

# source to pay summit

# 2018

April 23rd | drinks & dinner  
April 24th | Main Conference  
7A Odenplan, Stockholm



[www.source2pay-summit.com](http://www.source2pay-summit.com)

## Key Note Speakers



Jerker Gunnarsson  
Vice President,  
Head of Global  
Purchasing

Deutsche Post DHL  
Group



Lucas Rulff  
Senior Manager,  
Digital  
Procurement

MAERSK



Lars J Andersson  
Head of  
Procurement  
automation and  
analytics

MAERSK



Anton Edlund  
Automation  
Manager



Lotta Carlsson  
Head of  
Sourcing  
Process  
Management



Peter Ringström  
Program  
Management  
Office (PMO),  
Group Sourcing



## Focus Session Speakers



Isolde Boyd  
eProcurement  
Manager



Stefano Dell'Orto  
Former  
Head of  
Procurement  
Performance



Emmanuel Buyse  
Director,  
Head of  
Category  
Management

CRAMO

VATTENFALL



## Expert Organizations



## Example Theme Discussion Moderators



Luis Antonio Sanchez Mosquera  
Senior Project  
Manager – Global  
Solution Design –  
Source to Pay



Jurgita Bergmann  
Project Manager  
Group  
Procurement –  
Procurement  
Development



Urban Hollström  
Head of Procure  
to Pay, Group  
Procurement



Leif Kjøita  
Global Process  
Owner S2P



"very proffessional  
Good international coverage-  
well done!  
I think the dinner is really  
good evening before in order  
to network" #SKF



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No sales pitches  
No have-to-meetings  
All know how exchange in  
to the point topics

"It was extremely  
fruitful and inspiring  
and relieving at the same  
time." #SSAB

"I am very content. I had  
many great insights and not  
the least many good contacts. I  
had stopped going to conferences  
as I thought they did not deliver,  
but this felt like well spent  
time." #SCA

"Flawless  
organisation! Good mix  
of companies and  
industries." #DeLaval

## DIGITALISATION AND AUTOMATION

### Volvo Cars

Key Note: What will RPA mean for procurement and finance strategy and operations development?

Round Table sessions: What you need to know about your digital co-worker

**Speakers:** Anton Edlund, Automation Manager, Volvo Cars

### Maersk

Key Note: Finding the balance between all things digital and human behavior

**Speakers:** Lucas Rulff, Senior Manager, Digital Procurement & Lars J Johansson, Head of Procurement automation and analytics

### Danske Bank

Round Table sessions: Road map towards step by step digitalization from source to pay

**Moderator:** Jurgita Bergmann, Project Manager Group Procurement – Procurement Development

### Cramo

Focus Session: Reflections about changing purchasing behaviour

Round Table Sessions: How do you manage technology expectations?

**Moderator:** Isolde Boyd, eProcurement Manager enabled by: Basware

### OpusCapita

Round Table sessions: Benchmark your degree of end to end spend control

**Moderator:** Martin Casserdahl, Director, P2P Presales and Consulting

### Kodiak Rating

Facts and Myths about Digital Procurement: how to create impact here and now

**Moderator:** Malin Schmidt, Co-Founder & CEO

### Telenor

Round Table sessions: Benchmark: From invoice to pay control to balanced multi channel source to pay

**Speakers/moderators:** Leif Kjøita, Global Process Owner S2P at Telenor Global Shared Services

### Ericsson

Key Note: The Road to spend control through infrastructure consolidation and process compliance  
Round Table sessions: Spend Control a compliance matter?

**Speakers/moderators:** Lotta Carlsson, Head of Sourcing Process Management & Peter Ringström, Program Management Office, Group Sourcing

### ISS A/S

Focus Session: Category management as a key enabler towards ISS' strategy

Round Table sessions: What is supplier enabled innovation to you?

**Speaker/moderator:** Emmanuel Buyse, Director, Head of Category Management

### Vattenfall

Focus Session: Road to go live in one of the Nordics largest outsourcing agreements

Round Table sessions: How can you decide what's best – keep in-house or outsource?

**Speaker/moderator:** Stefano Dell'Orto, Former Head of Procurement Performance

### SEB

Round Table sessions: How are you structuring Source to Pay, front, middle and back office?

**Moderator:** Urban Hollström, Head of Procure To Pay

### GEF

Round Table sessions: End to end continuous improvement principles from idea to execution

**Moderator:** Mike Lunt, Senior Sales Director, Technology

### Ivalua

Round Table Discussions: What will a procurement department of tomorrow look like (and how is that different from today)?

**Moderator:** Markku Kronqvist, Account Executive - Nordics, Ivalua

### EcoVadis

Round Table sessions: Sustainability leveraged: From codes of conduct to performance management

**Moderator:** Gerben Van Kranenburg, Principal at MSW-Company, former Purchasing Excellence Manager – Supplier Sustainability Advisor at DSM

### riskmethods

Round Table sessions: Widening risk assessments from mainly tier 1 and financial health

**Moderator:** Dugan Trevathan, Key Account Manager EMEA

### Deutsche Post DHL

Key Note: Then: outsourcing and focus on compliance Now: operational excellence as hygiene factor and focus on procurement as expert advisors

Round Table sessions: What lies beyond end to end sourcing, procurement and finance compliance?

**Speaker/moderator:** Jerker Gunnarsson, Vice President, Head of Global Purchasing

### Nestlé

Round Table sessions: Creating a global roadmap towards E2E optimization while fuelling company growth

**Speaker/moderator:** Luis Antonio Sanchez Mosquera, Senior Project Manager – Global Solution Design – Source to Pay

## SUSTAINABILITY & RISK REDUCTION END TO END

## DEVELOPING FURTHER BEYOND OPERATIONAL EFFICIENCY

## ORGANISATION, STRATEGY AND STRUCTURE

## What is what?

A Key Note is a "for all" stage presentation

A Focus Session is an in parallel by choice stage presentation

A Theme Discussion is a "choose your topic" session aimed at experience exchange - the format is an informal round table session (each with limited number of seats)





Who should join us?

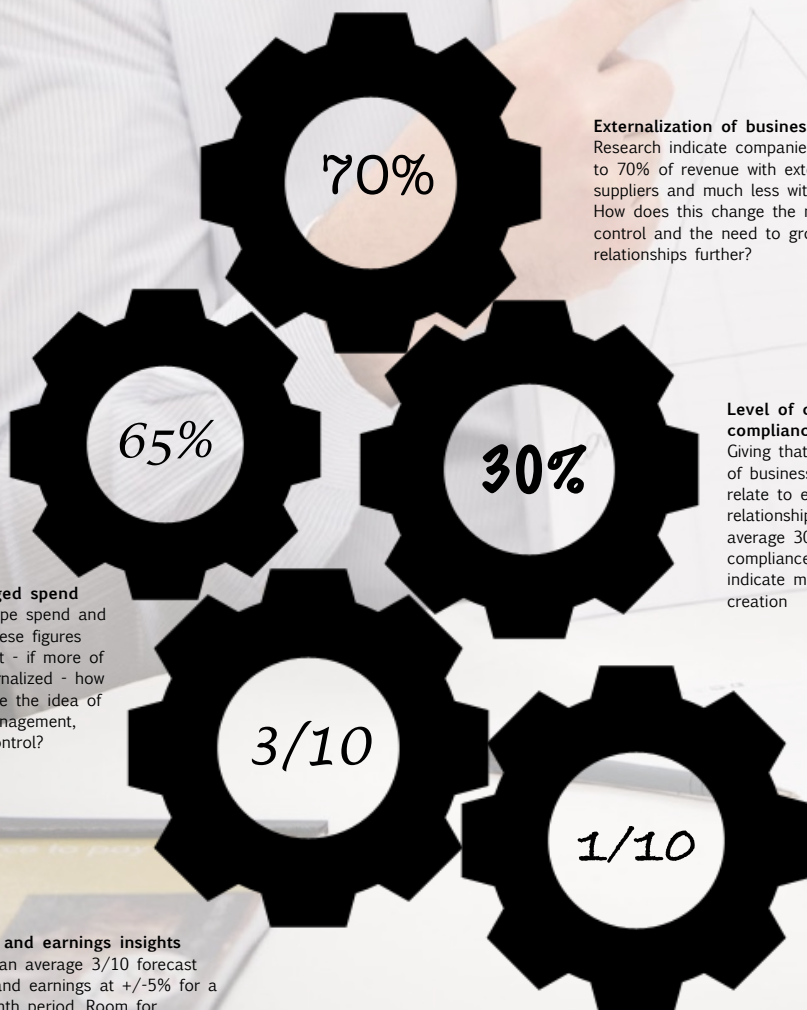
You are responsible for or have a vested interest in how your organization manage company and customer needs, what you actually spend, how you purchase and to what extent you pay for what you ordered.

Sourcing, procurement, finance and process managers!

What do you get?

160 minutes quality  
Theme Discussion time  
340 minutes quality  
Key Note & Focus  
Session time

# Why Source To Pay?



## Externalization of business

Research indicate companies invest up to 70% of revenue with external suppliers and much less with employees. How does this change the need for control and the need to grow business relationships further?

## Level of contract compliance

Giving that up to 70% of business revenue relate to external relationships - an average 30% contract compliance rate indicate missed value creation

**Level of managed spend**  
Depending on type spend and type business these figures should differ. But - if more of business is externalized - how does that change the idea of spend under management, influence and control?

## Revenue and earnings insights

It seems an average 3/10 forecast revenue and earnings at +/-5% for a three month period. Room for improvement? How much of the lack of insight come from non end-to-end control?

## Cash flow control

If 1/10 are able to forecast cash flow for three months at a +/-5% level - what does that tell us? Is a lot of business unknown or just not under management? Or is it business as usual?



# Expert Organizations

A warm welcome to Source to Pay Summit 2018 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.

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Kodiak Rating optimizes selection, assessment and performance management of suppliers; backed by agile business intelligence, automation actions, feed-back loops, ratings, analytics and reporting. Our promise is global sourcing excellence based on local supplier intelligence! Kodiak Rating's platform for world-class supplier relationship management enhances top-line procurement performance, scales supply chain sustainability, improves value and quality performance. We make procurement and sourcing activities easy, and fun!

Kodiak Rating is trusted by the likes of Perstorp, Bravida, Höganäs and many more. If you want to find out more about Kodiak Rating, click the link! [kodiakrating.com](http://kodiakrating.com)



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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. [ivalua.com](http://ivalua.com)



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About Tradeshift  
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About Palette

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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 a 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 acting global and according to Gartner, we are among the top 5 solution providers for strategic sourcing application suites. More than 260 customers rely on us, such as Sandvik, Kone, Vestas, Coloplast, Tokmanni, United Nordics, Borealis, Metro Group, Lufthansa, EADS, Lafarge, GDF Suez, Bosch, Google, ACGO and many more. Learn more [synertrade.com](http://synertrade.com)

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kicking off great networking

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08:15 Registration and coffee

08:45 Opening of Source 2 Pay Summit 2018

**Key Note: Then: outsourcing and focus on compliance Now: operational excellence as hygiene factor and focus on procurement as expert advisors**

Back in 2014 Jerker stood on the Source 2 Pay stage sharing current and upcoming strategies for procurement and finance on a global scale. Efficiency and cost improvement were on the agenda, centralisation and outsourcing part of the solution. With some 510,000 employees in over 220 countries one wonder – how did it go? What is the current status and what lies ahead? Here to share that is – as in 2014 – Jerker Gunnarsson, Vice President, Head of Global Purchasing at Deutsche Post DHL. He will share how procurement stay relevant and how focus have changed the past years. If cost efficiency and cost reduction was the focus then, today the priority is to be faster, transparent and a better business partner. It is easy to say 5% cost reduction will not help save any business yet cost is still a high priority in most organisations. It is easy to say there is a need for change, the question is how do you do it.

- What has the maturity development from cost reduction to business advisor looked like since 2014?
- How can procurement be that trusted partner with retained level of oversight and insight?
- What are the lessons learned and what advice ahead can be shared?

**Jerker Gunnarsson, Vice President, Head of Global Purchasing, Deutsche Post DHL** \*A few days prior to the summit you who have registered will be able to view the 2014 Key Note and then - on April 24th learn what happened since!

What has happened since 2014? \*



**Deutsche Post DHL Group**

**Focused Key Note: Finding the balance between all things digital and human behaviour**

Many of you have heard of "Digital procurement at Maersk" and you may know they have won an innovation award. Here to share their experiences in what digital mean and how their ways or working have developed and are developing are Lucas Rulff, Senior Manager, Source-to-Contract and Lars J Andersson, Head of Procurement automation and analytics at A.P. Møller – Maersk Group. A.P. Møller – Maersk Group is an integrated transport and logistics company with 88 000 employees in 130 countries.

Two years ago the up (source to contract) and downstream (purchase to pay) teams were consolidated into one structure enabling end to end visibility. Recently robotic process automation (RPA) was set to automate purchase order requisitioning processes and "Holger" made an entrance.

As well as being called digital and pursuing RPA and other technologies – Maersk can share many experiences from a world of multiple ERP systems, resistance to change, challenges connecting the dots between business units and struggles being able to measure real outcome.

In this session they will take you through their experiences, how their team are choosing to organise and what they believe will happen next within source to pay strategies, operations and governance. A Focused Key Note mean You will be involved - kicking off a great networking day!

- Digitalization now and ahead – what impact will technologies such as RPA/AI/machine learning have on end to end business efficiency and effect?
- Business alignment – how do you align large scale sourcing/procurement & finance strategies with business needs?
- Change management – how can you enable long term stakeholder adoption to new strategies and operations?

**Lucas Rulff, Senior Manager, Digital Procurement & Lars J Johansson, Head of Procurement automation and analytics A.P. Møller – Maersk Group**



**MAERSK**

10:05 Networking Break

10:35 **Focus Sessions - Get inspired!**

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!

## Focus Session | Reflections about changing purchasing behaviour

Either you plan to, are about to or have already decided to change purchasing behaviour to reduce cost, increase control, leverage on contracted goods and services and grow as a business. But change is hard and does not happen overnight. Why is it so many strategies fail? If you are among those with the task to implement or increase usage of a system and guide buyers and suppliers in order to reach a desired outcome - this session is for you. Isolde von Werner Boyd is eProcurement manager at Cramo Group, a service company specialising in equipment rental services, as well as rental of modular space operating across Europe. Isolde will share her practical change management experiences, sharing skillset needed to manage both internal and external expectations.

- How do you handle a diverse supplier base and make suppliers buy in to Your changing needs?
- How do you marry the fact that you have contracts and want the organisation to use them?
- What steps can you take wanting to go from maverick spend to controlled spend?



**Isolde Boyd, eProcurement Manager, Cramo Group** **C R A M O**

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## Focus Session | Road to go live in one of the Nordics largest outsourcing agreements

What do you do if you have an unclear organisational future, are not sure what competences you will need and have a desire to stay flexible? In an industry changing rapidly and with a desire to create agility, Vattenfall chose to outsource a major part of their procurement, finance and IT operations. Known as one of the Nordics largest outsourcing deals of its kind – Stefano Dell'Orto, Head of Procurement Performance at Vattenfall is here to share the background, the RFP process and what lies ahead. Given that Vattenfall are outsourcing major parts of their source to contract, purchase to pay, order to cash, record to report and accounts payable operations we look forward to hear:

- Why did Vattenfall choose to outsource such a large scope?
- What has the process leading up to go live looked like?
- How is the governance structure set up in order to not lose sight of the desired outcome?

**Stefano Dell'Orto, Head of Procurement Performance, Vattenfall**



**VATTENFALL**



## 11:10 Theme Discussions | Session 1 - Share your experiences!

11:50 Choose a round table discussion before the Summit. Your choices will be noted on your name tag. Each round table 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.



### What lies beyond end to end sourcing, procurement and finance compliance?

1

Being compliant, following set up processes, finding ways to reduce cost – and to visualise the progress – is a major priority and still a challenge for most to achieve. Technologies that most companies want to make use of are advancing as is the pressure to be informed, communicate and be proactive also within procurement and finance. Compare how theory and practise is aligned and discuss what the changing demands will mean to you.

- What skill-set will be needed within sourcing, procurement and finance?
- How can procurement measure value added beyond cost reduction?
- What does "be the expert" mean in your organisation and how do you communicate that expertise?



**Jerker Gunnarsson, Vice President, Head of Global Purchasing, Deutsche Post DHL**

**Deutsche Post DHL Group**

### Sustainability leveraged: From codes of conduct to performance management

3

Having a code of conduct with CSR clauses for suppliers is necessary foundation. But it's engagement that puts those clauses into action. Most companies face challenges turning passive contract clauses into active ways of creating sustainability business value. You may do assessments, or occasional audits (as 61% reported in a recent webinar), possibly set performance targets (as do 9%) and hopefully collaborate on improvement plans (as do 39%). Join a themed discussion, hosted by Gerben Van Kranenburg, Principal at MSW-Company, former Purchasing Excellence Manager – Supplier Sustainability at DSM, explores how to make CSR and sustainability principles actionable and part of supplier relationship and performance management.

- What are the most common challenges companies face in setting CSR expectations?
- What strategies and tools can help align the intent in contract clauses with positive business outcomes?
- How can you scale this effort to evaluate and collaborate with more than just a few tier 1 suppliers?
- In what ways can you expand silo understanding into strategic decision making insights across the business?



**Gerben Van Kranenburg, Principal, MSW-Company, former Purchasing Excellence Manager – Supplier Sustainability Advisor, DSM**

**ecoVadis**  
SUPPLIER SUSTAINABILITY RATINGS

### Benchmark your degree of end to end spend control

5

Complex procurement with limited spend visibility, thousands of employees and a scattered ERP and systems landscape across multiple countries. Most realise the benefits of a higher degree of managed spend yet the challenges are many. Here you can benchmark your insights and discuss ways to overcome commonly known obstacles.

- What is the top three challenges increasing end to end spend control?
- In what ways do you connect source to contract and purchase to pay operations?
- How do you incorporate disruptive technologies such as robotics process automation and machine learning into your current and future strategies?



**Martin Casserdahl, Director, P2P Presales and Consulting, OpusCapita**

**OpusCapita**

### What you need to know about your digital co-worker

7

Robotic Process Automation (RPA) has gone from science fiction to applied methodologies. Today it is not so much a question about if RPA is suitable for most – but how. Volvo Cars have embarked on a global journey where software robotics can fully automate repeatable tasks with a number of built-in tools to capture, model and automate manual processes. In this session you have the opportunity to learn all you didn't know about RPA from a person with global know how from multiple industries. Discuss:

- What is RPA and what is it not?
- How can RPA help develop procurement and finance strategies and operations?
- Compare your automation journey within the group!



**Anton Edlund, Automation Manager, Volvo Cars**



### Facts and Myths about Digital Procurement: How to create impact here and now

2

The Digitalization of Procurement brings upon an interesting dynamic in organizations, everywhere: *The Want to go digital vs. The Capacity to go digital*

Cognitive procurement, ML, AI, Blockchain, Predictive Analytics, and RPA will have an impact on procurement, sure. But, what is the technology impacting our here and now? And, how can we prepare ourselves today, for the coming disruptions of tomorrow? Join us in a discussion to disprove the myths, and highlight the facts, of digital procurement as we see it here and now.

- What are the learning curves your procurement team has experienced with adopting technology? How have you overcome them?
- Analytics is the number one technology to impact procurement in the next two years (Deloitte 2018). How does your company utilize analytics, to optimize your procurement activities?
- Is your supplier data being stored in a scalable manner?



**Malin Schmidt, Co-Founder & CEO, Kodiak Rating**

**KODIAK RATING**

### End to end continuous improvement principles from idea to execution

4

Many will agree there are end to end improvements possible in most sourcing, procurement and finance organizations. Add to that an increasing need to feed the business with real time data and easy to use tools. The ways in which CPOs are planning, steering and coordinating procurement activities in order to reach targets are changing. Here you can share ideas on how to combine cost reduction actions with a customer and business intelligence focus.

- How innovative and entrepreneurial is your source to pay organisation?
- In what ways are you measuring total cost of ownership?
- How are modern procurement organisations organizing and combining technology with new and old business models?
- What are next generation definitions, implementations and process enhancement tools and reports?



**Mike Lunt, Senior Sales Director, Technology, GEP Worldwide**

**GEP**

### How do you manage technology expectations?

6

Buying a system or buying into advancing technology is increasingly common. Yet few would disagree that buying a system in itself does not render desired results – so what does? High expectations are set on both organisations wanting to change behaviour as on technology providers – how do you ensure success as in achieving desired results? During this session you can share insights into both system implementation challenges and personal advice to you who will, are or want to guide your organisation into increased purchase to pay visibility and control. Discuss:

- How much is about technology and how much about change management skills?
- What are the most common reasons system implementations fail?
- What skillset should you focus on embarking on company wide behaviour change?



**Isolde Boyd, eProcurement Manager, Cramo Group Fleet Management**

**Enabled by: Basware**

**C R A M O**

### What will a procurement department of tomorrow look like (and how is that different from today)?

8

We hear it a lot. Stay agile, be the business partner, innovate and support business growth. And by the way your number one KPI is cost reduction. No one disagrees procurement as a profession and department is changing – but can you be both Data engineer, Negotiator and Entrepreneur at the same time? Discuss how you evolve as a professional and department.

- How do you handle the gap between status quo and desired outcome?
- What are important skills for procurement professionals moving forward?
- How do you setup procurement in a way that it can quickly respond to new demands from the business?
- How can procurement position itself internally to break away from cost and savings?



**Markku Kronqvist, Account Executive - Nordics, Ivalua**

**ivalua**

11:55

## Theme Discussions | Session 2 - Learn from each other!



12:35

Choose a round table discussion before the Summit. Your choices will be noted on your name tag. Each round table 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.

## 12:35 Networking Lunch



## 13:35 Focus Sessions - Get inspired!

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!



### Focus Session | Category management as a key enabler towards ISS' strategy

ISS count about 500 000 employees, operate in 74 countries and book revenues of approximately 80 bnDKK annually. In 2013, ISS launched a significant transformation initiative within the supply chain and procurement area, targeting demonstrable P&L impact and world-class end-customer experiences via ensuring a fit-for-purpose blueprint, enhancing talent levels, strengthening the function's infrastructure, and ... robust category management. At a truly global enterprise featuring a lean corporate center, tight integration across country procurement teams, technology-backed supplier management, the financial prowess to architect mutually beneficial commercial deals, and a healthy focus on supplier-enabled innovation are alpha and omega. Here to share his experiences is Emmanuel Buyse, Group Category Management Director at ISS A/S. He will notably zoom in on:

- Strategy fulfilment – positioning supply chain and procurement as a main strategic enabler
- Handling the group vs. country dynamics – knitting a tightly integrated procurement community across borders
- Living up to commercial commitments – driving supplier spend compliance, supported by technology
- Innovation – moving from “talk” to “action”



**Emmanuel Buyse, Director, Head of Category Management at ISS A/S**

## 14:10 Theme Discussions | Session 3 - Discuss strategies and tactics!



Choose a round table discussion before the Summit. Your choices will be noted on your name tag. Each round table 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.

### Creating a global roadmap towards E2E optimization while fueling company growth

1

Nestlé have been changing the way they manage procurement and the Source to Pay end to end (E2E) in a cross functional initiative enabling “fuel for growth”. From organizational transformation, process optimization to technology upgrade, all under a clear vision set for 2020. Here you can learn about the essence in their projects and benchmark status quo in the peer group.

- What does organizational transformation, process optimization and technology upgrade of Source to Pay mean under the current context?
- What are the lessons learned from a global deployment of all the changes in the E2E flow?
- How is a demand focused organization supported and educated?
- In what ways is the E2E road map being governed?



**Luis Antonio Sanchez Mosquera, Senior Project Manager – Global Solution Design – Source to Pay, Nestlé S.A.**



### Road map towards step by step digitalisation from source to pay

2

Within procurement, deciding how to digitalise and automate have been and are key strategies at Danske Bank. Systems are being outdated and a lot of manual work still is present. The aim is to create a digital supply chain – connecting end to end processes, enabling cloud based systems, developing vendor and contract management, ensuring contract usage and an overall improved way of using procurement intelligence across the organisation. During 2018 Danske Bank will execute on a digital strategy and have evaluated RPA, Cognitive computing, AI and much more – during this session you can contribute to their evaluation of the road to digitalisation.

- Why digitalisation is needed within Procurement and what is market's maturity.
- What are the end goals with a digitalisation strategy and what are the right sequence of steps?
- What are the best practices implementing digital strategy?
- What will be secondary benefits realised after implementing digital strategy within Procurement



**Jurgita Bergmann, Project Manager Group Procurement – Procurement Development, Danske Bank**





### Spend Control a compliance matter?

As Ericsson is going through a major transformation journey a lot of experiences can be shared – and discussed! The Ericsson transformation encompass big spend volumes, 2 million external PO's and 3,5 million invoices per year with 28 000 suppliers and 142 categories. Human and technology need to interact and governance is key. Share insights about Ericsson lessons learned and compare with your organisation.

- Who should be in charge - how do you manage governance vs line responsibilities?
- How do you ensure top management buy in and how important is it to succeed?
- What role does the infrastructure have as in systems, processes and infrastructure
- Why is it so hard to measure results and what can we do to overcome those challenges?

**Lotta Carlsson, Head of Sourcing Process Management & Peter Ringström, Program Management Office, Group Sourcing, Ericsson**



### Benchmark: How are you structuring Source to Pay; front, middle and back office?

Many procurement organizations are moving towards a model of specialized front, middle and back of office set-ups. Front office perform company strategic and business value adding tasks in close cooperation with business (such as business planning, category and risk management). Middle office focus on repetitive tasks that can be placed elsewhere (such as contract and supplier enablement/reporting) and the back office drives efficiencies (such as PO and invoice processing, supplier help desk). Compare how you choose to organize in order to achieve best possible effect.

- How have you chosen to divide your end to end processes?
- In what ways do you ensure business satisfaction?
- How are you continuously improving your end to end strategies?

**Urban Hollström, Head of Procure To Pay, SEB**



### Widening risk assessments from mainly tier 1 and financial health

Finding financial data and creating risk assessments based on that among tier 1 suppliers is the most common way of working. Considering that large organisations have thousands of suppliers and possibly logistic hubs, sub-suppliers, own plants and more – it is easy to understand that many lack a full picture over the risks affecting their business. Add to that natural hazards, geo-political aspects, man-made disasters – how can you predict a wider risk scope? Discuss your challenges here.

- How far does tier 1 and financial health get you on a risk assessment scale?
- What are the most common preconceptions when it comes to what risk data is possible to manage?
- In what ways can you incorporate multiple risk data into your decision making process?

**Dugan Trevathan, Key Account Manager EMEA, riskmethods**



### Benchmark: What is supplier enabled innovation to you?

We hear it more and more and it makes sense – to increase collaboration with suppliers – end to end – and so enable them to bring innovation to your company. ISS is facing increased demands from their customers to drive innovation, to work on supplier relationships and to deliver operational excellence. How do you do that? Share your thoughts on an increasingly important topic:

- What does supplier enabled innovation mean to you?
- How can you ensure supplier innovations get an impact?
- What success factors are needed from a company to be able to ensure end to end collaboration?

**Emmanuel Buyse, Director, Head of Category Management, ISS A/S**



### How can you decide what's best – keep in-house or outsource?

With their source to contract, purchase to pay, order to cash, record to report and accounts payable operations outsourcing strategy, Vattenfall can share extensive pre-study know how. Deciding to outsource meant building the business case, deciding on the scope, understanding how to calculate cost and value add, decide a new organisational structure and learning how to become a "client organization". Compare your strategies!

- What are the main lessons going from idea, through RFP to going live?
- In what ways are Vattenfall managing stakeholder expectations?
- How are Vattenfall setting up a governance structure ensuring insight?

**Stefano Dell'Orto, Head of Procurement Performance, Vattenfall**



### Benchmark: From invoice to pay control to balanced multi channel source to pay

Telenor Group is embarking on a transformation journey within the procurement area. With 12 markets and more than 30 000 employees, end to end performance is key. Telenor has a Global Shared Services organization that started out in the Nordics 15 years ago. But within source to pay the focus in this organization has mainly been on the invoice to pay part.

In 2017 Telenor therefore established the global Telenor Procurement Company (TPC) with HQ in Singapore. The last couple of years Telenor has been focusing on increasing the use purchase orders, but since one size does not fit all spend they are now moving towards a more flexible approach. In this session you will learn how Telenor has chosen to organise and what measures they are taking to balance end to end risk and control of the global spend. You are invited to compare notes about:

- How do you define maverick spend and how maverick is it?
- What level of compliance is worth striving for?
- Choosing the right P2P channel: Balancing cost, risk and control for different types of spend
- The role of new technology in your spend control

**Leif Kjøita, Global Process Owner S2P, Telenor Global Shared Services**



14:55

## Theme Discussions | Session 4 - Compare road maps ahead!

15:35

Choose a round table discussion before the Summit. Your choices will be noted on your name tag. Each round table 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!



15:35 Afternoon break

### Key Note: The Road to spend control through infrastructure consolidation and process compliance

15:55

Ericsson has been running a major P2P change program for the last two years and as result of that, they are taking the next step in their transformation journey and now in full speed restructuring the Call-Off landscape. The need of staying local and close to the customer is vital but cost, call-off and process management are being centralized. The Ericsson transformation journey is quite unique with big spend volumes, 2 million external PO's and 3,5 million invoices per year. With 28 000 suppliers and 142 categories. Also - learn how robotic process automation have helped bridge process and technology gaps. In this session you will hear how Ericsson are choosing to use industry best practice set up from different spend areas creating a unique Ericsson gearbox.

- How do you achieve spend control with help of the infrastructure?
- Why is compliance of essence?
- How do you drive a company wide restructuring project that affects all units and employees in the company?
- Hidden costs, what are they and how do you detect them and eliminate them?
- What role does robotic process automation play ensuring strategy success?

**Lotta Carlsson, Head of Sourcing Process Management & Peter Ringström, Program Management Office, Group Sourcing, Ericsson**

*\*A few days prior to the summit you who have registered will be able to view the 2016 Key Note and then - on April 24th learn what happened since!*



16:30

### Key Note: What will RPA mean for procurement and finance strategy and operations development?

As AI and machine learning is climbing the hype cycle - Robotic Process Automation (RPA) is coming of age and is being sought for and implemented across Europe and the Nordics. At Volvo Cars, RPA is a vital part of automating further and there are some valid lessons learned to be shared.

In this session, Anton Edlund, Automation Manager at Volvo Cars, will share many years of experiences co-ordinating RPA - or - digital co-workers - across the globe and in multiple industries. Applying new technology mean changing behaviour and changing the way you view and review your co-workers. Here you will learn from both good implementations and bad and why not losing sight over the big picture is key.

- . What is RPA now and where will automation be in 5 years time?
- . How do you develop an RPA business case within procurement and finance?
- . How and who handle your digital co-workers?

**Anton Edlund, Automation Manager, Volvo Cars**



## 17:15 End of Source 2 Pay Summit 2018

*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](http://www.source2pay-summit.com)*

### 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.

*"Qualitative high value seminar with many relevant peers to discuss the state of the union on S2P with. Resulting in practical and strategic ideas for further improvement areas to bring home."  
#Ørsted*



## Sourcing Outlook 2018

October 11th | Hotel Birger Jarl | Stockholm

Connect the dots between sourcing strategies and strategy outcome

[www.sourcingoutlook.com](http://www.sourcingoutlook.com)







## Venue

7A Odenplan | Odengatan 65  
Stockholm | Sweden

(same entrance as food store Coop)

7A Odenplan has a perfect city location with subway, commuter train and most city buses a few steps from the entrance.

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

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

or

[source2pay-summit.com](http://source2pay-summit.com)

Contact us today with any type questions!

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## Will we see you?

### Registration details

Dinner for all: April 23rd  
Starting at 17:30 ending at 21:30

Main conference: April 24th  
Starting with registration at 08:15 and  
ending at 17:00

### Investment

Practitioners invest 7 490 sek  
Consultants/system providers invest 10 950 sek

25% VAT added when applicable (not for non EU or EU companies)

Theme Discussions are chosen before hand and come at a first come first served basis. Choices can be changed at any time and will be noted on your name tag.

>>Register here or  
go to [source2pay-summit.com](http://source2pay-summit.com)



## 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](http://ebgnetwork.com)