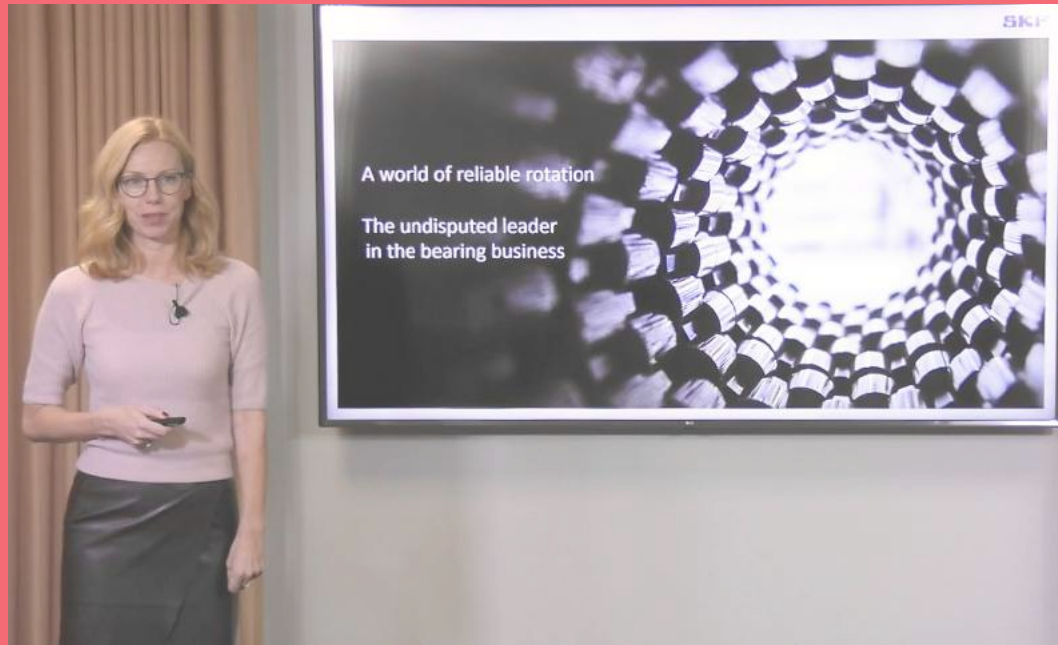


sourcing outlook 2020

Post Summit Report 2020



sourcingoutlook.com



4TH ANNUAL

Expert Organizations



A very professional organized conference the best online conf i have ever participated to #SKF

Really great as we have been keeping distance for such a long time it was great to be with peers and get new insights #SOBI

It was the first time for me to join SO event. I have to say that it was amazing, I really liked both keynotes and Theme discussions. Well done!

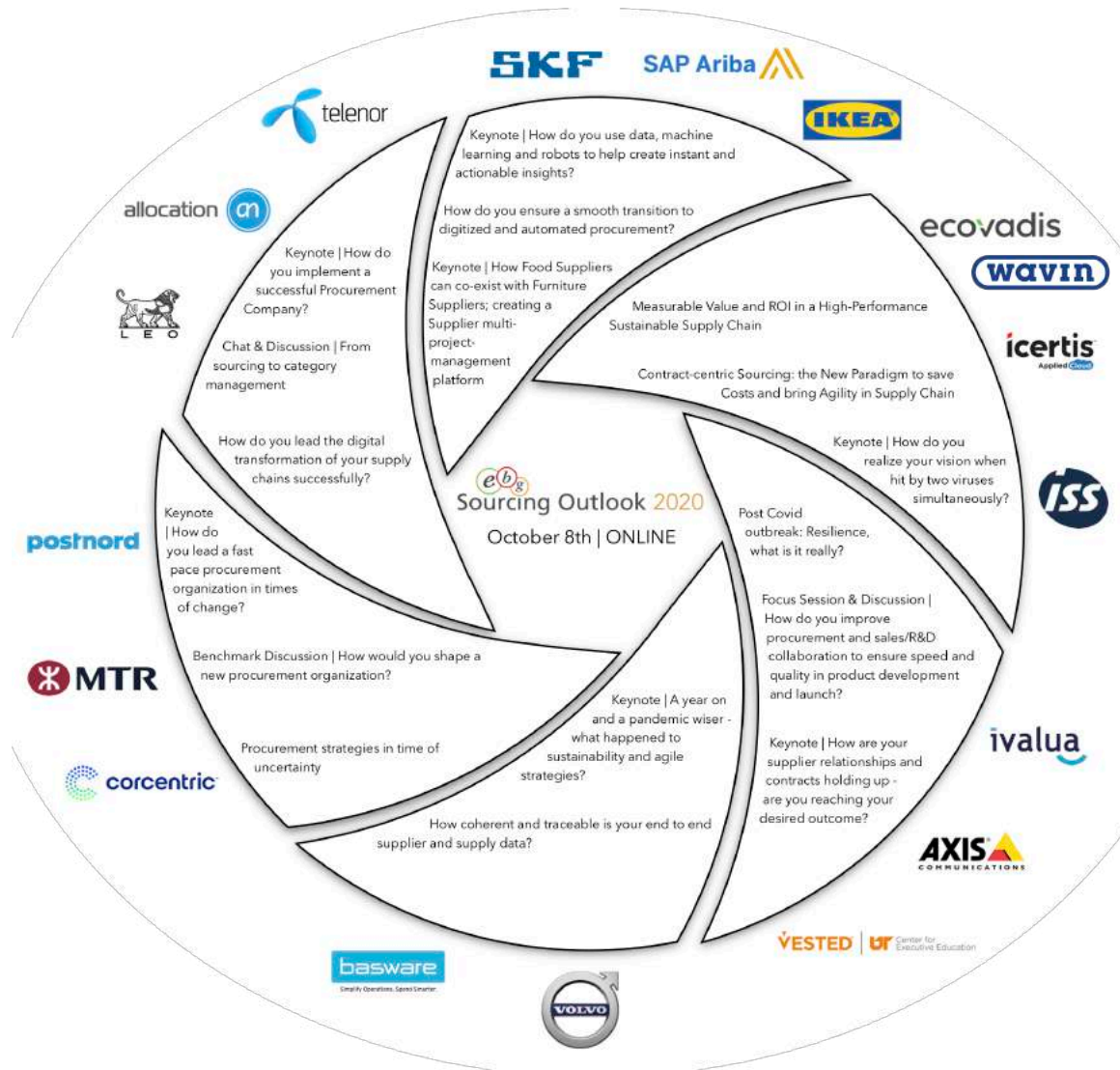


SOURCING OUTLOOK 2020 WAS A 100% ONLINE EXPERIENCE - SEE WHAT IT LOOKED LIKE AND WHO JOINED!

The year 2020 was a challenge for most - positive and negative. For EBG it meant figuring out if we could still give our network a summit that create value. We were nervous and worked really hard - not knowing before hand if all that hard work would pay off.

It did! It is possible to bring people together for informal yet to the point discussions and experience exchange also online.

Sourcing Outlook 2021 is held on November 25th, 100% online and You are welcome!



KEYNOTES

For all presentations in the plenum hall



FOCUS SESSIONS

Parallel 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 organization want to develop

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?

Sourcing Outlook 2020 as an online experience

Same same but different. Leading up to Sourcing Outlook 2020, EBG | Network scaled down the summit just a bit. The uncertainty in having to go online was big and we wanted to be sure we could deliver upon our promise - to enable informal yet to the point experience exchange.

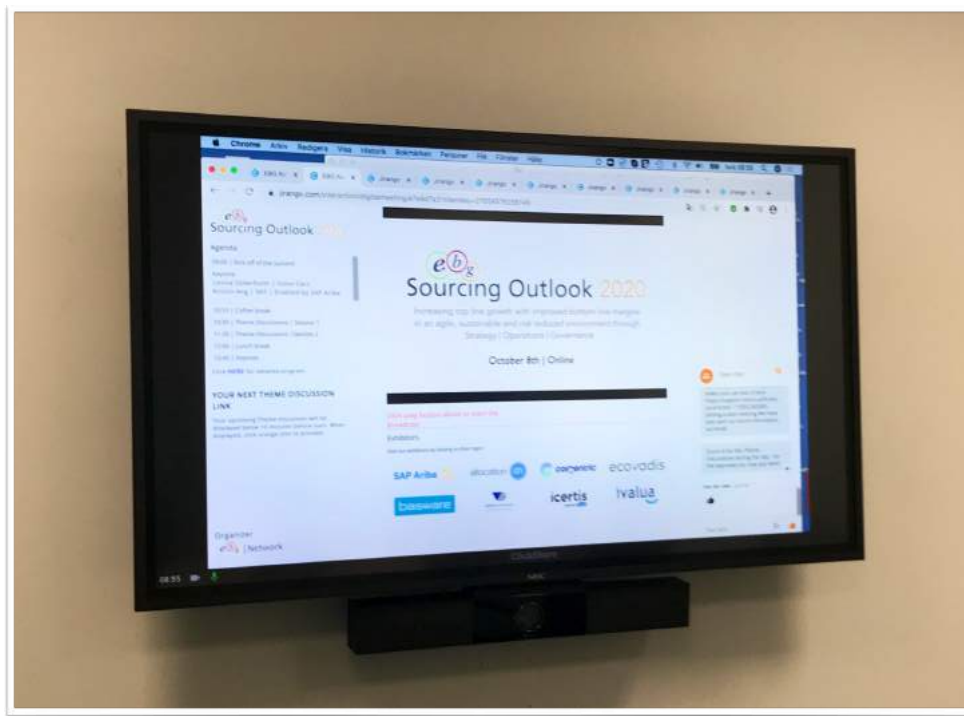
The day before Sourcing Outlook, Source 2 Pay Summit was held. A summit that was postponed from March due to the pandemic and thus a bigger summit from the get go.

We shouldn't have worried. We pulled it off. The extreme amount of hours spent on ensuring face-to-face round table discussions and carefully moderated keynotes paid off.

So much so EBG have decided to host the 5th annual Sourcing Outlook in 2021 - online.

On **November 25th** we meet again and going online in 2021 mean being able to utilise the benefits of this format.

Peers and experts that would not otherwise meet will come together to help each other develop further. Just like always just using technology to enable it and You are welcome!



EBG will do what we can - bring you together. The rest will - as always - be up to you joining to make use of the great competences gathering!

We will support you and educate you before we meet.

Best regards
Anna & Lars Bjärkerud
EBG | Network

sourcingoutlook.com

Anna & Lars Bjärkerud after the 4th annual -
100% online - Sourcing Outlook 2020

Contact us today to learn more or if you want to take part! anna@ebgnetwork.com or lars@ebgnetwork.com

Who joined Sourcing Outlook 2020

Companies joining

Telenor	Scania	Trygg Hansa	Electrolux IT Solutions
MTR Nordic Group	Coor Service Management	Sobi	Alfa Laval
ISS	Group	Compass Group Norge	Nouryon
SKF	Sandvik Coromant	Mölnlycke Health Care	Solar
PostNord	Orkla	Orkla Foods Norge	Nordea Bank Abp
Volvo Cars	CapGemini	Hiab	Trelleborg
LEO Pharma	Tobii	The Crosby Group /	Cramo Services
IKEA	Stoneridge	Gunnebo Industries	UPM
Wavin - Orbia Advanced	SATO Corporation	Arjo	Arcus Group
Corporation	ISS Facility Services	Statkraft	UPM - Kymmene
Axis Communications	Fazer	Bombardier Transportation	Jernbro Industrial Services
Peab	Royal FrieslandCampina	SEB	Scanreco
Adapteo Services	Stora Enso	Novozymes	ECCO SKO a/s
H&M	Toyota Material Handling	THE ABSOLUT COMPANY	Kongsberg Maritime
Geberit	Logistics Solutions AB	Stora Enso	Scandlines
Anicura	Nilfisk	Linde Gas	Discovery Network
Permobil	Dellner Couplers	Seco Tools	Nolato
INTER IKEA	Essity Hygiene and Health	Kährs Group	Grundfos
TietoEvy	Valmet	Dentsply Sirona	Vattenfall
Fortum	AstraZeneca	Coloplast A/S	Husqvarna

Competences joining

VP Strategic Sourcing	Senior Procurement Manager	Manager Sourcing	Director, Sourcing and
VP Sourcing	Senior P2P Specialist	Manager Sourcing	Business Transformation
VP Group Purchasing	Senior IT Sourcing and	Manager Procurement	Director, Corporate
VP Governance, processes	Vendor Manager	Strategy & Supplier	Procurement
and competence	Senior Commodity Manager	Management	Director Supplier Development
VP Global Sourcing	Risk Manager	Manager High Volume Quality	Director Purchasing, QEHS &
VP Global Sourcing	Purchasing Transformation	Head Sourcing	Claims
VP Global Business	Lead	Head of Sourcing Operations	Director Purchasing
Development	Purchasing sub process	Head of Purchasing	Director Procurement Europé
Vice President, Head of	manager	Head of Procurement,	North
Supply Chain & Procurement	Purchasing strategy and	Corporate Functions &	Director Procurement
(Group CPO)	business transformation	Indirect	Discovery Nordic
Team Manager Indirect	manager	Head of Procurement Sweden	Director of Sourcing &
Sourcing Nordic	Purchasing Manager	Head of Procurement	Production
SVP Sustainable Sourcing and	Purchasing Manager	performance	Director Indirect Procurement
Logistics	Purchasing Analyst	Head of Procurement	Director - Supplier
Sustainable Procurement	Project Manager	Development	Management
Supply & Logistic Director	Project manager	Head of Procurement	Digital Officer, Purchasing
Sub-Process Manager &	Procurement Strategy	Head of Category	Development Manager,
Transformation Specialist	Procurement Manager GNFR	Management Indirect	Corporate Procurement
Strategic Purchaser Indirect	Procurement expert	Head of Category	Development Manager
Material	Procurement Director	Management	Development Manager
Strategic Procurement	Procurement Director	Head of Category	CPO ISS Sweden
Manager	Procurement Director	Management	CPO
Strategic Procurement	Procurement Director	Head of Business	CPO
Manager	Procurement Development	Development	CPO
Strategic Procurement	Manager	Group Procurement director	CPO
Manager	Procurement Development	manager	Country Manager Nordics,
Strategic Procurement	Manager	Global procurement program	Procurement
Manager	Procurement Developer	Global Procurement Manager	Chief Procurement Officer
Strategic Procurement	Procurement and Supply	Global Graduate -	Category Manager
Development Manager	Chain Development Manager	Procurement	Category manager
Sourcing Team Leader	Process Developer	Global Director Indirect	Category Manager
Sourcing manager IT	Operational Purchaser	Procurement	Category Manager
Sourcing Manager	Operational Excellence	Global Category Manager	Category manager
Sourcing Director	Manager	Global Category Manager	Category Manager
Sourcing Director	Operational Buyer	Global Category Manager	Category Manager
Senior Sourcing manager	Operational Buyer	Global Business Architect	Business Navigation Manager
Senior Sourcing Manager	Multi Project Manager	Founder	
Senior Procurement Manager	Manager, Procurement tools,	EVP Procurement	
Senior Procurement Manager	technology & automation		

What did attendees think of Sourcing Outlook 2020?

How did the online platform work for you?

- ★ It worked well. And many thanks for the proactive training ahead of the event #IKEA
- ★ Very good #SKF GmbH
- ★ it works well #Nilfisk
- ★ Online platform worked well, not the same as in person of course #ECCO SKO
- ★ Fine #UPM
- ★ Great #H&M
- ★ Very well, no issues at all #Novozymes
- ★ All information in advance was more than satisfactory and the tools and links worked well for me #Orkla
- ★ Perfect #Gunnebo Industrier / The Crosby Group
- ★ I think the format was great:-) It really worked well #Coloplast A/S
- ★ Clear and easy to navigate #Husqvarna Group
- ★ It worked perfectly #UPM-Kymmene
- ★ Worked well #Trelleborg
- ★ Perfect! #SKF
- ★ Good #Husqvarna
- ★ Worked well #Dentsply Sirona
- ★ Everything went technically very well and under the circumstances a good way to share experiences and wisdom . Though personally I think it is hard to have really good discussions online. Nothing beats face to face discussions #Axis Communications
- ★ Very well #Sobi
- ★ Splendid #Migrationsverket
- ★ Very good, not a single issue #IKEA
- ★ All good #Valmet
- ★ Better than I thought #MTR
- ★ Ok. Since joining via web browser only got to see the speaker not all in the "call"/breakout session #Electrolux IT Solutions
- ★ Very well #Linde
- ★ very well #Permobil
- ★ Very well #Solar

There are three aspects to consider going online:

1. **Due to firewalls and internet connection issues there may always be some who cannot fully benefit from streaming of sessions or Zoom/Teams enabled round table discussions**
2. **It is for sure not the same as meeting physically - EBG have no intentions to stay completely online ahead. It may however offer a great way to meet with and interact/learn from peers and experts you may not meet even when we can travel and meet again!**
3. **It takes even more time preparing for a successful online event that include pre-chosen, moderator led round table discussions. They are what sets EBG apart!**

What was your general opinion of Sourcing Outlook 2020?

- ★ Well organized
- ★ It was a great event. I was glad to meet up with peers in other industries and find that they had similar challenges. Some new contacts has also been established.
- ★ Valuable key notes
- ★ It was very good!
- ★ Interesting and nice to share with other professionals during these Covid times
- ★ Interesting speakers and good dialogue - all in all, good experience.
- ★ Generally doos topics and discussion
- ★ Unfortunaly did only have time to participate in some parts, but those were very interesting.
- ★ It worked extremely well and was very informative.
- ★ It was the first time I attended and considering the situation, it is very well handled. However, when it is possible to meet IRL again this is what I prefer. Networking is so much easier then. Generally, I think this is a very interesting format of meetings and networking and I hope to attend in the future as well. Thank you so much for a great planned and performed event.
- ★ It was a really good mix of presentations and sessions
- ★ A good mix of topics.
- ★ Very informative
- ★ Sourcing Outlook 2020 was interesting especially, of course a lot of it was focused on covid19 effects.
- ★ Very interesting key notes, good selection of breakout session - a bit short time to have discussions due to everyone presenting themselves and it took quite a long time each time you entered a session.
- ★ Good and relevant speakers
- ★ Very good considering the cirumstances.
- ★ A very professional organized conference the best online conf i have ever participated to.
- ★ Good
- ★ Great key notes and theme discussions. Of course, the face to face conference has more possibility for peer interactions, but I think the best was achieved over the online platform too. Thanks for the great work Anna & Lars.
- ★ Very good! Interesting speakers sharing information that we would not get if we haven't participating Sourcing Outlook. I bring with me a lot of new insights.
- ★ Really great as we have been keeping distance for such a long time it was great to be with peers and get new insights
- ★ The whole day including all segments were, all very well executed. I will highly recommend participating if given the opportunity.
- ★ I was able to join only until noon Finnish time, but general presentations were good. Some space for improvement in the round table...
- ★ Very interesting! This was the first time I joined an event of this nature.
- ★ Good experience
- ★ Very good, better than expectations.
- ★ Interesting and great insights and reflections.
- ★ Well organized. Good variety of topics and presenters.
- ★ It was the first time for me to join SO event. I have to say that it was amazing, I really liked both keynotes and Theme discussions. Well done!
- ★ Well performed as online event - above expectation. Nice presentations from SKF and Telenor with an interesting angle.
- ★ It has several interesting topics well organized
- ★ Nicely put together- interesting topics. It is nice to see people and get some inspirations even in these times.

Keynote | A year on and a pandemic wiser - what happened to sustainability and agile strategies?

Cars are becoming "computer on wheels" and the need for speed to market and behaviour responsiveness is constantly increasing. As is the demand and desire to be a part of creating a more sustainable future. What does that mean for a procurement organization in a car manufacturing company becoming a provider of mobility solutions?

A year ago at Sourcing Outlook we learned from Volvo Cars. How they in the midst of changing the entire corporate structure and market offer have really highly set sustainability targets. How they are choosing to have 12 weeks program increment planning within global business development which procurement is a vital part of. How they will use their 200 BSEK purchasing power to make a real difference for our planet and the people on it.

And so came COVID-19. During this session we will continue to learn about how Volvo Cars are developing their sustainability efforts and agile way of working. We will learn how that may or may not have been affected by the pandemic and what will happen next.

- How does agile affect the Procurement organisation, frameworks and hierarchies?
- In what ways have sustainability efforts developed the past year?
- What will the road Volvo Cars is on mean to procurement ahead?

Lovisa Söderholm | VP Global Business Development | Volvo Cars



Use data, machine learning and robots to help create instant and actionable insights

Keynote | How do you use data, machine learning and robots to help create instant and actionable insights?

Those following EBG | Network know we have followed the transformational procurement development at SKF for several years. Step by step. How they walk the walk.

Today, end users have been given online tools (dashboards) with data insights that are aggregated with several data sources in order to make better decision making. New regression algorithms have been developed in order to predict and enable quicker decision making and thus lead time reductions.

Flexible contract authoring have, together with a new way of measuring and tracking savings and projects, increased the user adoption and compliance. This alongside a high focus on user interfaces to make the user experience as positive as possible.

Machine learning is being used to equip end users with useful and reliable data, Robotic Process Automation is replacing manual processes in order to get speed, compliance and cost savings.

The aim: transactions should be as automatic as possible and business decisions should be guided by smart tools and insights.

"Implementing our key purchasing processes S2C and R2P in a cloud solution has given us control to act fast in changing environments (for instance corona) where we easily and fast could change the spend behavior and follow up the results in a detailed manner. Furthermore our structuralized approach has given us data that we have made available to all our end users so they can act quickly, update category strategies and control supplier base" state Kristin Ang, Group Purchasing Strategy & Business Transformation Director at SKF, who during this session will give you a walkthrough how they have achieved the above.

Learn more about:

- What does the step by step digitization approach look like taken by SKF?
- How do you decide what to automate, which processes to hand over to robots and when to add machine learning an AI?
- Who are the people involved and what are the competence needed to achieve a digitized transformation?
- What smart tools can be used to enable faster and better decision making in the organization?

Kristin Ang | Group Purchasing Strategy & Business Transformation Manager | SKF | enabled by SAP Ariba



Theme Discussions | Session 1

What if you could sit down with peers and experts and have real experience exchange? Here you can. Each discussion have a maximum number of seats available, you will be able to secure a seat before the summit. If You give You will get back - imagine what know how you can go home with! Each discussion run twice. **The below are companies you will be able to discuss with during Session 1 & 2:**



Transitioning to digitized & automated procurement

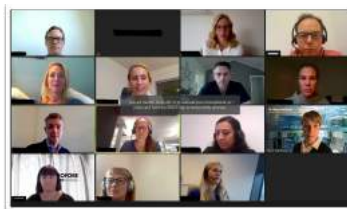
How do you ensure a smooth transition to digitized and automated procurement?

Following the keynote, here you can ask questions to Kristin and SAP Ariba. Many are - or want to - embark on a more centralized and structured way of managing direct and indirect spend data. Making it easier for stakeholders to do informed decisions. Harnessing the power in supplier innovation. Automating and digitizing to make best use of talented people stuck in tactical work. Reduce cost and communicate savings opportunities. Often in global organizations with many different systems in place, de-centralized decision making and data all over the place.

Here you have an excellent opportunity to draw from both practitioner and technology insights. Discuss:

- Have the pandemic created new situations in need to address with technology?
- How do you proceed digitizing procurement ensuring stakeholder engagement?
- What actions can you take tomorrow to evaluate how to make better use of data and technology?

Kristin Ang | Group Purchasing Strategy & Business Transformation Manager | SKF & Mervi Saarikorpi | Senior Advisor, Nordics, SAP Network and Spend Management | SAP Ariba



Coherent and traceable end to end supplier and supply data

How coherent and traceable is your end to end supplier and supply data?

In today's unstable situation, it's extremely important to have full control over all your business transactions and insight into all your financial processes and vendor data. This will in the end of the day make sure your cashflow is optimized. If you don't have full visibility of your transactions and flows and lack of control over your suppliers, you might run into significant risk to lose your basic business continuity.

Discuss:

- How transparent is your end to end procurement data?
- Have Covid-19 and future of enhanced trade regulations pushed your digitization?
- How are you ensuring business continuity and visibility when people are not working from the office?
- How do you ensure that all relevant supplier data is stored, easily found and accessible for anyone in one single location?



Sami Peltonen | Vice President, Product Management, P2P Solutions | Basware

Save Costs and bring Agility into the Supply Chain

Contract-centric Sourcing: The new paradigm to save costs and bring agility to your Supply Chain

Today's sourcing organizations are being asked to move faster than ever to source the materials needed by their companies, get better on supplier performance management and save costs. It's a difficult position to be in. Under the current sourcing paradigm, the multi-step process of securing the right vendor is time-consuming, and can still expose a company to risk and leakage and yet not deliver the savings. Join the Icertis session and discuss the new paradigm of contract-centric sourcing. This new paradigm can save millions in leakage and accelerate the buying process, while also improving relationships with vendors and optimizing supply chain performance.

- Lack of data on past vendor performance
- Contracts left for last
- Non-optimized contracts leading to poor performance

Rajeev Kumar | Tech and Sales Leader | Icertis



icertis
Applied @2020

ROI & measurable sustainable performance

Measurable Value and ROI in a High-Performance Sustainable Supply Chain

Procurement is in the eye of a storm. Pressures are mounting from investors, customers, and employees, for companies - and their supply chains - to embrace "stakeholder capitalism" and serve a social purpose. In the meantime, the Covid-19 crisis has exposed huge vulnerabilities in global supply chains, highlighting the value of resilience. Procurement must figure out how to select suppliers that meet expectations, while creating tangible, measurable business value.

Sustainable procurement creates not only resilience and risk mitigation benefits, but also - with the right indicators and tools to measure and drive supplier performance - delivers a broad range of monetizable value. By identifying the high performing suppliers, you can realize value from:

Building resilience | Boosting sales revenue | Differentiating products | Accessing new categories or market segments | Driving innovation

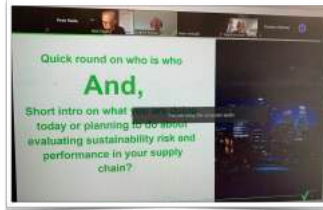
Learn about and discuss:

- The Seven pillars of Sustainable Procurement Value that provide measurable return on investment
- Case examples of experienced practitioners
- Experiences in the group during 2020 and ahead

Peter Verkaaik | Procurement Director |

Wavin - Orbis Advanced Corporation & Nico Sagel | Account

Executive Benelux & Nordics | EcoVadis



wavin
ecovadis

How need for resilience affect procurement strategies

How will the need to be more resilient affect procurement strategies?

Resilience implies readiness to deal with crisis. In 2020 factories were closed due to component shortage, production lines were broken or needed to change - in short companies needed to be very agile. Resilience is the buzzword of the year. Now there is time to reflect and come together to share insights. Discussing how procurement can help ensure not only business endurance but growth and innovation also in times of crisis. Discussing what the impact may be on operating models ahead and what role digitalisation and automation may have creating more resilient supply chains.

- What process changes have you implemented in order to be more prepared for disruption?
- What is it you prepare for next when you consider your operating model and ways of working?
- How do you value resilience? How much is it allowed to cost? Can you get resilient and reduce cost at the same time?
- What are short and long term actions taken to become a more adaptable organization?



Henrik Nyberg | Strategic Account Executive Nordics | Ivalua

ivalua

Theme Discussions | Session 2 - Same discussions available as during Session 1

What if you could sit down with peers and experts and have real experience exchange? Here you can. Each discussion have a maximum number of seats available, you will be able to secure a seat before the summit. If You give You will get back - imagine what know how you can go home with! Each discussion run twice.

LUNCH BREAK

Create a Supplier multi-project-management platform

Keynote | How Food Suppliers can co-exist with Furniture Suppliers; creating a Supplier multi-project-management platform

The IKEA Food business had grown to such an extent globally that it became necessary to restructure the business and build one common supply chain. The new business would ensure greater control, compliancy and sustainability through the end-to-end supply chain.

The challenge: to enable the smooth transition to a solid system structure in 12 months, managing suppliers and contracts.

It was clear there was also a need to digitalise the manual ways of working with IKEA Food supplier contracts. In the Home Furnishing business of IKEA, there was an ongoing project to develop a collaboration tool between IKEA and suppliers, covering supplier and contract management, among other major processes. It seemed like an ideal opportunity for IKEA Food to share the same journey. Would it be possible to find synergies between the two businesses to co-exist on the same platform?

Indeed it was, and these two connecting projects evolved into a multi-project enabler of supplier management and contact management ready to be applied over several business areas.

Procurement strategies in time of uncertainty

Procurement strategies in time of uncertainty

During periods of significant disruption like the current crisis, organisations of every size in every industry must immediately react to the uncertainty and its impacts. But as disruption curves flatten, procurement organisations will also need to figure out how to adjust to what comes next. Join this theme discussion to explore how Procurement teams can help manage the immediate Covid-19 emergency, but also build stronger and more resilient businesses for the future. We'll look at actions already taken by many companies to ensure business continuity in the first instance, and longer term strategies to overcome challenges as we recover from the crisis.

The impacts of the crisis on Procurement function (short medium long term) and main challenges faced by procurement departments to get back up and running (improve)

- What has been most key to an effective response in limiting the impact of disruption for procurement and their stakeholders? What have we learn from our mistakes and our successes?
- What comes next? What will be considered as the "New Normal" after disruption ?
- Best practices to adapt to and mitigate the "uncertainty risks" ?
- Tools and best practices to manage 2021-2025 strategies & budgets in an age of uncertainty
- How to build digitally-driven procurement operating model and new ways of collaborating with stakeholders (finance, internal customers, suppliers ecosystem)



Philippe de Grossouvre | EMEA Northern Europe Business

Development Director | Corcentric

corcentric

Leading the digital transformation of your supply chains

How do you lead the digital transformation of your supply chains successfully?

Procurement needs to do more with less, reduce cost, mitigate increasingly diversified and global risks, become sustainable, bring efficiency and gain trust with internal and external partners. And digitise. Companies increasingly need technology to add knowledge-based activities that deliver desired value. Yet research indicates some 2% of supply chain organisations have a digital strategy. Why?

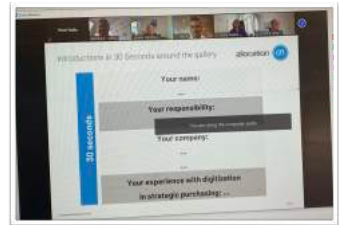
Martin and Bernhard will share their experience in transforming procurement using data and technology to support that transformation. Martin uses a top-down and bottom-up philosophy, what that is will be shared. Let's also discuss:

- How can companies overcome the gap between digitalisation visions and the here and now?
- What are your main supply chain development drivers now and ahead and why does that matter?
- How do you "unlearn old habits" in the organization?
- In what ways is a provider like Allocation taking into account possible user reluctance to change?
- How does technology help achieve transparency along the complete product lifecycle - even beyond contract awarding?

Martin Starcke | Procurement Director | LEO Pharma &

Bernhard Soltmann | CEO | Allocation

LEO **allocation**



Take the time to prepare - EBG will ensure as many of you as is possible connect during the day. From behind your screens you will have face to face discussions, be able to ask each other questions and to compare with each other.

cont. How Food Suppliers can co-exist with Furniture Suppliers; creating a Supplier multi-project-management platform

During this session you will learn how the IKEA Food supply chain was restructured and digitalised. Secondly, you will learn the considerations behind choosing a scalable, common platform to meet those needs, including platform capabilities versus configuration, the challenges of convincing stakeholders and co-ordinating implementation partners, and the benefits of applying a parallel implementation methodology that would form the base for a multi-project governance model.

Otto Tell | Business Navigation Manager, Category Area Food & Nichlas Jespersen | Multi Project Manager | IKEA



The Why | How & Result creating a Procurement Company

Keynote | How do you implement a successful Procurement Company?

Telenor is one of the world's largest mobile operators with over 20,000 employees, 176 million customers and a revenue of 113 billion NOK across 9 markets in the Nordics and in Asia. In 2016 the idea of creating a Procurement Company within Telenor was created. 1 year later, the Telenor Procurement Company was established in Singapore and the journey could now begin. **Join us and learn more about Telenor's Procurement journey!**

Learn about:

Why was a Procurement Company Created?

- What's the Procurement perspective
- Supplier perspective?
- Shareholder perspective?

What was implemented?

- New Global organization
- New Global operating model for Category Management
- New Global system support

How did we manage to implement it?

- How do we know if it a success? (success metrics)



Andreas Tibblin | Senior P2P Specialist | Telenor Procurement Company

BREAK

Choose to join The Keynote or on of the Theme Discussions/Focus sessions/Chat & Discussion Sessions

You will need to choose what session to join prior to the summit. You will have a personalised agenda when logging on to the platform! All sessions have limited seats and You can prepare questions and take part in discussions.

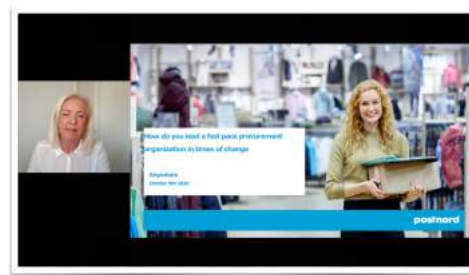
FOCUS | Leading a fast pace organisation during change

Keynote | How do you lead a fast pace procurement organization in times of change?

There are of course many ways and experiences. There are also special times and we will learn how the past months have affected procurement at PostNord. During this session you will also draw from experiences leading an organisation and industry changing quickly. Hear how PostNord have enabled an agile way of working, raised awareness internally and externally about the role of procurement and what and how they have chosen to digitise to support company growth.

- How have PostNord implemented a new, flexible and agile organization?
- What does it take being a leader in a fast pace organization?
- In what ways have awareness regarding procurement benefits throughout the Group been raised?
- To what extent are procurement processes (end-to-end) digitized?

Lena Hummerhielm Sjölin | CPO | PostNord



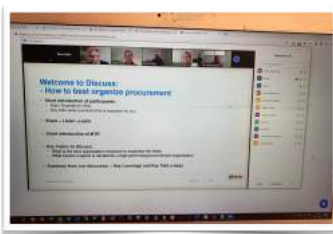
FOCUS | THE SHAPING OF NEW PROCUREMENT ORGANIZATIONS

Benchmark Discussion | How would you shape a new procurement organization?

Centralize or de-centralize? Focus on tactic operations or proactive category management? RPA, AI and machine learning or back to basics? There are many aspects to consider when structuring a procurement organization from scratch. Especially in the midst of a pandemic. MTR Nordic group are undergoing a purchasing transformation to leverage synergies and improve performance of strategic, tactical and operational purchasing. Including work-streams in People & Organization, Process, System and Category management. During this session you will briefly learn about how MTR Nordic Group are choosing to structure their new procurement organization, what competences they seek and how they aim to ensure the business is in focus.

Continue to listen, share, learn and discuss - join with your own experiences and draw from the groups experiences focusing on;

- People & Organization: Do you centralize or de-centralise, choose a category management or spend journey management structure and what people capabilities do you look for?
- System: How do you evaluate best possible technology ROI during the pre-study, what areas should be supported and what should not? Operational level - tactical P2P? Strategic level - supplier performance, contract management etc.?



Benny Hall | Purchasing transformation lead | MTR Nordic & Head of Purchasing MTR Tech at MTR Nordic Group



FOCUS | COLLABORATION BETWEEN PROCUREMENT & R&D

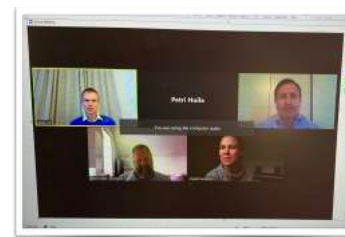
Focus Session & Discussion | How do you improve procurement and sales/R&D collaboration to ensure speed and quality in product development and launch?

Axis Communications create network video surveillance solutions including cameras and encoders, Video Management Software and recorders, analytics and applications. As a company focusing on market share increase and growth - procurement at Axis Communications have a clear role. To enable the best possible roll over, product development and industrialization. And - doing so in the fastest and most secure way possible. During this session you will be able to draw from concrete prioritisation situations when procurement, R&D and sales need to collaborate in a fast paste company. Learn how they have chosen to organise and what role sourcing and procurement have securing company growth. Draw from experience when markets change and procurement need to adapt.

Q&A following the presentation.

Following the Focus Session and Q&A discuss:

- How do you structurally handle conflict of interest within functions in the company?
- How have you chosen to organise your project organization to ensure company targets are met?
- Should you mimic your organization set up to what you produce (ensuring complete product/service lifecycle control)?



Stefan Elf | Director of Sourcing and Production Preparation | Axis Communications



A year on and a pandemic wiser - what happened to sustainability and agile strategies?

Discuss:

- How have - if it have - COVID-19 affected strategies and operations at Volvo Cars and your company?
- How does extensive sustainability efforts fit into a fast paste company working in an agile way?
- What are pros and cons with an agile framework?
- Which are the keys to successful agile at scale and what will continuous improvement consist of?



Lovisa Söderholm | VP Global Business Development | Volvo Cars

FOCUS | FROM SOURCING TO CATEGORY MANAGEMENT

From sourcing to category management

As markets evolve quickly - in this industry with 5G around the corner for instance - category management play a critical role in enabling companies acting quickly to adapt to new technology and market changes.

- How did TPC move from sourcing to category management?
- Learn about the TPC operating model in a global category management set up
- How TPC created decision boards per category and virtual category teams
- What are the members, stakeholders, roles and mandate and how do TPC ensure value creation!

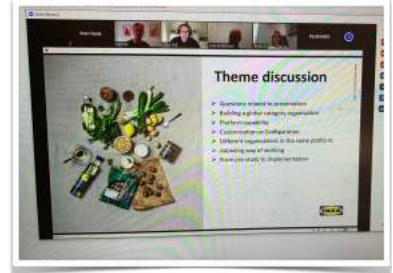


Andreas Tibblin | Senior P2P Specialist | Telenor Procurement Company

How Food Suppliers can co-exist with Furniture Suppliers; creating a Supplier multi-project-management platform

Discuss:

- Learn from budget challenges; Don't take no for an answer if the ROI is strong!
- Application customization vs changing ways-of-working; How do you reach a good compromise?
- How are mind-set and collaboration key drivers for change?
- What are the challenges and solutions with different supplies and suppliers co-existing in the same environment?
- How do you govern multi-project-management?



Otto Tell | Business Navigation Manager, Category Area Food & Nichlas Jespersen | Multi Project Manager | IKEA

Take the time to prepare - EBG will ensure as many of you as is possible connect during the day. From behind your screens you will have face to face discussions, be able to ask each other questions and to compare with each other.

Realize your vision when crisis hits you

Keynote | How do you realize your vision when hit by two viruses simultaneously?

Most companies on this planet were severely affected by the Coronavirus late Q1. At ISS, however, a cyber-virus had hit the enterprise a month earlier already. For ISS' Group CPO, 2020 was going to be a strategic year, where several high-impact initiatives were going to be launched to accelerate the procurement function's ability to contribute to ISS' value proposition towards customers. Reality turned out quite differently. During this session you will learn from ISS A/S' recent experiences, and understand how ISS Supply Chain & Procurement in an agile way has reprioritized its focus, while still delivering against its strategy and vision - just in a different way than planned. Emmanuel Buyse will, among others, address the following topics

- How ISS Supply Chain & Procurement can be a competitive differentiator for ISS, during "business as usual" and during COVID19
- Why investing in cross-border procurement communities and supplier partnerships pays off, especially during crises
- How to motivate global teams during these unprecedented times
- What the main lessons learned from the past months are

Emmanuel Buyse | Vice President, Head of Supply Chain & Procurement (Group CPO) | ISS



Buyer - supplier relationships and desired outcome during a global crisis

Keynote | How are your supplier relationships and contracts holding up - are you reaching your desired outcome?

It is reasonable to think that many businesses have found that alone is not strong. That during the pandemic supply chains have been heavily stress tested. Entire product lines have been cut, re-designed and even re-modelled. How can you adjust if your contracts mainly focus on who's to blame when something goes wrong and not on what your common desired outcome is?

As the need to be agile, to be innovative and to adapt to a possible new normal, supplier relationships and collaboration will be in focus. But how? **How do you start thinking and acting differently?** Here you will get some food for thought and practical advice! EBG have shared the Vested model framework and principles over the years. Now it will be interesting to learn from Kate Vitasek how the win-win based, trust focused business model and methodology are holding up during a global crisis.

For those of you who do not know what Vested is, this will be explained too. From a Harvard Business Review article written by Kate and others we read "When Dell and FedEx reached their breaking point, they chose to abandon their existing contracting process and create a formal relational contract that specified desired outcomes and defined relationship-management processes at the operational, management, and executive levels. In the first two years, Dell and FedEx were able to reduce costs by 42%, scrap by 67%, and defective parts per million to record-low levels. Both companies now consider the contracting approach a best practice and have applied it in other relationships."

What was the breaking point? How did they and other companies change their mindset and ways of working? How do you evaluate which of your contracts should be re-visited and re-aligned?

Kate Vitasek | Faculty - Graduate and Executive Education | University of Tennessee & Author, educator and architect of the Vested business model



Expert Organizations

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



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.

- Supplier Management: SAP Ariba provides the only end-to-end solution portfolio that lets you manage supplier information, lifecycle, performance, and risk all in one place
- Strategic Sourcing: Discover qualified suppliers, speed up your sourcing cycles, and create the most competitive, best-value agreements for sustainable savings with all your sourcing needs.
- Solutions for Direct Spend: Connect the people, partners, processes, and information needed to manage all design-to-deliver activities in a simple, smart, and open way.
- Procurement: Ensure compliance and control while providing users a delightful buying experience, with innovative capabilities like guided buying and spot buy.
- Financial Supply Chain: Transform your payables from liabilities into strategic assets to boost free cash flow, free up working capital, and deliver more bottom-line value.

Learn more via ariba.com



About Allocation

With over 20 years of experience, Allocation is a privately-owned best-of-breed solution provider within strategic purchasing and supplier quality management.

Integrated Sourcing, Auctions, Collaboration and Supplier Management capabilities ensure the entire procurement process is managed throughout the life cycle, from requisition to end-of-life.

The software is developed, distributed and supported in Munich and delivered to our customers, e.g. BMW, Siemens, Stadtwerke München, MAGNA and VOITH, in either SaaS or on-premise models. An additional office is located in Atlanta, USA.

allocation.net & LinkedIn



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. Learn more via icertis.com



About Corcentric

Corcentric is a leading provider of source-to-pay and order-to-cash solutions for businesses in the United States and Europe. Corcentric's procurement, accounts payable, and accounts receivable solutions empower companies to spend smarter, optimize cash flow, and drive profitability. Corcentric was named a 2019 '50 Providers to Know' by Spend Matters and a leader in IDC MarketScape: Worldwide SaaS and Cloud-Enabled Accounts Payable Automation 2019. Since 1996, more than 6,000 customers from the middle market to the Fortune 1000 have used Corcentric to reduce costs and improve working capital.

Learn more at corcentric.com



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 via ecovadis.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 Ivalua

Ivalua is the Procurement empowerment platform. Recognized as a Leader by Gartner, Ivalua's Source-to-Pay suite is leveraged by over 250 leading companies across the globe to manage over \$500 Billion in direct and indirect spend. The platform's combination of ease-of-use, depth, breadth and flexibility ensures high employee and supplier adoption, rapid time to value and the ability to meet unique or evolving requirements, evidenced by the industry's leading 98%+ retention rate. The latest research reports from Gartner, Forrester, Spend Matters and others, as well as industry specific information and info on both direct and indirect procurement can be found for free at the Ivalua resource center using the following link:

[>>Resources Center](#) and ivalua.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 375 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. Learn more via bvinfo.com

Sourcing Outlook is organised 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.

Do you want to learn more?

Contact Anna or Lars Bjärkerud today via anna@ebgnetwork.com | +46 73581 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



How we usually meet and come together - informal yet to the point! We shall meet again...



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 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