

source to pay summit

2017

March 30th | Main Conference

March 29th | drinks & dinner

Hotel Birger Jarl, Stockholm



www.source2pay-summit.com

Speakers



Benny Hall
VP & CPO Indirect
Purchasing



Jerker Jenedahl
VP & Head of Shared
Services



Kristin Ang
Group Purchasing
Strategy & Business
Transformation
Manager



Irene Tibbling,
Sourcing development
& controlling



Elina Rääsk
Corporate
Responsibility Manager,
Procurement Quality

GETINGE * GETINGE *

SKF



Expert Organizations



Theme Discussion Moderators



Frida Linder
Global Process
Owner PTP,
Finance



Mats Johansson
BPO Contract Manager,
Finance



Peter Böhm
Director Purchasing,
Trelleborg Industrial
Solutions



Marc Vergroesen
Manager | Procurement
Excellence



Ann-Louise Hallding
Sourcing & Procurement
Process Development
Specialist | Group
Procurement



Nina Kivioja
Director, Sourcing -
Indirect Material and
Services



Nicola Gianluca
Raimondi
Indirect Global
Sourcing Senior
Director



Kati Leppänen
Development manager,
Procurement



Benny Hall
VP & CPO
Indirect
Purchasing



Jerker Jenedahl
VP & Head of
Shared Services



Cristian Stefanescu
Global Process
Owner Source-to-
Pay and Order-to-
Cash



René Wienmann
Director, Global Head of
Indirect Sourcing &
Procurement



Loïc Fresne
Sr Director, Head of
Global Procurement



Irene Tibbling
Sourcing development &
controlling



Elina Rääsk
Corporate
Responsibility Manager,
Procurement Quality



Brian Sørensen
Global Category
Director



Håkan Hultén
Group Purchasing
Business Process and
Transformation Manager



Summit Overview

160 minutes quality
Theme Discussion time

240 minutes quality
Key Note & Focus
Session time

Bringing strategies to life

2017

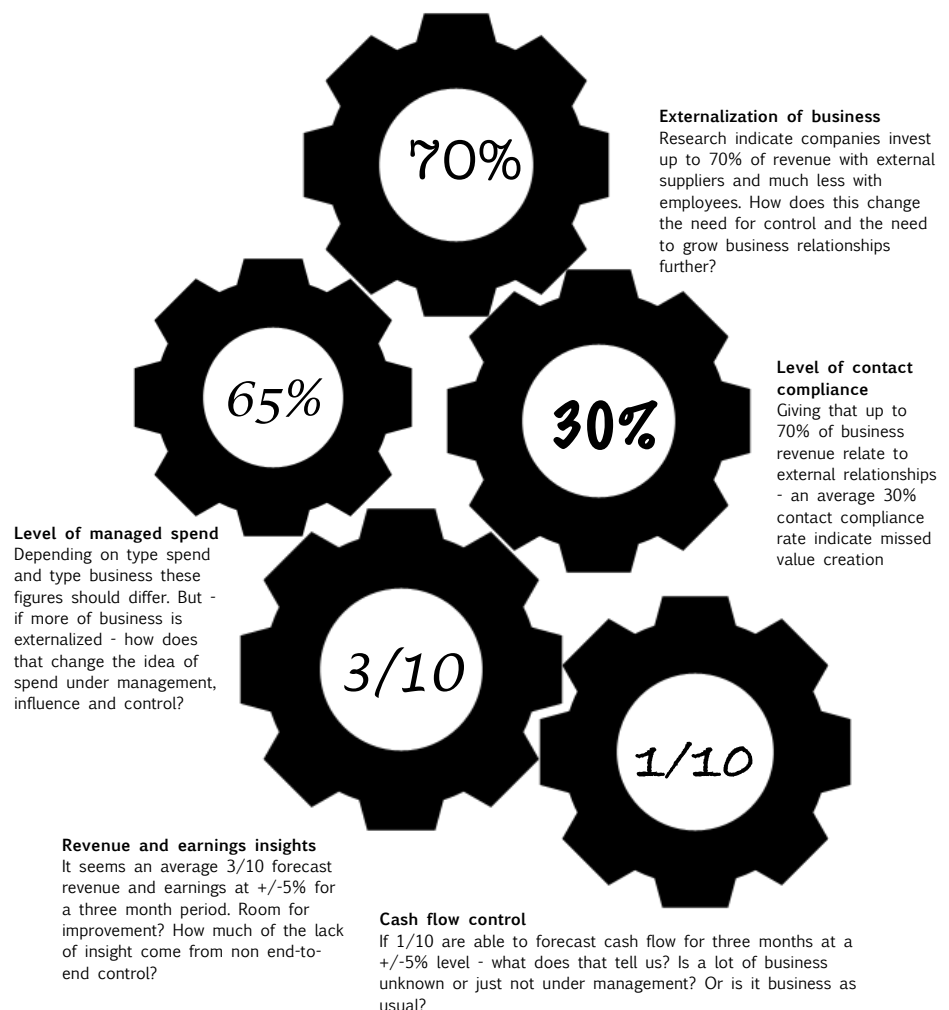
Welcome to the 7th annual Source 2 Pay Summit. The idea being that challenges and opportunities within sourcing, procurement and finance need to be discussed as parts of an end-to-end process.

How are business strategies translated into strategies for sourcing, procurement and finance? And how are those strategies being operationalized? Who need to do what based on how you are organized in order to achieve set goals?

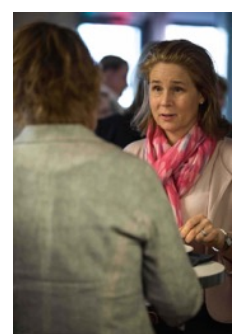
Ad to that a changing supplier landscape and increasingly global markets and you have the layout for this summit.

At Source to Pay Summit we don't give easy answers but offer quality ways of asking questions and exchange experiences.

A big Thank You to all who joined S2P in 2016! ÅF, Volvo Car Group, Vestas Wind Systems, Veidekke Entreprenad, Vattenfall, Vapo, UPM, Transcom Worldwide, Tradeshift, Toyota Material Handling Europe, The Boston Consulting Group, TeliaSonera, Telenor Group, Södra, Södersjukhuset, Systembolaget, SynerTrade, Swedish Orphan Biovitrum, Stretch Stockholm, Stockholm County Council, Statoil Fuel & Retail, Statkraft, Sony Mobile Communications, Stockholm County Council, Swedish National Agency for Education, SKF, Skandia, Semantix, SEB, Schneider Electric, Scania, SCA, SAP Ariba, SAP, Sanofi, Sandvik Mining, Sandvik, Samhall, Ramirent, Qlik, PrimeRevenue, Posten, Norge, POOL4TOOL, Philip Morris, Peab Support, Paroc Group, Ovako, OpusCapita, Novozymes, Nordea, Nobina Europe, NCC, Mölnlycke Health Care, Mekonomen Group, Martins&Servera, Lindahl, Life Europé, Lantmännen, L'Oréal, Kongsberg Gruppen, Jernbro, JCatalog, Janssen Cilag, Jacobs Douwe Egberts, Inspecta, Imperial Tobacco, Ikano Bank, Holmen, HIAB, Grundfos, GE, Fortum, Fiskars, Finnair, Ernst & Young, Ericsson, Entrematic Group, Empower, Electrolux, EcoVadis, DONG Energy, DNB, Danske Bank, Danfoss, Coor Service Management Group, Coloplast, Climber, Certego, Cagimini IBX Business Network, Boliden Mineral, BillerudKorsnäs, Baxter, Basware, BAE Systems Hägglunds, Ambea, Akzo Nobel, Akademiska Hus, Agra Industrier, AGA GAS, ABB



"My first summit and a positive surprise. A good mix of topics that was gone through from different perspectives by participants with a wide range of business areas. Excellent opportunity to benchmark with others."



Expert Organizations

A warm welcome to Source to Pay Summit 2017 Expert Organizations! They all have different areas of expertise and they are the ones knowing how to link all or parts of a strategy to ways of making them a reality.

GOLD SPONSOR



Qliktech® delivers intuitive platform solutions for self-service data visualization, guided analytics applications, embedded analytics and reporting to approximately 40,000 customers worldwide. Companies of all sizes, across all industries and geographies, use Qlik® solutions to visualize and explore information, generate insight and make better decisions. At Qlik, we optimize Business Intelligence (BI) by harnessing the collective intelligence of people across an organization. We focus on empowering people—by enabling everyone in an organization to see the whole story that lives within their data. See more at www.qlik.com or www.qlik.se



EcoVadis is the first collaborative platform providing sustainability ratings and performance improvement tools for global supply chains. EcoVadis' easy-to-use CSR scorecards help companies to monitor suppliers' environmental, ethical, and social practices across 150 purchasing categories and 110 countries.

Over 150 industry leaders such as Verizon, Merck, Coca Cola Enterprises, Heineken, Johnson & Johnson, Renault-Nissan, ING Bank, and Nokia use EcoVadis to reduce risk, drive innovation and foster transparency and trust among over 25,000 trading partners. See more at www.ecovadis.com

SILVER SPONSOR



Source2Contract, Procure2Pay, Spend Management, Supplier Relationship Management

The way to procure is in a fast changing model Let's team-up and make the world more efficient and safe!

Today's CPO agenda, of course, still is to get the most quality and quantity out of every Euro spent. However, rapidly increasing, new goals and consideration come into play that have to be seriously considered: Security, Risk Avoidance, Collaboration, Business Complexity, Cloud Computing and the internet of Things, Big Data, and Mobility.

This is to be considered when trying to get the job done. Complex decision processes demand a supportive tooling landscape that is easy to use, but reliable and state of the art. A system shall ease the procurement department's work and shall not make it more complex.

Synertrade is the leading software company in creating top-notch process support systems for e-procurement and controlling departments in mid to large-scale enterprises since 1999. We are global. According to Gartner, we are among the top 5 suppliers in this space. More than 200 customers rely on us, such as Metro Group, Lufthansa, EADS, Lafarge, GDF Suez, Bosch, Google, ACGO, Tokmanni, Kone, Sandvik, Coloplast, Vestas and many more.

Learn more on us under: www.synertrade.com

BRONZE SPONSORS

OpusCapita

OpusCapita helps organizations sell, buy and pay more effectively by providing them with extended purchase-to-pay and order-to-cash solutions. With 600 million transactions processed annually by over 8,000 customers across more than 100 countries, we have created a global ecosystem where buyers, suppliers, banks and other parties connect, transact and grow. Together with our customers, OpusCapita is transforming sales, procurement and financial processes for the digital age.

Visit us at www.opuscapita.com



FISCAL Technologies is the leading provider of forensic solutions that empower purchase-to-pay teams across the globe to protect organisational spend.

FISCAL's AP Forensics® software suite is a set of powerful forensics tools that analyse accounts payable and supplier data to identify high-risk transactions and suppliers, processing errors and potential fraud. It is designed to both protect overall spend via constant monitoring of all accounting systems and provide the basis for continuous process improvement.

FISCAL has safeguarded hundreds of millions of transactions since it was established in 2003 and is now relied on by over 250 leading organisations.

For more information, please visit www.fiscaltec.co.uk .



Basware is the global leader in providing purchase-to-pay and e-invoicing solutions in the world of commerce. We empower companies to unlock value across their financial operations by simplifying and streamlining key financial processes. We help our customers to succeed and create added value to their business through better financial management. Our Basware Commerce Network, the largest open business network in the world, connects 1 million companies across 100 countries and enables easy collaboration between buyers and suppliers of all sizes. Through this network, leading companies around the world achieve new levels of spend control, efficiency, and closer relations with their suppliers. With Basware, businesses can introduce completely new ways of buying and selling to achieve significant cost savings and boost their cash flow. Find out how Basware helps money move more easily and lets commerce flow at www.basware.com



POOL4TOOL is the intelligent procurement platform. The global leader in Direct Procurement software helps customers get the most out of eSourcing, Supplier Management and more. SaaS based all-in-one software can be built step-by-step. Connecting seamlessly to ERP, it uses workflows as unique as its users. Modern user interface gives smooth user experience on all devices. With expertise from 15 years of partnership with manufacturing industries, the company is developing cognitive procurement. Over 300 customers worldwide use the platform to connect to a network of more than 300,000 suppliers. www.pool4tool.com

TRADESHIFT

About Tradeshift

Tradeshift is a Business Commerce Platform. We enable companies all over the world to buy and sell goods and services through solutions for Procurement, Supply Chain, and Financial Services, all of which are built on a multi-enterprise platform.

Tradeshift enables businesses to engage in digital and collaborative business practices that drive innovation and growth in an ever changing environment.

Tradeshift brings digital business commerce to the masses, our vision is to create more open, accessible and sustainable supply chains and to provide a platform to shape the future of business commerce for the better. www.tradeshift.com



About IBX Business Network

Connecting over 350 large buying organizations, 550 000 suppliers and providing services in over 140 geographies, IBX Business Network is a Cloud-based, ERP-independent, eProcurement platform that optimizes user-experience, enables superior spend management, while exacting lower total cost of ownership. A complete ready-to-run procurement service, it supports the entire Source-Purchase-Pay process, resulting in lower costs, faster ROI, increased spend visibility and transparency, increased control and compliance and improved supplier quality. IBX Business Network is part of the Capgemini Group Portfolio. The Group is a global leader in consulting, technology and outsourcing services. Learn more about us at www.capgemini.com/ibx



About Ivalua

Ivalua is a global provider of spend management solutions and a leader in Gartner's 2017 Strategic Sourcing Magic Quadrant. Ivalua's cloud-based software is used by procurement and finance organizations in large, global companies, and every day more than 750,000 users and millions of suppliers from over 70 countries log into the Ivalua platform.

Ivalua offers a single platform solution with highly configurable functionality across all major procurement and finance processes, including performance and risk tracking, sourcing, contracts, procure to pay, invoice automation and analytics. The breadth and flexibility of Ivalua's offering accelerates user adoption, spend category coverage and bottom-line savings.

Learn more about Ivalua, en.ivalua.com or by email info@ivalua.com



We facilitate international business and bring cultures together.

Being able to communicate in multiple languages is a success factor. Did you know that the inclination to buy or act increases by 25% if recipients receive information in their own language? Coordinated translation purchasing brings many benefits, including the following:

Better service with faster turn-around and shorter delivery times, and your own dedicated team.
Higher quality through our translators' deeper knowledge about your business and your products, and consistent terminology.
Improved efficiency since we can optimise the translation process and plan our translators' time.
Lower prices with bigger volumes, more efficient processes, better translation memories and term databases.

>>Semantix is the Nordic countries' largest language company, with services in translation, interpretation, content design and language training. The company has a network of 7,500 translators, interpreters and language consultants and offers language services in all languages. Semantix has six offices in Sweden, two in Norway and four in Finland. www.semantix.se or www.semantix.eu



riskmethods provides companies with a comprehensive supply chain risk management solution for identification of risks in the supply chain, assessment of the impact and implementation of appropriate action plans.

Potential risks are detected at an early stage, which means that delivery capability is not compromised, compliance is maintained, and the corporate image is not jeopardized. The SaaS solution, which was developed in Germany, combines state-of-the-art technology and innovative provision of risk intelligence into a leading standard for supply chain risk management. www.riskmethods.net/en | @riskmethods1



BUREAU VAN DIJK

We capture and treat private company information for better decision making and increased efficiency.

Welcome to the business of certainty. We offer the most powerful comparable data resource on private companies. With extensive information on companies' financials, risk scores, PEPs and Sanctions, and probability of default indicators, our solutions can help you manage your supplier risk, leverage your spending power and be certain of a lot more:

- Validate your suppliers and business partners
- Get the full picture using our extensive corporate ownership structures
- Reduce financial risk with our standardised financial data and risk metrics

Procurement Catalyst is a risk assessment tool that enriches your supplier data with our market intelligence. Your data is blended with ours and clearly displayed for easy interpretation and a better view on your supplier portfolio. It can be completely aligned with your existing procurement processes. Make better-informed decisions with a higher level of certainty – and save a huge amount of time.

Please visit us at: www.bvdinfo.com/procurement

EBG | Procurement & Finance Outlook

The screenshot shows the EBG | Procurement & Finance Outlook website. It features a search bar at the top, a sidebar with navigation links, and a main content area with several articles. The articles include 'EBG | Play: From re-active to pro-active spend visibility', 'EBG | Play: Deloitte F&A BPO insights and trends', and 'EBG | Webinar: Historic spend and future needs'. There are also links to 'UPCOMING ONLINE SESSIONS' and a 'CONTACT US' section.

About organizer | Network

The idea behind EBG | Network is as simple as it is a challenge. Gathering and sharing know how and best practice experiences from a 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!

www.ebgnetwork.com

Search for "EBG Play" and find numerous recordings of webinars and interviews and learn how others responded to polls.

Contact us today with any type questions! anna@ebgnetwork.com or lars@ebgnetwork.com

EBG | Drinks & Dinner

17:30-22:00 | March 29th

Join EBG | Network for a voluntary and informal dinner starting with drinks at 17:30 at Hotel Birger Jarl March 29th.

Dinner is included in your Main Conference investment until January 31st 2017. Just write "Incl. Dinner" when registering.

Welcome!



Register today!

Join us for the only summit in Europe bringing cross-functional managers together for in-depth conversations.

Pick and choose!

Voluntary Drinks & Dinner

March 29th 790 sek

(Dinner is included when registering before January 31st 2017, just click the dinner option when registering)

Main Conference

March 30th 7 450 sek

If you are a consultant or system provider, please visit the conference website to see how You can join the summit. Or contact lars@ebgnetwork.com today.

Go to www.source2pay-summit.com to register today - Welcome!

Source 2 pay Summit 2017 | March 30th

08:15 Registration and coffee

08:50 Opening of Source 2 Pay Summit 2017

09:00 **Key Note: A global transformation journey aiming at creating a group wide One Company structure**

Getinge Group is a med-tech company with a long history of global expansion through organic growth and acquisitions. Today Getinge Group have over 15 000 employees in 40 countries. In early 2016 all business units were joined together in a common company - one company - One Getinge. The idea being to reduce complexity and ensure an efficient management of the company. Spend wise indirect procurement and direct/production purchasing share a 50/50 spend volume. Here Benny and Jerker will share how Getinge have chosen to organize and make sure acquired companies and overall strategies are realized across organizations globally.

- How have Getinge chosen to organize and shape their procurement and shared services governance structure?
- What key factors will ensure the One Company strategy?
- In what way are stakeholders engaged?
- What role does technology play making sure strategies are realized?

Benny Hall, VP & CPO Indirect Purchasing & Jerker Jenedahl, VP Head of Shared Services, Getinge Group



GETINGE

09:40 **Key Note: Managing change in complex and global environment and maintaining value creation**

SKF was established in 1907 and has 48 000+ employees, 140 sites in 32 countries, 130 companies, distributors in 17 000 locations and a purchasing spend of 40 BSEK. With a turnover of about 71 BSEK, purchasing spend consists of 57% of revenue. As in most organizations-- what SKF spends, how and from whom-- all play a significant role in company strategies. In 2012 SKF embarked on a global transformation journey with the aim to create one centralized purchasing organization

A new purchasing vision and purchasing strategy were deployed, and a new process and competence framework were developed, resulting in restructuring of the organization and alignment of job positions worldwide. A new operational set-up was introduced together with new processes and responsibilities. A second step in the transformation journey was taken in 2015 when a new common way of working for Strategic Purchasing was initiated. Changes in ERP systems and the way of working needed to be managed in order not to lose any speed in the purchasing activities. A set of well-thought-out change management strategies was developed in order to increase the adoption of the new common way of working. More than 30 countries with different languages, experience levels, ways of working and focus areas were involved, and successful change management was a must, in order to get return of value.

Independent of how well thought out a strategy is, success comes down to communicating with and enabling people to change their behavior. In this session you will learn what steps SKF Group Purchasing has taken to ensure: strategic success and in what ways change management is a key factor in achieving that.

- What are the key desired outcomes with the Group Purchasing strategy?
- Why is the question "What is in it for me" vital for adoption?
- What lessons learned will enable people to change behavior?
- How does SKF continuously measure efficiency and effectiveness while transforming?



Kristin Ang, Group Purchasing Strategy & Business Transformation Manager, SKF Group

SKF

10:20 Networking Break

10:55 **Theme Discussions | Session 1 - Share your experiences!**

*Choose a discussion before the Summit. Your choices will be noted on your name tag. Each discussion have a moderator managing the discussion. **Benchmark** mean sharing know-how and not getting all the answers and there is a maximum number of seats at each table. Choosing table comes at a first come first served basis. Each discussion run for 40 minutes.*



How to develop value creation and supplier quality development in indirect sourcing

1

How is Q for quality considered in indirect sourcing? Vestas has embarked on initiatives such as value creation reporting for each category and commodity to enable proper status evaluation and decisions. The structure is ensured by following up sourcing procedures. In this session you will discuss value creation know how.

- Is sourcing in indirect only driven by cost?
- What about user satisfaction?
- What about market trend?
- What about budget consumption?



Nicola Gianluca Raimondi, Director, Category Group Indirect Procurement, Global Procurement, Vestas

Vestas

How are current drivers impacting indirect sourcing and procurement?

2

Businesses need to operate in uncertain economic times, understand how the increasing digitalization will impact strategies and operations and constantly increase compliance. In this session you will learn how UPM are considering the above challenges and can benchmark your strategies and operations, learn how UPM;

- Ensure supply is competitive in all market conditions
- Identify and Implement (simple/practical/low cost) ways to leverage digitalization in inbound supply mgmt.
- Translate Responsible Sourcing to competitive advantage for UPM businesses



Nina Kivioja, Director, Sourcing - Indirect Material and Services, UPM

UPM

How do you empower Finance & P2P departments to deliver strategic value and actionable insights

3

Over the last decade, finance departments have been transforming themselves from back-office enclaves into strategic functions that play a vital role in driving modern-day business. This session explores some specific ways finance, and specifically Purchase-to-Pay, departments can drive strategic value for their organisations:

- In what ways can you leverage the use of AP/P2P data analytics highlighting inefficiencies and driving process improvement?
- How can you drive greater collaboration between P2P and Internal Audit teams to protect profits and minimize operational risk?
- How do you free up resources to elevate the role of P2P, enabling them to add strategic value?
- What can you do to move from a reactive mode to proactive, preventative actions?



Michael Duffy, Regional Head of Customer Development, Fiscal Technologies



Challenges and opportunities creating a group wide transformation

5

From the Getinge Group website; "Over the past three years, Getinge has experienced a challenging trend. Organic growth has not reached the desired level and profitability has declined. Getinge's conclusion is that its established strategy is correct for addressing these challenges, but the company's former decentralized organizational structure made the implementation of Group wide priorities and initiatives difficult. It has also been difficult to leverage scale to the desired extent in the existing structure. For this reason, Getinge launched a transformation program in 2015 aimed at enabling the implementation of the strategy and thus realizing its full potential." Share insights concerning:

- Compare key success factors in a large transformation journey
- Discuss how to engage the business
- Discuss the role technology could have in a global transformation strategy



Benny Hall, VP & CPO Indirect Purchasing & Jerker Jenedahl, VP Head of Shared Services, Getinge Group



Solving the e-procurement user adoption challenge

7

You do a pre-study, implement the system and create solid processes and policies according to best practice. And yet - most have experienced the challenge in "getting" people in an organization to use systems as intended, resulting in lack of result. Basware invite you to share know how about how to reach intended control through increased business insights.

- What are key take aways to ensure e-procurement systems support business needs and strategies?
- How can you balance between desired control and user flexibility?
- How can data transparency help you educate and change behavior?



Buster Olsborn, Director, Purchase to Pay Business Area Scandinavia, Basware



Benchmark: How do your company go from short term KPIs to long term SRM?

9

More and more agree short term cost reductions is an ending game. Therefore supplier relationship management is getting increasingly important. Transparency is a key driver, still much of data and facts sit in excel sheets and is manually handled and KPIs are often not relied upon. Here you will discuss benefits of supplier relationship management strategies and experiences.

- How much time is spent on manual and analog supplier evaluations and communication?
- To what extent does your organization rely on existing KPI provided?
- What impact does automated processes have increasing measurable supplier value?
- How do you avoid a supplier-buyer "ping pong" game?
- Is managed supplier relationship a way for higher savings value?



Markku Kronqvist, Regional Director Nordics, SynerTrade



Supply chain risk mitigation: a prerequisite for doing future business?

4

For most companies and industries, supply chain risks are growing on multiple axes in today's connected world: New regulations and laws, new public data sources from NGOs and governments around the world, and growing stakeholder expectations and scrutiny. Brand reputation, revenue disruption and resilience are at stake. The pressure is increasing for businesses to be transparent multiple criteria, spanning environmental risks, labor and human rights, ethics and fair business practices aspects and more. This is where sustainable procurement comes into play. In this session you can share strategies for supply risk mitigation and applying sustainable procurement:

- What are the key business drivers of sustainable procurement strategy?
- How do you enable your buyer/purchasing team to identify risks? What kinds of indicators or tools?
- How do you respond to identified 'risk suppliers'? What are the tradeoffs of various possible actions?



Nico Sagel, Account Executive Benelux & Nordics, EcoVadis



How do you achieve your procurement goals and what role does technology play in that?

6

Many times strategies include implementing technology to support enablement. Still, often systems, such as procurement systems, don't live up to expectations. Why? Learn from 17+ years of experience evaluating business cases, implementation strategies, user communication, education and supplier on-boarding.

- What should you consider when you create a business case?
- What are the keys to success?
- What are the fault lines that may create discrepancy between expectations and reality?



Sujay Dutta, Head of Sales - Europe, Capgemini IBX Business Network



Benchmark: Redesigning Procurement for Agility

8

In an uncertain environment, only those that are responsive, adaptable and agile will thrive. Historically, companies have looked to Procurement to help manage costs, improve operational efficiencies, and manage supplier relationships. Still important objectives, ongoing global economic uncertainty, the ever increasing pace of innovation, and the near-constant entrance of new competitors in both established and emerging markets has companies looking to Procurement teams to help facilitate innovation and agility across the business. Discuss how you see Procurement adapting to become more agile, and aiding in innovation across the company.

- What are the potential business benefits of a more agile Procurement organization?
- How do you measure agility within Procurement?
- What Procurement processes in your organization do you consider the most agile today? The least?



Stig Landström, Account Executive Nordics, Tradeshift



Benchmark: How do you measure procurement time and organization efficiency?

10

Within procurement the usual answer is to measure the efficiency by measure the cost reduction and if these targets are reached. But - in reality - as little as 10% of a procurement professionals time is spent on cost reductions. More time is spent on other activities such as new development projects, quality claims or other support to R&D and production, which efficiency may not be either measured nor correlated to the overall procurement success rate. Even - the right priorities there and then may render in procurement being labeled as inefficient. Discuss:

- How do you measure the efficiency and develop targets, with insights from actual time spent on different activities?
- What effect and efficiency targets are you using?
- How can procurement create "360" KPIs (targets affected by reality in a dynamic loop) and follow up?



Peter Böhm, Director Purchasing, Trelleborg Industrial Solutions & Andréas Pettersson, Qlik



How will Robotics and Artificial Intelligence impact your Purchase to Pay processes

11

Over the past decade, rapid technological developments in purchase-to-pay have vastly improved digitization, workflow management, invoice coding, order matching and more. You have probably heard of robotics and artificial intelligence and here we discuss how it may affect procurement and finance strategies and operations.

- What may future procurement and finance operations look like?
- Where is robotics and AI applicable?
- How do you evaluate the possibilities and get started?



Martin Casserdahl, Director, P2P Presales and Consulting, OpusCapita

OpusCapita

Generation Value: How Can Procurement Achieve More Than Just Savings?

12

In today's Procurement and Supply Chain, professionals are not just focussed on achieving savings, but also on adding real value to their organization. From risk avoidance to quality compliance, best-in-class Procurement organizations now operate as a 360° function and trusted partner in business. But other organizations struggle. How can they catch up? Discuss:

- What is value in Procurement and what are its different aspects?
- What are the main obstacles and hurdles to achieving value?
- How do we measure value? How can we define KPIs and track performance?



Michael Quack, Head of Presales, Pool4Tool

POOL4TOOL

11: Theme Discussions | Session 2 - Learn from each other!

40

Choose a discussion before the Summit. Write down what choices you made! If there is room you can swap tables during the day. Each discussion have a moderator managing the discussion. Take the opportunity to ask your questions and listen to your peers! Each discussion run for 40 minutes. Same discussions as in Session 1.



12: Networking Lunch

13: Focus Sessions - Get inspired!

35

Focus sessions are parallel sessions where you can get an overview in specific areas. Choose a topic most suitable for you! Both speakers invite you to join their Theme Discussions after their presentations so you can ask all your questions!



Driving supplier improvements in sustainability: Nokia's sustainable supply chain journey

The attention on environmental, social and ethical practices in the supply chain continues to intensify. In many industries stakeholders are upping the stakes, demanding more than just 'compliance' and are expecting lasting improvements in impacts. This case example presented by Elina Rääsk, Corporate Responsibility Manager, Procurement Quality at Nokia Solutions & Networks, will dive into the details of just how they have tackled this in the telecommunication business, including:

- Challenges in engaging and understanding supplier's sustainability
- What tools and indicators to combine to get a view across all CSR criteria
- The process for prioritizing suppliers to evaluate
- Setting targets and goals to drive suppliers, and engagement plans to drive improvements
- What results look like, and how to use them to drive internal and stakeholder engagement.



Elina Rääsk, Corporate Responsibility Manager, Procurement Quality at Nokia Solutions & Networks

enabled by EcoVadis



Sourcing and procurement creating ONE policy ONE guideline and ONE process

Consider how your organization is making sure business needs are aligned with sourcing, procurement and finance activities and follow up. How much of all the activities along that process happen in silos? Stora Enso have been successful aligning the possibilities sourcing have with predicted and actual business needs and events and so been successful reaching their targets. Here Irene Tibbling will share her insights and how and when Stora Enso gather and share those insights. Insights in stead of oversight, transparency in stead of silos and continuity over time.

- What does ONE mean in terms of sourcing and procurement activities and targets?
- How can sourcing and procurement move from being re-active to proactive?
- How can you set up a functioning governance model based on internal and external collaboration?
- How do you incorporate sourcing/procurement savings in the P&L?



Irene Tibbling, VP Sourcing Development & Controlling, Stora Enso

enabled by Qlik



14: Theme Discussions | Session 3 - Discuss strategies and tactics!

10

Choose a discussion before the Summit. Your choices will be noted on your name tag. Each discussion have a moderator managing the discussion. Benchmark mean sharing know-how and not getting all the answers and there is a maximum number of seats at each table. Choosing table comes at a first come first served basis. Each discussion run for 40 minutes.



Benchmark: The impact of Big data on process excellency and improved productivity

1

Having a clear strategy how to work with both Opex and Capex category data to feed business intelligence and optimizing process efficiency is key. Understanding the importance and the needs of those creating the data, analyzing the data and making decisions on the data. The complexity when adding external data to the mix. Making sure you have the knowledge strategy in place to ensure value creation. Easy? No. Discuss:

- How can you set up data driven systems and processes that add value to the business?
- How can data be used to stimulate process efficiency?
- How to implement a strategy around big data?
- How do you make sure data quality is good enough?



Marc Vergroesen, Manager | Procurement Excellence, DONG Energy

DONG energy

How do you create closed loop spend management?

2

During a webinar enabled by Qlik, Irene shared her Stora Enso sourcing insights. It turned out that access to relevant data, too few dedicated resources and lack of internal focus were common challenges. In this discussion you can discuss how to overcome challenges and enable full circle spend overview.

- How do you incorporate sourcing/procurement savings in the P&L?
- How have you integrated sourcing activities with budgets and business needs?
- What does your sourcing governance model look like?
- How are you communicating with business stakeholders what sourcing and procurement can enable?



Irene Tibbling, VP Sourcing Development & Controlling, Stora Enso & Andréas Pettersson, Qlik

Qlik



How to collaborate between entities and an outsourcing partner during a global transformation journey

3

The first mass-produced Volvo car rolled off the production line in Gothenburg in 1927. In 2010, Volvo Cars was acquired by Geely Holding - the starting point of setting up Global Finance Operations for Volvo Cars.

A part of global finance is a global process for accounts payable, involving Volvo Cars entities and an outsourcing partner.

- How to collaborate with an outsourcing partner in change management efforts?
- In what ways can trust be created between entities and an outsourcing partner?
- How to communicate the desired outcome with involved entities and outsourcing partner in a global transformation journey?



Frida Linder, Global Process Owner PTP, Finance & Mats Johansson, BPO Contract Manager, Finance, Volvo Car Corporation



NOTE:

THERE IS A MAXIMUM NUMBER OF SEATS AT EACH THEME DISCUSSION. EACH DISCUSSION IS HELD TWICE. LOOK AT YOUR NAME TAG FOR YOUR CHOICES.

Expected & unexpected benefits from your source to pay transformation

5

To possibly transform, most likely unify and certainly structure your end to end processes in order to achieve higher efficiency and lowered cost is a desire for most. Yet lack of visibility, different systems, disparate processes and data structure as well as challenges in changing behavior all can act as prohibitors to possible success. Compare notes about:

- How do you achieve procurement data visibility and measure realized savings?
- In what ways do you ensure contract compliance?
- What metrics do you use to visualize end to end process success?
- How do you align sourcing, procurement and finance creating One common process?



Philippe de Grossouvre, Business Development Manager, Ivalua



Current and future development in global responsible sourcing

7

As a global company, risk assessments are not new but increasingly important in a changing supply landscape with consumer focus on ethical choices and sustainability. Services supply is increasing and suppliers have increased interfaces with customers making an up to date code of conduct vital. In this session you will both learn and be able to benchmark maturity levels with Finnair strategies.

- What priority criteria are used i.e. choosing which suppliers to focus on?
- Which risk areas are in focus?
- How do you manage non compliant suppliers?
- How many tiers is it possible to visualize?



Kati Leppänen, Development manager, Procurement, Finnair



How do you manage continuous cost control over professional services?

9

Professional services are likely to make up a large part of company spend and is often increasing. At the same time salaries tend to increase and annual savings targets become harder to reach. There is a need for both the business and procurement to find ways to lower cost and increase value. Here you can share experiences and insights and grow knowledge together.

- In what ways is sourcing and buying of professional services developing?
- How do you continue to drive savings impact on professional services?
- How do you get your stakeholders to contribute and what role should stakeholders have?



Brian Sørensen, Global Category Director, Danfoss



Benchmark Nokia's sustainable supply chain journey

4

What can you learn from hands on experiences from Nokia?

Following her Focus Session, Elina Rääsk will here continue to dive into the details of just how they have tackled the increasing demand for sustainability in the telecommunication business and further discuss possible questions in the group. Discuss:

- Challenges in engaging and understanding supplier's sustainability
- What tools and indicators to combine to get a view across all CSR criteria
- The process for prioritizing suppliers to evaluate
- Setting targets and goals to drive suppliers, and engagement plans to drive improvements
- What results look like, and how to use them to drive internal and stakeholder engagement



Elina Rääsk, Corporate Responsibility Manager, Procurement Quality at Nokia Solutions & Networks, Nico Sagel, Account Executive Benelux & Nordics, EcoVadis



Practical Change Management in Transformation Journey within Purchasing Operations

6

SKF Group purchasing have a strategy reaching to 2025. In 2012 a One Purchasing strategy was decided upon and a journey moving from decentralized purchasing to centralized category management started incorporating a full source to pay scope. A new ERP system is implemented, roles are changing as are ways of working both centrally and locally.

Share end to end transformation know how and practical experience with SKF from an operations perspective.

- New systems, new roles and new ways of working - what is the impact within operational procurement, how do you inform, communicate and follow up on multiple change initiatives?
- How do you get buy-in and adoption; is it possible or do some changes be more of enforcement / adaption? When to use which approach?
- Who manages practical change management centrally and locally?



Håkan Hultén, Group Purchasing Business Process and Transformation Manager, SKF Group



Increased stakeholder value equal to increased behavior impact?

8

As a Source-to-Pay Global Process Owner (S2P GPO) Cristian holds a role overseeing both procurement and finance globally. In this session he will not focus on the transactional aspects of end to end control but rather the constant challenge in finding the right balance between compliance, efficiency and user-friendliness i.e. finding ways of making their life easier and so impacting behavior, reducing cost and adding value.

- Control versus transparency - why (and how to) measure stakeholder value in the S2P processes?
- How can sourcing, procurement and finance create value beyond silos?
- In what ways should the business be able to affect how S2P processes are structured?



Cristian Stefanescu, Global Process Owner Source-to-Pay and Order-to-Cash, UCB

(Award winning, EBGs note) Goods receipt best practice and benchmark

10

Most organizations struggle with goods receipt. It is a challenge to link procurement and finance together. If you get it wrong you risk not having either spend nor cost being true. Telia Company has done a thorough analysis internally to understand what the problem really is, possible solutions and will share those insights.

- Is there a gap between best practice 3-way match and practice?
- Can one goods receipt solution fit all types of purchases and user groups?
- The goods receipt dilemma - who should be responsible for correct cost booking in the right period?
- Which solutions are needed to support the business to do it right?



Ann-Louise Hallding, Sourcing & Procurement Process Development Specialist | Group Procurement, Telia Company



How do you ensure sourcing and contract management value enablement

11

Research indicate that on average as little as 30% of contracts are complied in large organizations. Linking pro-active business needs with budget planning and incorporate that with sourcing activities linked to contract management is a challenge. Making sure purchases are linked to those contracted goods and services and that value creation is visible in the P&L - thats a challenge! Here you can share know how and compare notes on:

- How do you make sure sourcing activities are linked to purchasing behavior across the business?
- How do you handle contract management and what tools are used?
- What can direct and indirect procurement learn from each other within contract management?

Loic Fresne, Sr Director, Head of Global Procurement, Oriflame Sweden



ORIFLAME
SWEDEN

Benchmark: Should sourcing, procurement and finance change how processes are set up and communicated?

12

The need to feed procurement strategies with business insights and involvement is increasingly discussed. In Novozymes, Indirect Sourcing has challenged their 'traditional sourcing' ways of working, and in this session you will discuss indirect procurement development experiences. Especially focusing on pragmatic ways of looking at Easy ways of buying, Cost control and Value ad from a Business perspective.

- How can you create an efficient and agile way of incorporating business insights?
- What KPIs feed "good" pro-active behavior (rather than re-active)?
- Should procurement change processes to help the business?

René Wienmann, Head of Indirect Sourcing, Novozymes A/S



novozymes
Rethink Tomorrow

14:55 Afternoon break

15:20 Theme Discussions | Session 4 - Compare road maps ahead!

Choose a discussion before the Summit. Write down what choices you made! If there is room you can swap tables during the day. Each discussion have a moderator managing the discussion. Take the opportunity to ask your questions and listen to your peers! Each discussion run for 40 minutes. Same discussions as in Session 3!



16:05 Theme Discussion Summary & live polls



Loic Fresne
Sr Director, Head of
Global Procurement



Nicola Gianluca
Raimondi
Indirect Global Sourcing
Senior Director



Nina Kivioja
Director, Sourcing -
Indirect Material and
Services

ORIFLAME
SWEDEN

Vestas

The Biofore Company **UPM**

What have been discussed during the day? Do live benchmarking with your delegate peers. What can you bring back to your organization today and start using tomorrow? Learn key take aways from moderators from Oriflame, Vestas and UPM.

- How do you make sure sourcing activities are linked to purchasing behavior across the business?
- Is sourcing in indirect only driven by cost?
- How do you translate responsible sourcing to competitive advantage?

16:50 End of Source 2 Pay Summit 2017

If necessary beyond EBGs control alterations in the program or of the event might occur. For accurate schedule and content visit www.source2pay-summit.com



Source 2 Pay Summit 2016

Don't want to go home just yet?
Hotel Birger Jarl host an After Work each Thursday with
favorable prices starting 17:30 open for all in the restaurant and
bar area.

Maybe we'll see you there?

"Most organizations are struggling with similar challenges and
only a small part of these organizations have reached an optimized
maturity level in these challenge areas."

Sourcing Outlook

an EBG | Network Summit

Join EBG | Network in Stockholm **October 19th 2017** for an in-depth overview over the front end of source to pay. How are sourcing structures and processes developing? How do you best align with business needs and strategy objectives? In what ways can you ensure sourcing strategy outcome? How do you mitigate risk and increase supply chain transparency? What will future sourcing competences look like? How are you managing and delivering control and value over different spend categories?

Join us and learn from your peers and experts! www.sourcingoutlook.com

Early Expert Organizations joining us - thank you!

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