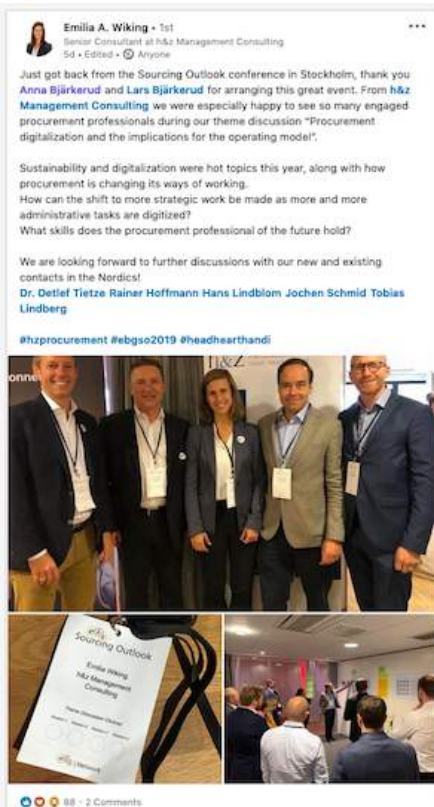


Welcome!

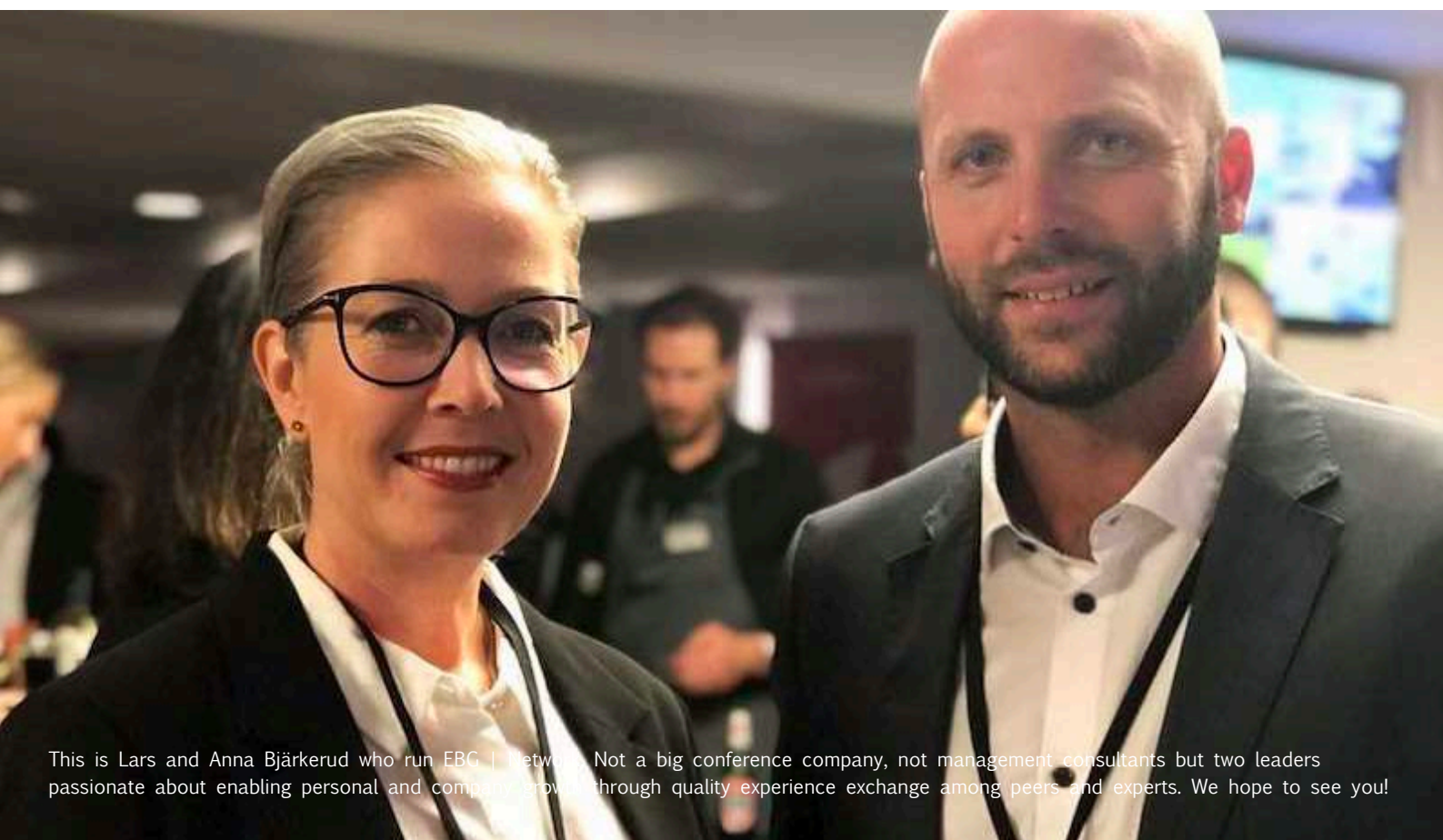
Anna & Lars
EBG | Network

Visit sourcingoutlook.com here

Sourcing Outlook 2019 - we hope to see you on October 8th 2020!



Drinks & Dinner on the evening before the conference



This is Lars and Anna Bjärkerud who run EBC | Network. Not a big conference company, not management consultants but two leaders passionate about enabling personal and company growth through quality experience exchange among peers and experts. We hope to see you!

Manage and develop procurement under constant change

Keynote | How do you manage and develop procurement under constant change?

With a market in transition and a business in change - Volvo Cars has been, are and will be re-considering how to become increasingly agile. Agile in terms of how to collaborate and innovate together with suppliers, how to increasingly digitize and become more data driven and agile in terms of how to develop needed competences accordingly. All of which done with sustainable mobility in the core of every decision. To mention one aspect - in 2025, 50% of sales shall consist of electronic vehicles. During this session you will get a 360 view over how Volvo Cars are structuring sourcing and procurement for the future.



- How has Volvo Cars procurement structures and strategies changed?
- What does the shift in company focus mean for ways to organize and competences needed?
- How is digitalization and data driven decisions incorporated into procurement development?
- In what ways are sustainability targets and market demands affecting business operations?

Pär Jacobson | Senior Director - Head of Global Procurement Strategy & Business Office | Volvo Cars



Sourcing and procurement in a data driven and automated organization

Focused Theme Discussion | What will sourcing and procurement be like in a data driven and automated organization?

Let's consider the implications increased digitization and automation may have on sourcing and procurement as a strategy, function and profession. As hard facts insights increase, the possibilities to do predictive analytics is possible and letting robotics and AI finalize the process. You will get insights into 2 companies views on digitalization and data driven insights and discuss concrete topics with peers in the room:

- How much of today's strategic and operational work will be able to automate?
- What do procurement professionals spend the most time on today and how will that change?
- In what way will category management be developed given changed ways of working?
- How can sourcing and procurement be measured given changed ways of working?
- In what ways are data driven insights shared within the organization and in-between organizations?

René Wienmann | Head of Sourcing Insights & Digitalization | Novozymes
& Henrik Wangeby | Purchasing Director | Stena Rederi



Building a resilient and sustainable supply chain together

Focus Session | The sustainability eco-system - Building a resilient and sustainable supply chain together

Growing, healthy forests, efficient management of raw materials and circular ecosystems are not only vital to Holmen's profitability but are also the cornerstones of a genuinely sustainable business. In this session, Lars Jönzén, Director Strategic Purchasing at Holmen, will share how they started their Sustainability journey from a 'simple' supplier code of conduct to embracing technology to engage with all stakeholders, clients and suppliers, within their supply chain. Lars will cover:

- How do you start the journey and measure progress & success?
- How do you engage and onboard suppliers successfully?
- What is the role of technology within this journey?
- Lessons learned and next steps!

Lars Jönzén | Director Strategic Purchasing | Holmen
enabled by ecovadis



Theme Discussions aka Interactive Round Table Discussions

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Contract Management Development

How are you managing, following up and developing contract management? What will Blockchain add to contract management?

Having a single source of truth, enabling all stakeholders to easily access necessary contracts and agreements in a seamless way independent on what other systems you may have - is a desire for most. In this discussion, you will discuss contract management and compare notes on how to ensure contracts are turned into commercial advantages.

- How has the contract management market changed and will change ahead?
- What areas will Blockchain technology be able to address?
- What are the common sourcing challenges addressed by contract management?
- In what way is contract management aiding category management design and execution?
- To what extent is and will Artificial Intelligence transform sourcing and procurement ahead?

Per Walander | Director Enterprise Sales - Nordic | Icertis



Achieving Holistic Supply Chain Risk Management

The Road to Resilience: strategies for achieving holistic supply chain risk management

Supply chain digitalization is a hot buzzword these days, but cannot be achieved through new technology alone. High-quality data, well-designed processes and, most importantly, the right people lay the foundation for global companies to maximize the value of digital supply chain risk management. This interactive roundtable session will be an opportunity to exchange views with peers on:

- Experiences, challenges and lessons learned in managing end-to-end supply chain risks
- How do you prioritize risk assessment, develop methodologies and leverage procurement data with digital tools?
- Opportunities to drive greater efficiency and transparency in digital supplier qualification

Claus Blaesbjerg Poulsen | Head of Risk and Contract Management | Danfoss & Omeed Mosavat | EMEA Sales Manager | Resilience360



Sustainable Supply Chain Beyond the 'box-ticking' Approach

How to create a sustainable supply chain beyond the 'box-ticking' approach

With increased regulation, public scrutiny and stakeholder expectations, the way businesses manage supply chain risk is changing. Collecting data is no longer enough and procurement teams need more reliable indicators of suppliers' sustainability performance. In this session, join Lars Jönzén, Holmen and Nico Sagel, account executive Nordics, EcoVadis to discuss why now is the time to go beyond a 'tick-the-box' exercise to drive a sustainable, innovative and resilient supply chain.

- How can you accelerate improvements of Sustainability Practices? What is your sustainable procurement strategy? What are you trying to achieve ultimately?
- How do you scale up and maximise supplier participation/response rates? What has and has not worked for you?
- How do you drive continuous improvement on supplier sustainability performance? What tools have and have not worked for you?

Lars Jönzén | Director Strategic Purchasing | Holmen & Nico Sagel | Account Executive Nordics | EcoVadis



HOLMEN **ecovadis**

Informal yet to-the-point experience exchange

Topics chosen by moderators and discussions fuelled by all attending.

It should be a win-win for all attending any EBG led gathering - online or IRL

Building a Procurement Transformation Framework

Building a Procurement Transformation Framework to Maximise the Value of People, Process and Technology

The promise of bleeding edge technology combined with increasing market pressures is leading Procurement organizations of all shapes and sizes to consider Procurement Transformation. But embarking on the journey of Transformation without a roadmap will lead to false starts, cold trails, and frustration all around. Even world-class Procurement teams looking to advance to the next level will struggle on their journey unless they have a realistic roadmap. In this session, you will hear true stories and get practical advice for building and executing Transformation Roadmaps that consider critical success factors and inflection points throughout the process:

- How to know when to start building the roadmap?
- How to develop a roadmap that is tailored to your pain points, capabilities, and objectives?
- How to plan and prioritize across People, Process, Tools, and Technology?
- How to right-size your expectations for technology solutions?
- How to manage and track/report the success of the project?



Sophie Pope | Sales Director, UK & Nordics | Determine, a Corcentric Company & Diego De la Garza | Director | Source One, a Corcentric company

DETERMINE
A CORCENTRIC COMPANY



End-to-end Supplier Qualification

What is Fit for Purpose end-to-end Supplier Qualification?

How can organizations take the right approach to assessing risk in their supply chain? Taking a modular approach where buyers establish a meaningful balance of risk management is increasingly important - and doable. Learn about and discuss how companies are taking a pragmatic approach that is comprehensive where required and 'lighter touch' when appropriate.

- In what ways do you balance between assurance, supplier proposition, risk management and insight?
- How do you assess commercial benefits and competitive advantage in specific, tactical sourcing events or more strategic procurement activities?



Achilles

- Compare with case studies from various industries including Shipping/Transport, Oil and Gas.

Kevin Alexander | Director of Procurement Solutions | Achilles



Digital Transformation and Procurement Operating Model

Digital transformation - implications for the procurement operating model

Digitalization is on most companies' agenda, but the topic goes far beyond new IT systems, and applying Artificial Intelligence, chat bots, and RPA. During our theme discussion we will together with the participants explore how to define to a compelling digital vision and objectives for procurement which fit to both, the company's competitive strategy and users' needs to get their day-to-day jobs done better. We also discuss the implications this has on the procurement operating model, and the people and culture transformation required to succeed in a digital transformation journey.

- How to ensure that your procurement digital vision fits with the company's strategy and the users' needs?
- What implications does a digital transformation have on procurement's operating model?
- How would the ways of working need to change in order to succeed with your digital transformation journey?



h&z The consultancy with Head, Heart & Hand

Jochen Schmid, Head of Procurement Innovation | h&z

"Great event, interesting sessions and good mix of topics" #Volvo Cars

From a Procurement PAC-MAN to a Value Ninja

Extracting value during transformation : Is your sourcing and procurement organization geared up for this?

Today's sourcing organizations are under immense pressure from both within and outside, be it from fast paced innovations, increasing regulations, disruptive business model, without the luxury of long lead times. Sourcing functions need to transition into agile and more value adding organizations that can predict and proactively embrace change.

During a lively round table session, Geetha Kumar and Annette McKenzie will be sharing market trends, customer insights and success stories and also facilitate the discussions with peers around the topics:

- Why should you embark on this journey to become value adding organizations?
- What can you expect on the other side?
- How do you unlock value during transformation?
- What does it take and where you start?

Geetha Kumar | Director Value Advisory, Nordics &

Annette McKenzie | Director Business Development, EMEA North | SAP Ariba



SAP Ariba



Processes and Tools implementation Success Factors

Implementing new sourcing & procurement processes and tools - the journey to success

In order to get return on investment in new processes and tools, the implementation project has to be carefully planned, anchored and executed. We will discuss what the key topics to cover in an implementation are but also focus a lot on how to involve the right stakeholders and how to anchor the project throughout the organization. Change Management is key in this and we will share learnings and experiences from large organisation roll-outs.

- How is your initiative anchored to the overall strategy of your organisation? And how is that mirrored in a business case?
- What are the KPIs for a successful implementation?
- What resources are needed before, during and post implementation?

Sara Bråtegren | Director of Professional Services Nordics & Carin Ivarsson | Responsible for Tradeshift Alliances | Tradeshift



TRADESHIFT

"Very good overall! Very open and casual atmosphere among participants, very easy to approach someone for a good discussion. This atmosphere was set by ourselves, by being natural and 'inviting'."
#Mölnlycke Health Care

Supply Chain Complexity & Supplier Collaboration

Combating Supply Chain Complexity by scaling Supplier Collaboration

The complexity of SCM in a world of increasing globalization, and growing expectations on both increased performance and effective risk management, often places strategic sourcing and procurement between a rock, and a hard place. Left to their own devices, procurement teams often struggle to find the right balance between risk and opportunity management, and face some harsh realities whilst doing so.

Suppliers can be an incredible source of innovation and top-line value creation, but may also negatively impact shareholder and brand value. The question is, how can CPOs, Strategic Sourcing and Category Managers combat this complexity and truly leverage supplier collaboration as a value-adder and a driver of positive impact?

- Will you find something you didn't want to find if you open the hood of your supply chain?
- How does one move beyond risk management, to value creation?
- What are the means available to scale supplier-buyer collaboration?

Malin Schmidt | Founder & CEO | Kodiak Rating



KODIAK RATING



Procurement Metrics that Matter

What are Procurement Metrics that Matter?

In this session, learn the key procurement metrics that matter – a timely, pragmatic discussion for savvy CPOs and procurement professionals looking to revise performance measurement and benchmarking to meet modern-day demands.

Key Discussion Points:

- What defines a best-in-class supply management organization right now?
- Which performance metrics are most critical to the success of your procurement team?
- What are today's market-leading procurement organizations paying close attention to?

Warren Hallworth | Director, Business Development | GEP



"Satisfied. Good to have so many themes and activities well compressed in 1 day. good combination of presentations and smaller workshops" #Leo Pharma

Best practices Strategic Sourcing Optimization

What are best practices for strategic sourcing optimization?

Complex sourcing events can involve millions of combinations of suppliers and goods - as well as multiple rounds of negotiation. In addition, if you're trying to source - for instance - plastic-free packaging, or reduce risks from untested suppliers, how do you make the right decision? Strategic sourcing optimization, that's how. During this roundtable discussions we will explore:

- What are the tools and techniques needed to achieve strategic sourcing optimization?
- How can you evaluate your strategic sourcing maturity?
- How have some of the world's biggest organisations innovated their sourcing processes?

Per Hjelm | Director Customer Value Management | Coupa





Theme Discussions aka Interactive Round Table Discussions

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

Prepare for a more digitized and automated future

Keynote | How to prepare for a more digitized and automated future

At Maersk, "digital procurement" is well known throughout the organization and the word has spread across the globe. Maersk are in the forefront of turning to technology to help reduce wasteful operations that could be mastered in a more efficient - and effective - way. During this session you will learn from Lars J Andersson, Head of Procurement automation and analytics at A.P. Møller-Maersk and their transformation journey. How Holger, the robot, has been accompanied by AI and machine learning. How data - the centre of this evolution - is managed and mastered. If as much as 50% of past and current tasks are to be removed - what comes next? Get concrete examples of a new (since March) algorithm managing a full request to order sequence. Also:

- What has the journey from Holger and on looked like?
- How are Maersk - step by step - removing transactional operations in order to focus on strategic work?
- How will changed ways of working affect the competences needed internally?
- In what ways do sourcing and procurement within Maersk make sure insights are spread, communicated and acted upon among stakeholders internally and externally?

Lars J Andersson | Head of Procurement automation and analytics | A.P. Møller-Maersk



MAERSK

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Adapt and Align with a Changing External World

How can procurement act to adapt and align with a changing external world?

Your organization too probably need to face a changing market and external world, adapt to what is and what will be and to align with both internal and external stakeholders. Electrolux is in the midst of rearranging several aspects of how to organize to meet those changes and it is affecting both direct and indirect purchasing. What was handled as several business units will now be one, what used to be managed regionally may now be managed globally, what may have been an analogue interface towards stakeholders will now be digital. Purchasing will be globalized and the teams that are created ahead will have direct collaboration with R&D, Engineering and other internal stakeholders. Learn from the journey Electrolux is on and compare with your plans for the future.

- How is Electrolux re-organizing its local, regional and global sourcing and procurement strategies?
- What will the re-organization mean for previous category teams and strategies?
- How has direct and indirect purchasing changed towards value based sourcing the past years?
- Is what ways are the skill-sets ahead different from before?



Christian Herge | VP Global Indirect Purchasing | Electrolux



Electrolux

"Very inspiring - You both have a good way to facilitate the event and an ability to provide topics that are of interests." #Getinge

Create a Driven Procurement Organization

How do you create a data driven procurement organization?

Most agree data is business development gold. Both learning from historical data but not the least being able to proactively use data to make better decisions. At Novozymes it was decided to increase focus on analytics with the aim to both understand data and turn insights into actions in order to position procurement to become more strategic. Learn from their decisions and compare with your organization.

- What does a data driven approach mean in reality?
- How does the needs differ between direct and indirect procurement?
- In what ways does the analytics and sourcing team co-operate with category managers to ensure value delivery?
- How do you ensure the organization is ready to act upon data gathered, shared and communicated?

René Wienmann | Head of Sourcing Insights & Digitalization | Novozymes



novozymes



"Great speakers, interesting topics and good networking" #Gunnebo

Becoming an Integrated Partner with the Business

How do you work towards becoming an integrated partner with the business?

Unless you can visualize, communicate and unite with cross function, internal and external stakeholders - the work procurement do cannot be fully realized. Moving away from transactional work and enabling more strategic and proactive work require - apart from market know how and real business cases - focus on data, transparency and people with the skill-sets to get stakeholders on-board. During this session you will learn from the work within both direct and indirect procurement DFDS are doing and discuss how to become that sought after business partner.

- What do we really mean by an integrated business partner?
- How does procurement need to be set up and defined in order to get access to relevant information?
- What role does data have in stakeholder management?
- How do you ensure - over time - that you don't fall back into transactional work instead of proactive strategies?



Manisha Mathur | Head of Direct Procurement & Frederik Fahrenholtz | Head of Indirect & Onboard Procurement | DFDS



"Interesting and well defined Agenda High class presentations Engaging round table discussions" #Vattenfall

"Really good an inspiring, both when it comes to the presetations and the worksshops. It was the first time I participated, but hopefully not the last." #NCC

Shape an Effective Sourcing Organization

How do you shape an effective sourcing organization?

Considering Ericsson is a large, global company working with 140 categories, 300+ legal entities, 20.000 activated suppliers and 900 sourcing professionals - how do you leverage the supplier base and build an efficient sourcing organization?

At the end, targeting leading edge technology, competitive cost, fast time to market and all with prudent risk mitigation in an insightful way is key.

Here you can discuss the choices made by Ericsson to date and what is to come. Share your experiences in the group!

- How do you strengthen the Category structure?
- How do you leverage Sourcing in business and development?
- How can you simplify rigid sourcing processes, while improving compliance?
- What implications does this bring on digitalization and transactional sourcing?

Maria Lindeborg | Head of Sourcing Business Excellence, Group Sourcing & Fredrik Taube | Head of Sourcing Business Development | Ericsson



Procurement Profession and Function Ahead

What will procurement as a profession and function look like ahead?

If we believe up to 50% of transactional and operational tasks will be taken over by robots, AI, machine learning and so on - what will be left? Most perceive too much time is spent on repetitive and transactional tasks - what would becoming more strategic mean to You? Maersk have a clear strategy to gather and use data to the extent possible in order to focus on what create value for the company. Discuss their strategy and compare with yours!

- What does it take to gather and use data to feed robots, AI and use machine learning?
- How are internal stakeholders involved along the transformation journey towards automation and digitalization?
- What would happen if You removed most transactional tasks in your organization?

Lars J Andersson | Head of Procurement automation and analytics | A.P. Møller - Maersk



Ensure IT Practices are Most Effective

How can procurement ensure IT practices are most effective?

A lot of focus and dedication is spent on finding ways to use data and technology across organizations. The IT department is at the heart of much of that work - but how can an organization ensure savings, cost control and avoided costs, licence overview, vendor management development, consultants leveraged, contract visibility and control, sustainability clauses, security insights and a closer relationship with suppliers are enabled? What role can procurement have ensuring all of the above within IT? At Stena Rederi - procurement have been given the task to create a roadmap for a future way of working with IT and in the IT department ensuring the above. Discuss how and compare strategies.

- What role and insights do procurement have in corporate wide IT related issues in your organization?
- How can IT and procurement collaborate to ensure strategies and governance is at its best?
- How central or de-central is IT related projects in your organization and does it matter?

Henrik Wangeby | Purchasing Director | Stena Rederi



Change Management in De-centralized Organizations

Benchmark | How do you manage change in a de-centralized organization?

NCC is a construction and property development company in the Nordic Region with annual sales of over SEK 57 billion and approx. 16.500 employees. NCC operate in a matrix and de-centralized organization structure posing challenges for sourcing and procurement. In a matrix organization clear roles and people management skills enabling working at the interfaces is crucial for success and for strategies to come true. Becoming a data driven company where procurement strategies are based on data requires changed skillsets among employees as well as new ways of working. Discuss and compare how You and your procurement function act to become more relevant and come closer to the business.

- How much of the gap between here and what could be has to do with changed competence needs?
- How does your procurement organization stay relevant in a de-centralized organization?
- In what ways do You believe procurement can add value in an increasingly data driven organization?
- How is procurement strategies aligned with business stakeholder needs?
- What does it take from company leadership skills to transform behavior?

Emma Papakosta | Director & Head of Purchasing systems | NCC Group - Group Purchasing



Automation to Gain Efficiencies in the Long Tail of Suppliers

Applying automation to gain efficiencies from long tail of suppliers

Many organizations have sorted out their way of working with strategic suppliers. However, most of them still have limited to no visibility to their long tail of suppliers (Deloitte 2019). Simply put, the practices applied with tier 1 suppliers do not seem to scale to long tail. In this roundtable we discuss what strategies and technologies procurement and supply chain experts can apply to manage risk and spend with their long tail of suppliers.

We will discuss:

- Why is visibility to the long tail of suppliers an issue?
- How can new technologies help solve this problem?
- What would be an ideal roadmap to long tail supplier management?

Lauri Palokangas | Director, Product Marketing and Sales Enablement | Basware



Procurement in an Agile Way

How do you structure procurement in an agile way?

Understanding procurement need to become more agile - as in allocating and focusing resources where best needed - is easier said than done. Strategic sourcing and category management have been around a long time - how does analytics capabilities, the ability to manage large sets of data, rapid decision making skills and an outcome based and sustainable way of collaborating with suppliers fit into older ways of working? In this session you can discuss and compare ways of organizing sourcing strategies and procurement operations.

- What roles do category managers need to take in a more agile and data driven organization?
- In what ways do procurement need to become more value driven?
- How can you ensure all actions taken follow a sustainability strategy?
- How can you estimate if the actions you take will have the desired effect?

Pär Jacobson | Senior Director - Head of Global Procurement Strategy & Business Office | Volvo Cars



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!

Lift sourcing excellence and execute faster

Keynote | How do you lift sourcing excellence and execute faster in simplified processes while ensuring enforced compliance?

With 96 000 employees worldwide, presence in 180+ countries and net sales of about 200 BSEK, Ericsson group sourcing have a lot on their plate. Acting in a global constantly changing market mean making the most of company spend on one hand and supplier enabled innovation on the other. During this session we will learn what steps Ericsson are taking on a strategic and operational level to achieve just that. Ericsson is like many other companies sourcing an amount comparable to 60% of the total top line. In such a big company matrix close to customer engagements combined with a technology portfolio under change with tight dependency on R&D, you need to know where are transformation activities best suited and what do they consist of?

EBG | Network have had the pleasure of sharing the P2P journey Ericsson embarked on in 2015, continuing with a call-off landscape program starting in 2017 and continuing into 2019 with a worldwide procurement center implementation. Here we will learn about their continued transformation journey within direct and indirect sourcing.

- What has been the cornerstones of the transformation programs so far?
- How has the organizational and functional call-off silos been affected to date?
 - In what way is sourcing and procurement being organized to ensure worldwide efficiency and effect?
 - How are necessary skill-sets changing as digitization and automation is increasing?
 - What are the lessons learned from the past 4 years of heavy change programs within the organization?



Maria Lindeborg | Head of Sourcing Business Excellence, Group Sourcing & Fredrik Taube | Head of Sourcing Business Development | Ericsson



Post conference drinks before going back to the "reality"

- EBG hope to see you next time!



Save the date!

How important is operational excellence for your strategy fulfilment? End-to-end control and visibility?
EBG | Network invite you and/or your colleagues to join us at the tenth version of Source 2 Pay Summit in Stockholm on **March 19th 2020**

Source 2 pay Summit 2020

Welcome to Sourcing Outlook 2019!

Who joined us in October, sharing
their know how



Pär Jacobson, Head of Global Procurement Strategy & Business Office, Volvo Cars. His responsibilities include leading a global team responsible for: Strategy and Business Development, Competence Development, Digitalization and Application Management, Process and Quality Management, Sustainability and Risk Management, Legal and Contract Management. Prior to working at Volvo Cars, Pär has a background from McKinsey & Company, Haldex, Applied Value and SAAB Automotive to mention some experiences.



Henrik Wangeby, Purchasing Director, Stena Rederi. Henrik have had senior positions within procurement since the early 2000's. He has been purchasing manager at Gustaf Fagerberg and SCA Hygiene Products prior to joining Stena in 2016.



Lars J Andersson, Head of Procurement automation and analytics, Ap Møller Maersk. Lars is head of procurement automation and analytics. He is driving Procurement automation through use of technology such as Robotics, automation and AI and improving the way we look at data in Procurement. Prior to that Lars worked with purchasing logistics development and strategic projects. He has been a finance manager and a financial analyst.



René Wienmann is Head of Sourcing Insights & Digitalization at Novozymes. René is head of a new function on Novozymes called Sourcing Insights & Digitalization. Prior to working at Novozymes, René worked with procurement at Carlsberg Group, Schneider Electric, Novozymes and IBM to mention some organizations.



Fredrik Taube, Head of Sourcing Business Development, Ericsson. Fredriks' background is two-fold, Sales and Sourcing, always with a total business focus. Fredrik has a long experience as a transformational leader in sourcing. Running operational efficiency initiatives, developing organizations by establishing a long-term vision with clear goals. Prior to this, Fredrik won reputation and awards as a top sales professional within Services and Outsourcing business for Ericsson.



Lars Jönzén, Director Strategic Purchasing, Holmen. Lars Jönzén joined Holmen in 2006 and has worked in different roles focusing on developing purchase organization. Prior to joining Holmen he worked as Area Sales Manager for a manufacturing company and as Senior Business Consultant for a large ERP provider.



Christian Herge, VP Global Indirect Purchasing, Electrolux. Christian has an extensive background from within Electrolux. Change management responsibility, portfolio director, product planning, program office director to name some areas he has been heading. Before Electrolux, Christian worked for several years at McKinsey & Company.



Manisha Mathur, Head of Direct Procurement, DFDS. Prior to working at DFDS, Manisha worked as a procurement and logistics manager at AP Moller Maersk and a category manager raw material & indirect spend at Hempel. Today, Manisha is Head of Direct Spend Group Procurement at DFDS.



Frederik Fahrenholtz, Head of Indirect & Onboard Procurement, DFDS. Frederik have experiences working as a financial controller and business consultant. Prior to working at DFDS he was category specialist indirect sourcing at Nilfisk-Advance. Today Frederik is Head of indirect & onboard procurement at DFDS.



Omeed Mosavat, Sales Manager, Resilience360 Omeed is responsible for sales and account development activities in the EU (UK & Nordics) and APAC regions, working primarily with multinational procurement customers in the manufacturing, auto and technology sectors. Prior to joining Resilience360, he worked as a consultant to MNC clients at a Berlin startup developing a cloud-based marketing insights platform and as a Public Affairs Officer for Canada's Department of Foreign Affairs and International Trade.



Maria Lindeborg, Head of Sourcing Business Excellence, Group Sourcing, Ericsson. Maria is Responsible for the Sourcing Business Excellence function within Group Sourcing. Strategy and Execution as well as Process Management, IT Systems & Tools. Maria has experience from various senior management positions in Supply, Services and Sourcing for 15 years. Leading leaders and diverse teams globally within Logistics, Supply Chain and Sourcing. Strong Change Management and Strategy development skills.



Nico Sagel, Account Executive Benelux & Nordics, EcoVadis. Nico have extensive experience as business to business Relationship Manager. He has experience with complex sales operations with international corporate Key Accounts. A focus on the areas of Credit Management, Risk Management and Supplier Sustainability.



Warren Hallworth is Director, Business Development Europe at GEP Worldwide. Warren is an outsourcing professional with extensive experience of procurement, consultancy and business development developed in market leading blue chip companies in the private and public sector, in both financial services and manufacturing.





Claus Blæsbjerg Poulsen, Head of Risk and Contract Management at Danfoss. Claus manages risk governance and mitigation within procurement, alignment between commercial and legal organization as well as contract lifecycle management. Prior to working at Danfoss, Claus worked at Vestas with procurement and business analysis.



Malin Schmidt is Founder & CEO at Kodiak Rating. Kodiak Rating optimizes selection, assessment and performance management of suppliers; backed by agile business intelligence, automation actions, feed-back loops, ratings, analytics and reporting.



KODIAK RATING



Per Walander is Director Enterprise Sales at Icertis. Prior to working at Icertis, Per was Sales Director at TimeXtender - Discovery Hub, a rapidly growing number of Companies around the World are experiencing the value of Data Warehouse Automation (DWA). Before that, Per worked for 10 years at Qlik within their EMEA organization.



Kevin Alexander is Director of Procurement Solutions at Achilles. He has over 20+ years of commercial experience which include Head of Procurement roles in the Shipping industry (Shell Shipping, P&O Ferries), Category Management roles in FMCG and Upstream Oil and Gas; and strategic project leadership at the BBC. His experience includes implementation of Achilles and other procurement solutions in large, international organisations and he is delighted to share his experience and learn from others attending the event.

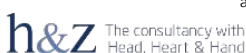


Sara Bråtegren is Director of Professional Services Nordics at Tradeshift. She manages the Nordic team and is responsible for implementations and value delivery towards Tradeshift customers. Sara has worked with P2P implementations for 15 years in diverse industries and geographies. Her capabilities range from subject matter expertise to driving global P2P roll-out programs. One of her key strengths is the ability to understand the importance of change management to achieve business objectives.

TRADESHIFT



Jochen Schmid is the Head of Procurement Innovation at h&z Management Consulting. In this role he combines his passions for lean-agile practices, digitalization, and procurement with supporting international corporations across industries in their transformation journey to become more digital and agile enterprises. In his work he takes the complete operating model into consideration; from the Objectives & KPIs to the Organization, Processes and Systems, and last but not least the implications for the people and organizational culture.



Per Hjelm is Director Customer Value Management at Coupa Software. Per was the chairman of the board and responsible for business development of Trade Extensions in The Nordics. In 2017 Trade Extensions was acquired by Coupa. Trade Extensions was founded at the University in Uppsala (Sweden) by Professor Arne Andersson and his research team. The SaaS platform TESS™ is the global No1 choice for advanced e-sourcing / supply chain optimization.



Geetha Kumar is Director Value Advisory, Nordics at SAP Ariba. "I draw upon my rich experience in Sourcing & Procurement working across business functions, industries, consulting and organisations from the UK, India, and Sweden, to deliver business-as-usual whilst challenging status quo. I have a track record of exceeding customer expectations in delivering business transformation programmes." Geetha has previously worked at Telia Company, Capgemini, Accenture and ABB.



Annette McKenzie is Director Business Development, EMEA North at SAP Ariba. "I support SAP on its journey to become the most innovative cloud company in the world helping companies identify their digital transformation journeys and making it real. I am specialized in demand generation and sales execution for Europe, Middle East & Africa, where I work with Marketing, Business Development, and Sales across the region." LinkedIn quote



Sophie Pope is Sales Director, UK & Nordics at Determine, a Corcentric Company. She has over 15 years' experience in the Supply Chain and Procurement Technology space. She has worked as a practitioner and in procurement management positions, primarily focused in Biotech, Heavy Engineering, and Manufacturing Industries. Sophie moved into a Consulting and Program Management role at Determine in 2013, and was actively involved in hundreds of successful large-scale implementations for Source-to-Pay technology. Her approach centres around helping customers to solve complex digital transformation challenges, by simplifying processes to gain clear and measurable value.



Diego De La Garza is a Director at Source One, a Corcentric company. A Supply & Demand Chain Executive-recognized Pro to Know, and winner of the Council for Supply Management's Emerging Leader Award. Forging his procurement expertise over nearly a decade, Diego has helped countless organizations optimize their supply management operations. Providing the right guidance on strategy, processes, human capital, tools, and technology, he empowers clients to build world-class procurement organizations capable of delivering value beyond cost savings.



Emma Papakosta is Director and Head of Purchasing Systems at NCC Group, Group Purchasing. As responsible for NCC Group's purchasing systems Emma supports in driving the digital transformation of the Source to Pay process at NCC. With support from my team in 4 countries we are aiming to provide insights based on data from our purchasing systems in order to visualize NCC's purchasing behavior and support the decision making. The team is also delivering value to the organization by supporting the end-users and collecting requirements for new functionality and future development.



Carin Ivarsson is responsible for Tradeshift Alliances in the Nordic region. She is thereby involved in partnerships with system integrators on the Tradeshift platform. Carin has long standing experience from implementations in the Source to Pay space. She has been involved in numerous projects with the aim of transforming sourcing & procurement processes, as program manager, change manager and advisor.

TRADESHIFT



Lauri Palokangas is Director, Product Marketing and Sales Enablement at Basware. Lauri is a globally experienced change maker with orientation for innovative thinking. He is a leader in marketing, product marketing and sales. Over 20 years of passion for technology, both for B2B and B2C. MBA in behavioural economics, BBA in neuromarketing.



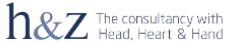
Expert Organizations

A warm welcome to this years Expert Organizations sponsoring Sourcing Outlook 2019. They bring extensive know how from different areas, all there because they can help You and Your organization improve even further.



About EcoVadis

EcoVadis is the world's most trusted provider of business sustainability ratings, intelligence and collaborative performance improvement tools for global supply chains. Backed by a powerful technology platform and a global team of domain experts, EcoVadis' easy-to-use and actionable sustainability scorecards provide detailed insight into environmental, social and ethical risks across 198 purchasing categories and 155 countries. Industry leaders such as Johnson & Johnson, Verizon, L'Oréal, Subway, Nestlé, Salesforce, Michelin and BASF are among the more than 55,000 businesses on the EcoVadis network, all working with a single methodology to assess, collaborate and improve sustainability performance in order to protect their brands, foster transparency and innovation, and accelerate growth. Learn more on ecovadis.com, [Twitter](#) or [LinkedIn](#).



About h&z Management Consulting

Transformation with head, heart, and hand – this is the mission of h&z. Founded in Munich in 1997, the h&z Group now has 500 employees, and with our Transformation Alliance network more than 800 consultants are available to our clients. Since 2017 we have an office in Stockholm and have conducted several projects for some of the largest companies in the Nordic region.

Although our consultancy services include technology, innovation, sales, and strategy, the core of h&z lies within procurement and supply chain. We have helped transform procurement organizations in >1000 projects for companies across the globe and assist our clients with everything from “fixing the basics” to developing their digitalization roadmaps, and beyond.

Our expertise in Transformation and Procurement earned us the award of “Hidden Champion” in 2018 from the leading German business magazine “Capital” – thereby beating the three largest strategy consultancy firms. For more information check out our website at huz.de/en/



About Determine, a Corcentric company

Determine, a Corcentric company is a leading global provider of SaaS Source-to-Pay and Enterprise Contract Lifecycle Management (ECLM) solutions. The Determine Cloud Platform provides procurement, legal and finance professionals analytics of their supplier, contract and financial performance. Our technologies empower customers to drive new revenue, identify savings, improve compliance and mitigate risk.

The Determine Cloud Platform seamlessly integrates with major ERP or third-party systems such as SAP, Oracle, Sage, QAD and Microsoft. Modular solutions can be configured to add more as needed to provide additional value beyond spend management. Our unified master database and business process approach empower users at every level to make more informed and smarter decisions. Learn more via determine.com



About GEP

GEP helps global enterprises operate more efficiently and effectively, gain competitive advantage, boost profitability, and maximize business and shareholder value. Fresh thinking, innovative products, unrivaled domain and subject expertise, and smart, passionate people – this is how GEP creates and delivers unified business solutions of unprecedented scale, power and effectiveness. Named a Leader in the Gartner Magic Quadrant and Best Provider at the World Procurement Awards and EPIC Procurement Excellence Awards, GEP is frequently honored as an innovator and leader in source-to-pay procurement software by Gartner, Forrester, IDC, Procurement Leaders, Spend Matters, PayStream and Ardent Partners. GEP is also ranked leader in managed procurement services (procurement outsourcing) by Everest Group, NelsonHall, IDC, ISC, HFS and IAOP. In addition, the primary research firm in the management consulting sector, ALM Intelligence, ranks GEP leader in procurement strategy and supply chain consulting.

With 14 offices and operations centers in Europe, Asia and the Americas, GEP – based in Clark, New Jersey — helps enterprises worldwide realize their strategic, operational and financial objectives. To learn more about our comprehensive range of strategic and managed services, please visit gep.com. For more about SMART by GEP, our cloud-native, unified source-to-pay platform, please visit smartbygep.com

TRADESHIFT

About Tradeshift

Founded in 2010, Tradeshift is the world's largest business commerce platform that connects buyers and sellers. Tradeshift connects over 1.5 million companies across 190 countries, processes over half a trillion USD in transaction value yearly, and has a marketplace containing 28 million SKUs. It offers solutions for procure to pay, supplier engagement and financial services, and enables companies and partners to build custom or commercial apps on its business commerce platform. Tradeshift is headquartered in San Francisco, with offices in Copenhagen, New York, London, Paris, Suzhou, Chongqing, Tokyo, Munich, Frankfurt, Sydney, Bucharest, Oslo, and Stockholm. tradeshift.com



About SAP Ariba

SAP Ariba is how companies connect to get business done, using our market-leading solutions for digital commerce and Ariba Network. We help buyers and suppliers from more than 3.6 million companies, discover new opportunities, collaborate on transactions, and grow their relationships. Now you can manage the entire purchasing process, while controlling spending, finding new sources of savings, and building a healthy supply chain. Explore all SAP Ariba solutions and become a part of this dynamic, digital marketplace, where millions of buyers and suppliers, operating in more than 190 countries, trade USD 2.3 trillion in goods and services each year. ariba.com



About Icertis

Icertis, the leading enterprise contract management platform in the cloud, solves the hardest contract management problems on the easiest to use platform. With Icertis, companies accelerate their business by increasing contract velocity, protect against risk by ensuring regulatory and policy compliance, and optimize their commercial relationships by maximizing revenue and reducing costs. The AI-infused Icertis Contract Management (ICM) platform is used by companies like 3M, Airbus, Cognizant, Daimler, Microsoft and Roche to manage 5.7 million contracts in 40+ languages across 90+ countries. icertis.com

RESILIENCE360

About Resilience360

Resilience360 is an innovative platform that helps companies to visualize, track and protect their business operations. The solution facilitates intuitive supply chain visualization, tracks shipments and ETAs across different transport modes and enables near real-time monitoring of incidents capable of disrupting supply chains.

Resilience360 easily integrates with business systems and helps companies keep track of risk in combination with their business performance indicators. It enables companies to better ensure business continuity, building risk profiles based on over 31 risk databases, and identifying critical hotspots using heat-maps to mitigate risks and to turn potential disruptions into a competitive advantage. Learn more on resilience360.com, [LinkedIn](#) or [Twitter](#).



KODIAK RATING

About Kodiak Rating

Kodiak Rating's cloud-based Supplier Relationship Management & Supplier Performance Management platform simplifies trade and accelerates value enhancement between buyers and suppliers. Kodiak Rating places intelligence in the hands of procurement and sourcing professionals, enabling teams to automate daily operations, develop deepened supplier insights and ratings, and drive sustainable development, quality, and performance in all parts of their supply chain. Today, Kodiak Rating is working with organizations such as Perstorp, Bravida, Höganäs, Northvolt, and many more. To find out more about Kodiak Rating, visit kodiakrating.com



About Coupa Software

Coupa Software is the leading provider of BSM (Business Spend Management) solutions. We offer a comprehensive, cloud-based BSM platform that has connected hundreds of organizations with more than four million suppliers globally. Our platform provides greater visibility into and control over how companies spend money. Using our platform, businesses are able to achieve real, measurable value and savings that drive their profitability. Learn more at coupa.com. Read more on the Coupa Blog or follow @Coupa on Twitter.



About Achilles

Achilles Information is the global leader and partner of choice for supply chain risk and performance management.

Through supplier pre-qualification programmes, industry audits and risk management, Achilles has been a pivotal link between buyers and suppliers for nearly 30 years, providing the data and perspective to give customers unparalleled levels of insight into the businesses they work with.

Working in partnership with customers, Achilles supports supply chains that perform flawlessly and meet critical humanitarian and environmental standards.

Achilles has offices across the world, with a network of over 800 buyers and 500,000 suppliers across industrial, infrastructure and natural resources sector. Learn more via achilles.com



About Basware

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



About riskmethods

riskmethods empowers businesses with a solution to identify, assess and mitigate supply chain risk. By using artificial intelligence, we help customers automate and accelerate threat detection, enabling them to gain competitive advantage with a well-managed approach to meeting customer demands, protecting reputation and reducing total cost of risk.

riskmethods serves companies worldwide, protecting hundreds of brands and trillions in annual revenue. Our promise to our customers is simple: We will make their business more resilient. How do we do it? By giving them the ability to prevent and mitigate risk. Harnessing big data and machine-learning AI technology, riskmethods identifies the real threats to a supply network, and then gives customers the tools they need to assess the impact of that risk and take proactive steps to collaboratively prevent or mitigate it. riskmethods.net |

[@riskmethods1](https://riskmethods1) | [Linkedln](https://www.linkedin.com/company/riskmethods)



About Roima Intelligence

Roima Intelligence's mission is to keep European industry competitive through automation and digitalization. With 30 years' experience of boosting the processes of technology and food and beverage industries, we develop the product management, enterprise resource planning, operations management, machine vision and logistics of companies. Our customers include Fastems, Marel, Patria, Valmet Automotive and 300 other growth-driven companies. Our 260 professionals work in Finland, Sweden and in the Netherlands. roimaint.com



About Bureau van Dijk – A Moody's Analytics company

We capture and treat private company information for better decision making and increased efficiency. With information on over 300 million companies we are the resource for company data. Our information on companies' financials, risk scores, PEPs and Sanctions, and probability of default indicators can help you manage your supplier risk and leverage your spending power. Make better-informed decisions with a higher level of certainty – and save a huge amount of time. Procurement Catalyst is a risk assessment tool that enriches your supplier data with our market intelligence, clearly displayed for easy interpretation and a better view on your supplier portfolio. It can be completely aligned with your existing procurement processes and helps you validate your suppliers, business partners and to get a full picture using our extensive corporate ownership structure. bvinfo.com

Sourcing 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.

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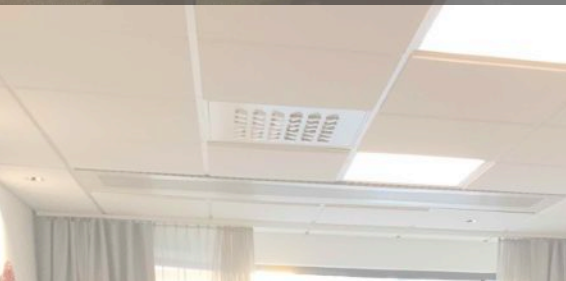
Contact Anna or Lars Bjärkerud today via
anna@ebgnetwork.com | +46 73 581 93 02 or
lars@ebgnetwork.com | +46 73 350 03 43

You can always find inspiration and a lot of free of charge material via ebgnetwork.com

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single event in a single function expecting real results.

Through interviews, webinars, Online conferences and two 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