EBG | Xperience 2025 Workshop Report

Rethinking Procurement in a Shifting World: Insights from EBG | Xperience 2025

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EBG | Xperience 2025 – Strategic Report

This report provides a fact-checked, strategic-level synthesis of findings from the EBG | Xperience 2025 pre-event Stockholm, Gothenburg and Copenhagen surveys and workshop discussions. All statistics are based on verified participant data across all three workshops days. Where applicable, EBGs extensive experience ad to the analysis. EBG | Xperience is created and curated by EBG | Network, enabling a procurement end-to-end network since 2010.

Methodology & Data Notes

This analysis is grounded in aggregated results from three pre-event surveys issued ahead of the EBG | Xperience 2025 workshops in Stockholm (STHLM), Gothenburg (GBG), and Copenhagen (CPH). The structure and questions were mainly consistent, apart from targeted questions when suitable for each Xperience focus. Participant responses varied by city—reflecting different maturity levels and industry representation.

Individual statistics are cited per city when relevant; regional patterns are aggregated where consistent. All percentages are rounded to the nearest whole number for clarity. Direct quotations and qualitative insights were drawn from survey comments and post-event feedback.

At EBG | Network, we don't prescribe best practices – we highlight real practices. Our goal is not to consult, but to connect. Through a behavioural lens, we look at how people adapt, collaborate, and lead procurement transformation amidst uncertainty.

Why Mapping Matters – The Gap Between Collective Data and Individual Experience

While the pre-survey responses gave us a clear picture of shared challenges across organizations – such as low multi-tier visibility, limited resources, and digital transition hurdles – the mapping exercises told a more nuanced story.

When asked to place themselves along different maturity or focus axes, participants spread out. Even those facing similar challenges made very different judgments about where they stand, how empowered their teams are, or what they should prioritize next.

This reinforces something we see time and again:

Procurement maturity is not a linear journey.
It's shaped by internal buy-in, structure, mindset, and context – not just strategy.

That's why dialogue matters. The power of these workshops isn't just in identifying common issues – it's in seeing how differently people interpret and act on them.

Executive Summary

Nordic procurement teams are unified in ambition but navigating a messy middle. There's strong momentum toward digital, cross-functional, and risk-aware procurement – but most organizations are still building the capabilities, confidence, and structures needed to get there.

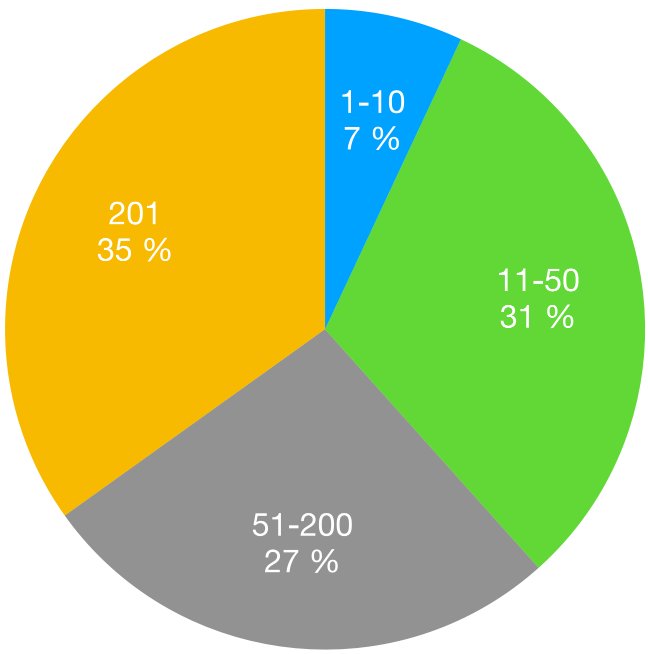
This report summarizes findings from 89 Nordic procurement professionals and 81 unique companies who participated in EBG's pre-survey and in-person workshops. Their insights reveal a procurement function in active transition:

- Operating models are shifting toward process-based and cross-functional designs, yet few have landed on a final structure.
- Capability development is broadly needed—spanning both hard (data, digital) and soft (collaboration, leadership) skills.
- Digital maturity remains low, and while interest in AI is high, implementation is still limited to early-stage pilots.
- Peer-to-peer learning and benchmarking were cited as some of the most valuable outcomes of the Xperience workshops.

"[I look forward to..]..Learning how other industries and companies are adopting technology for true transformation. Preparation of business cases, employee optimisation etc."

Size of respondents procurement organizations

For reference the graph show the aggregated sizes of participants procurement organizations.



Shifting Operating Models for Future Procurement

Procurement operating models across the Nordics are clearly in flux. Insights from the EBG pre-event survey, covering **81** companies across Stockholm, Gothenburg, and Copenhagen, reveal an ongoing transition from siloed, functionally anchored structures toward more integrated and digitally aligned ways of working.

In Stockholm in particular focus lied on exploring future operating model design, competence development and creating confident decision making in an always non perfect world. Data wise, process wise and workload wise.

Stockholm focus, Stockholm responses

An overwhelming **83%** of respondents in Stockholm are pushing toward more cross-functional models, integrating procurement closely with finance, supply chain, sustainability and other teams. Over half are also adopting process-driven approaches and redefining roles with new skills and digital-first positions - **57%**. Digital enablement is a clear theme, **70%** report increasing reliance on digital procurement tools and automation. By contrast, only about **27%** are moving to embed procurement within business units (a business-partnering model), and **37%** still maintain a traditional centralized or decentralized function.

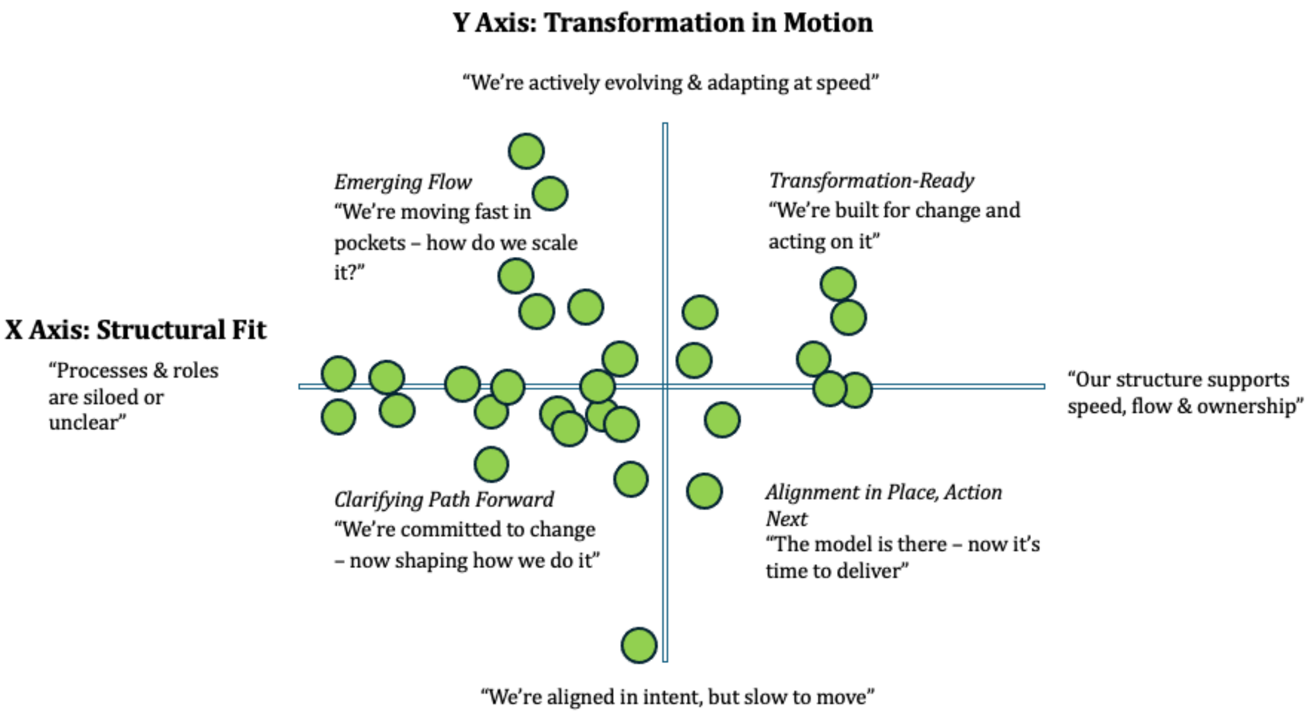
The survey results reflect this "evolving but not yet transformed" state: a broad recognition of the need to change, but many organizations still finding their footing (indeed **20%** admitted they are "still evaluating" the best path forward).

- In Copenhagen **75%** cited **cross-functional collaboration** as a key design priority, in Gothenburg **67%**.
- **48%** of respondents in Gothenburg reported implementing **process-driven operating models**, emphasizing end-to-end workflows over static departmental roles, in Copenhagen **61%**.
- In Gothenburg **26%** are redefining procurement roles to be more **digital-first** or **data-oriented** and - perhaps surprisingly based on the topic - in Copenhagen **21%**.
- In Gothenburg **41%** say they are increasing reliance on digital platforms, analytics, and automation, **54%** in Copenhagen.
- Meanwhile, **30%** in Gothenburg and **36%** in Copenhagen embed procurement directly within business units, and **33%** in GBG and **25%** in CPH still rely on traditional centralized or decentralized models.

This paints a picture of an evolving function—many are actively reshaping their structure, but few have landed on a fixed future-state model.

The direction of travel is clear: away from rigid structures, toward flexible, data-enabled, and cross-functional procurement models. Yet the diversity in responses also shows that CPOs are experimenting with what this transformation looks like in practice.

To open the discussion and ground it in lived experience, each group began with a short, interactive mapping exercise. The goal wasn't to find "right answers" — but to help participants locate their reality and share reflections with others in similar (or very different) situations.



In Stockholm a mapping exercise focused on "What does it take to organize for both performance and transformation?" This exercise revealed that most organizations are in transition—committed to change but still working through structural challenges. Many reported emerging momentum in pockets (top-left), while only a few placed themselves as truly transformation-ready (top-right).

The mapping visualized a clear insight: procurement teams are evolving, but structural fit, cross-functional alignment, and the ability to act at speed remain critical hurdles.

"[Competences needed - to be able to..] Strategically analyse the macro environment and set a strategy to easy adapt to changes."

Sthlm quote

The Capability Conundrum: Broad Skills Gaps

When it comes to skills and capabilities, Nordic procurement leaders appear to be saying "we need it all." In the pre-event survey, all participants were asked which competencies procurement professionals most need to develop – and essentially every option was rated important.

The most frequently selected capability needs were:

	STHLM	GBG	CPH
Risk management and resilience	70 %	61 %	41 %
Supplier collaboration & relationship management	60 %	43 %	41 %
Digital tools and automation proficiency	60 %	43 %	48 %
Sustainability/ESG compliance	53 %	50 %	52 %
Leadership & change management	53 %	54 %	33 %
Strategic negotiation & stakeholder management	47 %	29 %	41 %
Data literacy & analytics skills	43 %	32 %	52 %

On average, respondents selected **four or more** different skill areas, suggesting that capability development is not narrowly focused—but instead broadly distributed across technical, strategic, and interpersonal competencies.

In other words, the skills gap is broad – from hard analytics and tech skills to soft skills in collaboration and change management. This broad-based capability need shows procurement's expanding mandate — but also highlights a potential risk: trying to do everything at once. Peer discussions often returned to the same question — **how do we prioritize when everything feels critical?** Workshop discussions noted the difficulty of upskilling in all areas at once – a true capability conundrum.

This wide recognition of skill needs is also reflected in how organizations are building future-proof procurement capabilities:

- No 1 across all three cities was Creating a **hybrid procurement model**, combining traditional expertise with digital transformation roles and AI-driven procurement assistants/agents. Still it was only **33%** in Stockholm and Gothenburg and **50%** in Copenhagen choosing this option as their number one approach

- No 2 also across all cities was **Expanding digital skills** within procurement (automation, AI, data analytics)

- No 3 across all three cities was the recognition there is a **need for change** yet a struggle to **redefine procurement competencies** - an average of **18%** share this struggle

- No 4 with least votes across was **Investing in traditional procurement skills** (negotiation, category management, supplier relations)

"[Competence needed, to be able to..] Strategically analyse the macro environment and set a strategy to easy adapt to changes."

Sthlm quote

While the data confirms the urgency to upskill, it also shows the risk of dilution—trying to advance across too many fronts at once. Peer discussions at EBG | Xperience revealed a shared concern: it's challenging to close multiple capability gaps simultaneously.

In Stockholm one main focus during discussions what future skills requirements and competence ladders may look like as ways of working radically may change.

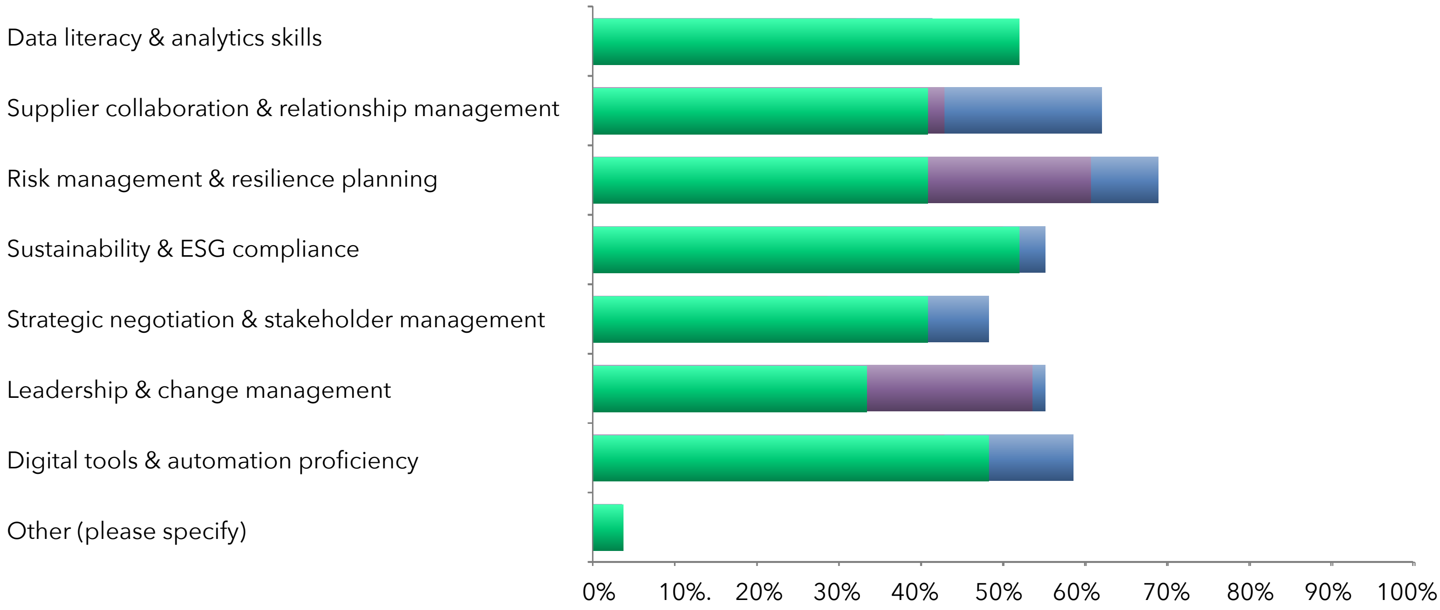
"We need to strengthen IT sourcing capabilities throughout all categories, since tech is embedded and part of most service solutions"

Sthlm quote

"The challenge is that everything is important…."

Gbg quote

Which competencies do you think procurement professionals need to develop the most?



Graph; Aggregated results shown, highlighting that almost all competences are valued equally important

Digital Maturity and AI: High Aspirations, Low Implementation

One of the clearest patterns from the EBG survey data is the digital maturity gap. A striking finding was the overall low digital maturity of procurement in the Nordic cohort. Across the ~80 companies surveyed, very few consider themselves digitally advanced, and none claimed to have a fully “leading” digital procurement function yet.

In Stockholm, for example, **80%** of organizations said they are at a ‘Developing’ stage – they have begun some digitalization but with limited integration or automation, and only basic AI experiments.

The remaining were mostly ”Basic” (manual processes with office tools) or modestly ”Advanced” in pockets, and **0%** described their procurement as a fully data-driven, AI-enabled leader.

When aggregating results, **74%** of respondents rate their digital maturity as Developing (medium), about **11%** as still in early or basic stages, **14%** rated themselves as ”advanced” and **0%** - across all three cities - consider themselves truly advanced.

The low digital maturity also has roots in data and processes. Basic data hygiene – spend data quality, supplier master accuracy – is a pain point for many Nordic firms (echoing global concerns about poor data quality as a barrier to digital projects).

One participant candidly described their procurement as “immature”, noting that even the great ideas discussed at the event were “still too high level to be really plug & play” for their organization at its current stage. **This gap between ambition and current state was a recurring theme.**

Across all three cities, the majority of companies characterize their procurement digitalization as still **developing**:

- **0%** claimed to have a fully AI-enabled, data-driven procurement model.

”Somewhere between developing and advanced. Quite good systems but not utilising AI”

CPH quote

High Hopes for AI – Tempered by Reality

You cannot read any corporate report these days without reporting on the usage of AI and GenAI. Even where modern procurement software is in place, few are leveraging its full capabilities. One speaker highlighted the prevalence of the "silent AI" effect – many teams have AI-driven features in their tools (e.g. smart suggestions, spend analytics) without even realizing it. For instance, a company might be using an ERP or P2P system that employs AI to classify spend or flag risks, yet procurement staff don't actively acknowledge or utilize those features.

If one side of the coin is low current maturity, the other is sky-high interest in AI and automation. The pre-survey and workshop discussions made it clear that procurement leaders want to embrace artificial intelligence – they're just struggling with the "how."

The trajectory is upward: interest in digital tools and AI is high (as we'll discuss next), and companies are investing in building those capabilities.

Despite low AI implementation, interest is high:

- An aggregated **60%** of respondents say they are **exploring AI and automation** use cases, typically in early pilots or proofs-of-concept. Researching but not widely implemented

- On average **28%** of the respondents stated they have Basic adoption in place, that AI & automation are used in specific areas (e.g contract analysis, supplier risk)

- In total **9 companies** out of 81 stated they are not using AI/automation: procurement remains largely manual

Our data perfectly exemplifies this: almost everyone is intrigued by AI's potential, a fair number have started small pilots, but true scaled adoption is rare.

Why the hesitation?

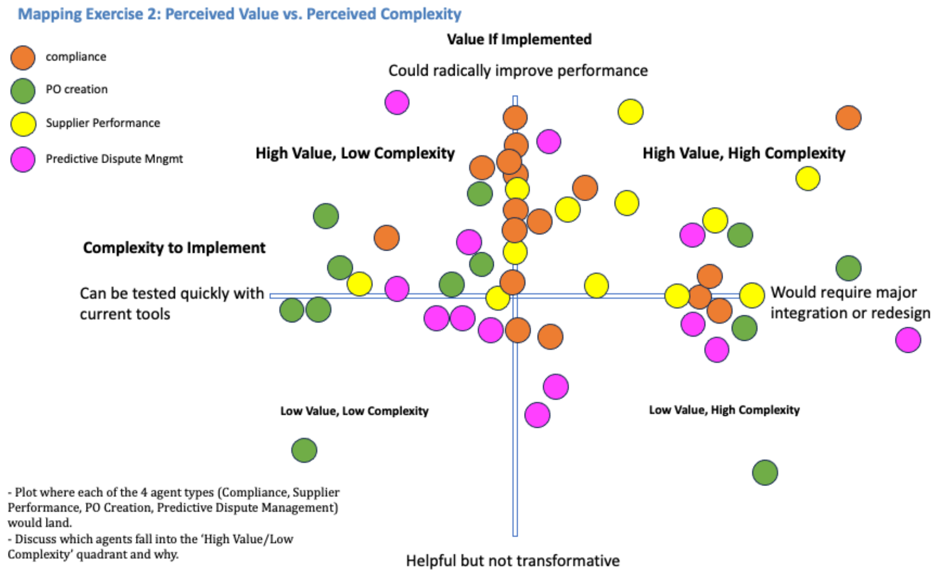
The feedback suggests it's not due to lack of belief in AI's value – if anything, the workshops showed procurement leaders are eager for **"practical, relatable, and realistic"** AI applications that can create value, rather than high-level hype. Participants' top learning interests were "real-life use cases" of AI in procurement and "pragmatic adoption paths" for getting started given legacy systems and low maturity. In short, the will is there, but the way is hard. Many teams are exploring AI — but scaling remains a challenge. From the pre-survey and speaker discussions, it's clear that success depends less on tools and more on people: **Are teams empowered? Is there a clear problem worth solving? Do users trust the data?** These behavioural questions will define whether AI remains a buzzword or becomes a real enabler.

Mapping exercises to deepen insights

During each EBG | Xperience a series of mapping exercises were used to help create group insights and spark discussions. In Copenhagen different possible Agentic AI value perceived versus perceived complexity was mapped.

To open the discussion and ground it in lived experience, each group began with a short, interactive mapping exercise. The goal wasn't to find "right answers" — but to help participants locate their reality and share reflections with others in similar (or very different) situations.

This mapping exercise revealed that most procurement leaders see AI use cases like compliance and PO creation as high-value and low-complexity—clear quick wins. Meanwhile, supplier performance and dispute management agents are viewed as valuable but harder to implement due to system complexity or unclear data quality. The lack of responses in the low-value quadrants confirms that teams want meaningful transformation, not just small automations.



Graph; Copenhagen mapping exercise digitalised by EBG

In Copenhagen - given its focus on AI in procurement in particular - a couple of question were asked specifically around AI adoption choices and challenges.

Choice of how AI adoption is being organised

- 1/4 have centralised AI capabilities in an AI Center of Excellence
- 1/4 have AI adoption being led by IT with input from procurement
- 1/4 are figuring out how to structure AI efforts
- 15% have each function (e.g procurement, finance, IT) being responsible for its own AI initiatives

The barriers to scaling AI mirror global findings:

- **56%** of Danish respondents said data quality and system fragmentation are the top obstacles
- Other challenges cited: Integration challenges with existing ERPs and procurement platforms, Lack of internal AI expertise in procurement, Uncertainty where to start, lack of clear business case for AI. In addition lack of resources, risk/security issues, funding and governance was stated as challenges holding AI adoption back
- **Notably not one stated resistance to change or organisational mindset being a challenge!**

This stark gap between high interest and limited implementation was a talking point at the Xperience workshops. The Nordic attendees clearly don't want to be left behind, but they also recognize that without the right data, systems, and skills, rushing into AI could waste time.

Risk, Resilience & Sustainability: The Data Gaps Beneath the Surface

Finally, the Gothenburg Xperience workshop had an extended focus on Risk, Resilience & Sustainability from a procurement perspective. EBG chose to include sustainability as there may be conflicting goals with resilience and sustainability hence talking about one without the other may be contradictory.

Their feedback highlights a recurring issue across Nordic procurement teams: while the strategic importance of these areas are widely acknowledged, operational readiness still lags — particularly beyond Tier 1 visibility.

What Did Attendees Most Want to Learn and Discuss?

Ahead of the Gothenburg workshop, participants shared their priorities — and the responses reflected the complexity they face in navigating procurement's evolving role.

Multi-tier visibility and supplier risk

Many expressed a strong need to better understand how to monitor and assess risks beyond tier 1 suppliers. Several asked how others define, track, and act on risks further upstream — whether that's in relation to financial health, ESG compliance, or geopolitical shifts. Questions around Chinese supply chains, tariff implications, and best practices for deep-tier mapping were common.

Turning insight into action

Participants want more than dashboards — they want to know how to translate risk signals into effective decisions. Topics included which data actually matters, how to prioritize alerts, and how to avoid "data paralysis."

Embedding sustainability

There was clear interest in how to go beyond reporting, and actually embed sustainability into day-to-day sourcing and supplier management. Several sought hands-on insights into combining ESG objectives with risk mitigation and business goals.

Tools, technology, and AI (with caution)

While some were curious about systems and AI use cases, the emphasis was on practical tools — from onboarding to ongoing monitoring. Many wanted to compare what solutions others are using and how far they've come in integrating risk management into broader SRM platforms.

Peer practices and benchmarks

Above all, attendees hoped to learn from each other. Whether it was evaluating supplier location risk, aligning cross-functional teams, or measuring risk maturity — the focus was on exchanging tested methods and seeing what works in real companies, across industries.

What Challenges Are Procurement Teams Facing?

The open responses revealed the depth and complexity of challenges procurement professionals are up against when trying to manage risk, build resilience, and embed sustainability. The specific survey questions highlighted common challenge areas.

[Main challenge is..]..Transitioning from generic/inherent risk and data into supplier specific while keeping it efficient for both Procurement and suppliers

"Market Intelligence in this volatile world, new challenges that changes 'every' day."

"So many suppliers; what to focus on, not from a spend perspective but risk based."

Lower-tier visibility and limited resources

Several pointed to the difficulties in gaining reliable insight into tier 2 and 3 suppliers. Even when risks are known, organizations often lack the capacity to follow up or perform due diligence. One respondent described this as a critical blind spot paired with a capability gap.

- **75%** cited **lack of visibility beyond Tier 1** as their top challenge — with only **7%** reporting any high visibility into extended supplier networks
- **75%** equally stated they have **No visibility** - they only track direct suppliers or Limited visibility - **Some Tier 2 insights**, but no real-time monitoring

Decentralization and internal complexity

Organizational silos, differing maturity levels across teams, and a lack of clear accountability make risk and sustainability efforts difficult to scale. Collaboration with IT, Data Privacy, and Legal teams was flagged as a consistent bottleneck.

Data inconsistency and overload

Procurement teams struggle with poor data quality — both internally and from external risk providers. Managing alerts, distinguishing "real" risks from noise, and knowing which providers to trust remain key hurdles.

- On sustainability, **32%** have challenges with sustainability risk integration - **embedding ESG** into supplier selection and risk frameworks

From signal to strategy

Even with alerts and indicators, many teams find it hard to act. Turning risk signals into clear, prioritized, and reportable activities remains elusive. Respondents noted the need for more actionable frameworks and stronger governance models.

- While **68%** have formal risk frameworks and governance ("proactive/structured"), many noted the difficulty in **translating insights into action**

Supplier complexity and prioritization

With hundreds or thousands of suppliers in scope, many wrestle with where to focus their efforts. Especially with smaller suppliers in high-risk regions, teams are unsure how to balance volume, value, and vulnerability.

- The third most picked challenge - **39%** - was **Proactive vs Reactive risk mitigation** - Finding the right balance between long-term resilience planning and urgent risk response

Sustainability integration still lags

Several noted that sustainability is often treated as a reporting requirement rather than a business practice. Scope 3 data, supplier engagement, and embedding ESG into sourcing decisions remain underdeveloped in many organizations.

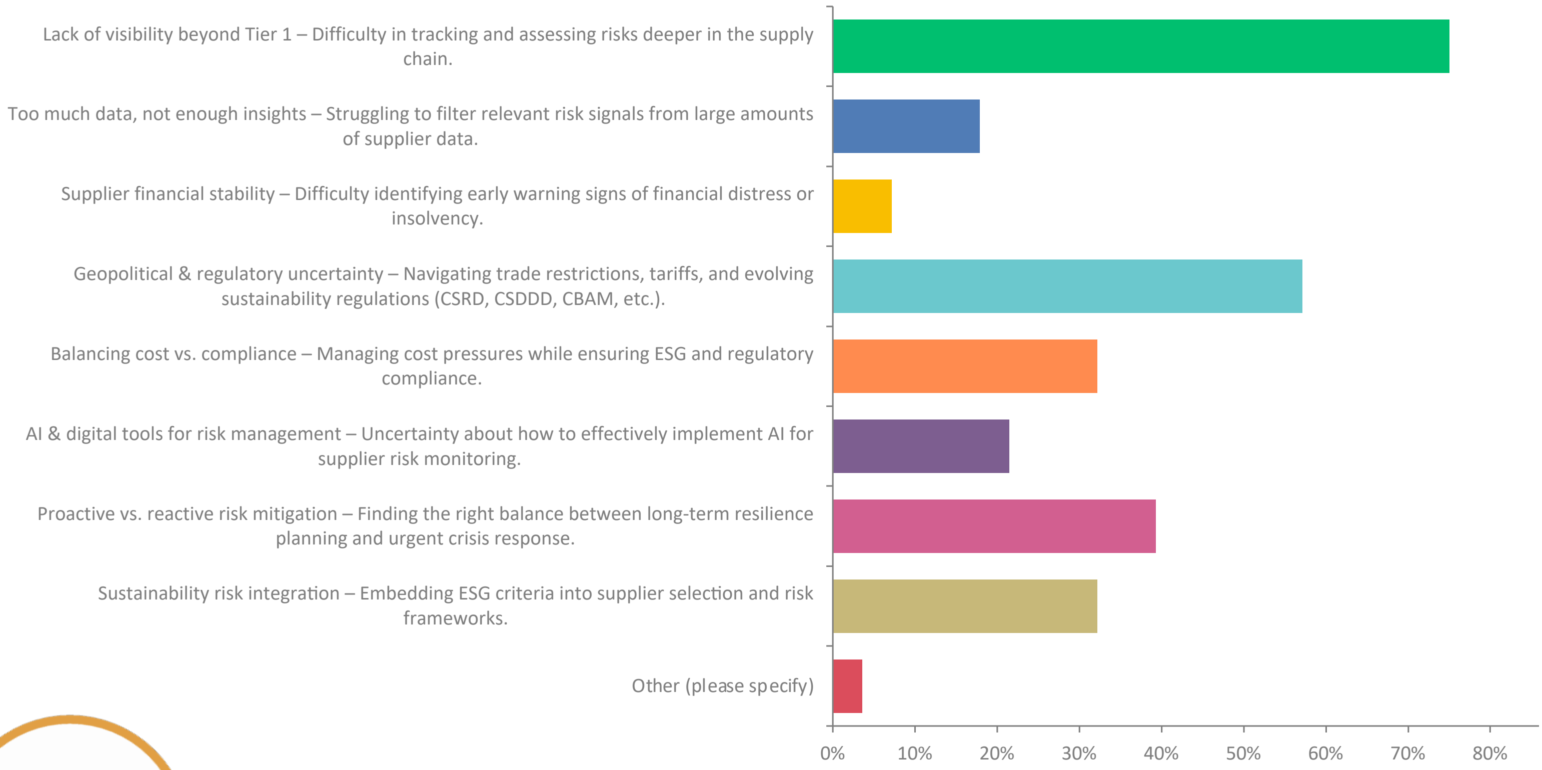
- **57%** pointed to **geopolitical and regulatory uncertainty**, especially in navigating new mandates like CSRD, CBAM, and CSDDD, this being their second biggest challenge in managing supplier risk, resilience and sustainability

Change management and digital confusion

Too many tools, unclear ownership, and slow change adoption were recurring themes. Many are still transitioning from generic or manual processes toward structured, digital risk management—but find it hard to move beyond inertia.

- Only **7%** described their risk management as **"integrated/data-driven"**, with **0%** claiming a leading or AI-driven approach

What is your biggest challenge in managing supplier risk, resilience and sustainability today? Select up to three that are most critical for your organization



Graph; Gothenburg pre-survey responses

Clearing the Roadblocks: Data, Use Cases, and People

In summary, Nordic procurement organizations in 2025 stand at a strategic inflection point. The pre-survey and workshop discussions revealed a community that is highly aware of the trends reshaping procurement – from operating model shifts, to the imperative to develop new capabilities, to the transformative potential of AI. They also revealed a community that is, by its own admission, not yet where it needs to be: digital maturity is low, and AI implementation is largely aspirational so far. The findings paint a picture of "high interest, low implementation", which is both the challenge and the opportunity ahead.

On one hand, equal prioritization of all capabilities and slow digital progress could hinder procurement's ability to meet rising expectations (and indeed, workloads are rising ~10% while budgets increase only ~1% according to the Hackett Group) – creating a productivity gap that only technology and smarter ways of working can close.

On the other hand, the enthusiasm and openness among Nordic procurement professionals is a tremendous asset. The fact that so many are keen to learn, experiment, and collaborate – evidenced by the active workshop dialogues and survey responses – bodes well for the region's ability to catch up and perhaps leapfrog in certain areas.

The strategic path forward will involve prioritizing key capabilities (rather than trying to do everything at once), doubling down on data and process foundations, and pursuing targeted AI use cases with calculated ROI.

In the coming year or two, we will likely see the Nordic procurement community make significant strides. Many attendees left with concrete next steps – whether it's initiating a spend analytics pilot with a new AI tool, revisiting their operating model design, or launching a talent upskilling program.

As those steps bear fruit, the findings we've discussed – equal capability emphasis, low digital maturity, minimal AI use – should begin to shift. We expect to see more pronounced capability focus (for instance, a clear push on data analytics and supplier risk skills), gradual but steady improvements in digital maturity metrics, and an uptick in AI implementation beyond the pilot stage.

EBG | Xperience 2025 served as a catalyst, connecting nearly 90 procurement leaders in acknowledging both their shared challenges and the shared solutions at hand. The message to Nordic CPOs and senior consultants is clear: the fundamentals may be lagging, but the vision and will to change are in place.

By harnessing that momentum – and backing it with the right investments in people, process, and technology – Nordic procurement organizations can navigate their transformation journey successfully, keeping pace with global trends and perhaps even setting new benchmarks in the digital era of procurement.

What Participants Said: Reflections from the Feedback Survey

Across all three cities—Stockholm, Gothenburg, and Copenhagen—attendees expressed a shared appreciation for the opportunity to benchmark, exchange, and reflect. Feedback from participants underlined a hunger for practical insight over theory, and confirmed that the EBG | Xperience format resonates with Nordic procurement professionals.

Highlights from the feedback surveys include:

- **EBG | Xperience** got an overall **5.5 star** (out of 6) rating
- Many praised the format for being discussion-driven rather than presentation-heavy, enabling authentic experience sharing.
- Several participants noted they were relieved to learn that others are facing similar transformation challenges, helping reduce the sense of isolation in change processes.

Comments included:

"Finally a format where you get to talk about what's hard—not just what's trending."

"Super inspiring to hear how others approach the same problems we face."

"One of the best formats for peer learning I've experienced."

A recurring theme was that procurement professionals felt encouraged by the honesty of the sessions—both regarding ambitions and current limitations. One attendee noted:

"I left with hope, not because we're ahead, but because we're not alone."

This underscores the importance of community and collaboration in navigating procurement transformation. The feedback confirms that while Nordic organizations may face similar barriers to AI and digital adoption as their global peers, the willingness to share and learn is a regional strength—and a potential accelerator.

Procurement is being asked to do more, with fewer resources and rising uncertainty. What the EBG | Xperience workshops showed is this: no one has all the answers, but everyone has something to contribute. It's in these conversations — honest, hands-on, and peer-led — that the next wave of transformation is being shaped.

Sponsor Perspectives: From Insight to Action on AI, Risk, and Process Excellence

While EBG | Xperience is built around peer exchange, the contributions from our sponsors add depth and perspective to key themes such as AI, ESG, and procurement transformation. Their sessions grounded emerging trends in real-world application and sharpened the focus on what's possible—today.

- **Coupa** shared practical use cases showing how guided buying and AI-enabled sourcing decision support can strengthen compliance and empower users. Their examples highlighted how automation, when aligned with governance, can drive real outcomes. coupa.com

- **Ivalua** illustrated how organizations can reach 90%+ process automation when workflows are connected and streamlined. The role of digital platforms was emphasized in enhancing risk mitigation through improved data transparency. ivalua.com

- **Prewave** demonstrated the power of real-time supplier monitoring, drawing on over 500 million data sources to enable proactive risk sensing. A compelling case was made for how supplier data can translate into measurable ESG action. prewave.com

- **Zycus** addressed the often-overlooked potential of embedded "silent AI" capabilities. Their session encouraged participants to activate existing features in their tools, focusing on usability, adoption, and practical value creation. zycus.com

Together, these sessions helped move the dialogue from broad ambition to concrete strategy—underscoring that unlocking technology's potential depends not just on the tools themselves, but on readiness in data, process, and mindset.

EBG | Xperience 2026

In 2026 Xperience will visit the following cities:

February 5th Malmö | Sweden

March 25th Helsinki | Finland

Stockholm April 23rd | Sweden

Learn more via https://ebgnetwork.com/ebg-xperience-2026-planning-overview/

To sponsor EBG | Xperience - capped at 3 sponsors/workshop day and up to 30 companies/participants joining each workshop - contact Lars Bjärkerud at lars@ebgnetwork.com

To join - stay tuned for the registration link to open - joining is free of charge but terms apply

CPO Outlook 2025

CPO Outlook 2025 - a place for reflection and action

Xperience gave us deep insight into how procurement teams are navigating uncertainty. But it's only the beginning. CPO Outlook 2025 will pick up where these sessions left off – diving deeper into how Nordic companies are rethinking sourcing strategies, data enablement, and leadership models for an AI-augmented world.

If you acknowledge the need to have honest, open and to the point discussions grounded in reality - EBG create networking for You.

On October 15th and 16th EBG | Network host CPO Outlook 2025, the fourth of its kind and the 22nd summit since 2010

2025 mark the 15th year EBG | Network bring together procurement to learn from each other, to discuss what matters and to be open and honest about challenges and opportunities.

Seats are limited, learn more via cpooutlook.com

To learn more and hear about ways to sponsor CPO Outlook contact Lars Bjärkerud at lars@ebgnetwork.com

EBG | Network is a Swedish, Stockholm based company. EBG have been trusted by a European and beyond network of companies since 2010 and have since gathered procurement and finance professionals.

Summits, workshops and webinars ensure width and depth as well as enabling as many as is possible to take part.

Contact EBG to learn more:

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