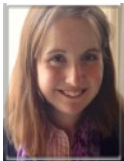




www.source2pay-summit.com

Focus Session Speakers



Isolde Boyd
eProcurement
Manager

CRAMO



Mette Sievers
CPO



Emmanuel Buyse
Director, Head of
Category
Management



Tomi Hardén
Risk Manager,
Global Operations
Chief Operating
Officer



Key Note Speakers



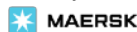
Jerker
Gunnarsson
Vice President,
Head of Global
Purchasing



Lucas Rulff
Senior Manager,
Digital
Procurement



Lars J
Andersson
Head of
Procurement
automation and
analytics



Anton Edlund
Automation
Manager



Lotta Carlsson
Head of
Sourcing
Process
Management



Peter Ringström
Program
Management
Office (PMO),
Group Sourcing



Expert Organizations



Example Theme Discussion Moderators



Luis Antonio
Sanchez
Mosquera
Senior Project
Manager – Global



Jurgita Bergmann
Project Manager
Group
Procurement –
Procurement
Development



Urban Hollström
Head of Procure
to Pay, Group
Procurement



Leif Kjøita
Global Process
Owner S2P



Stefano
Dell'Orto
Director,
eMobility
Business
Support



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

Next years summit is held March 28th in Stockholm www.source2pay-summit.com

What was your general opinion about the summit?

"Interesting Round Tables and great participants. Great energy!" #SEB

"Very interesting topics, lots of experience sharing and new knowledge and know how was brought home" #Telenor

"Good mix of interesting topics and speakers. Liked the round table setup." #Holmen

"The event was well planned and very informative. It was well balanced between networking breaks and speaker sessions." #Scanmarket

"The Source to Pay summit was an excellent networking event, with good speakers and a diverse range of topics. It was a great way to share knowledge and learn from other experiences." #Cramo

What top take aways do you bring back from the summit?

"Most companies are clearly struggling with the same issues." #Ericsson

"That the work EBQ does is very important. There are a lot of education and insights needed." #Basware

"The shared experiences from process and system implementations." #Axis Communication

"How challenging the change management process can be. The opportunities which exists and can have a huge impact on the company" #Ørsted

"Good examples from companies who has already started the digitalisation journey. Good networking resulted in reference visit."

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

Digital 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: How to manage complex categories in eProcurement

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

Copenhagen Airports

Digital Focus Session | Digital Procurement Transformation – The Evolution at Copenhagen Airport

Speaker: Mette Sievers, CPO

Telenor

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

Moderator: Leif Kjølta, 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/Round table: Road to go live in one of the Nordics largest outsourcing agreements

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

GEP

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

Moderator: Thompson McDaniel, Consulting Director

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

Nokia

Focus Session: How to create a digital and automated way of managing supply chain risks

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

Speaker: Tomi Hardén, Risk Manager, GOPS Chief Operating Officer, Nokia enabled by: riskmethods

Moderators: Tomi Hardén, Risk Manager, GOPS Chief Operating Officer, Nokia

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

ORGANISATION,
STRATEGY AND
STRUCTURESUSTAINABILITY
& RISK REDUCTION
END TO ENDDEVELOPING
FURTHER BEYOND
OPERATIONAL
EFFICIENCY

What is what?

A **Key Note** is a "for all" stage presentation

A **Focus Session** is an in parallel by choice stage presentation

A **Digital Session** is a pre, specially recorded presentation for the summit

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)



Nokia's intelligent way to manage supply chain risk

April 24th

Tomi Har

Thank you to all who joined us!

See you at Sourcing Outlook
October 11th, online, during a
workshop or next year March 28th!

Best regards

Anna Bjärkerud

Founder of EBG |Network

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!

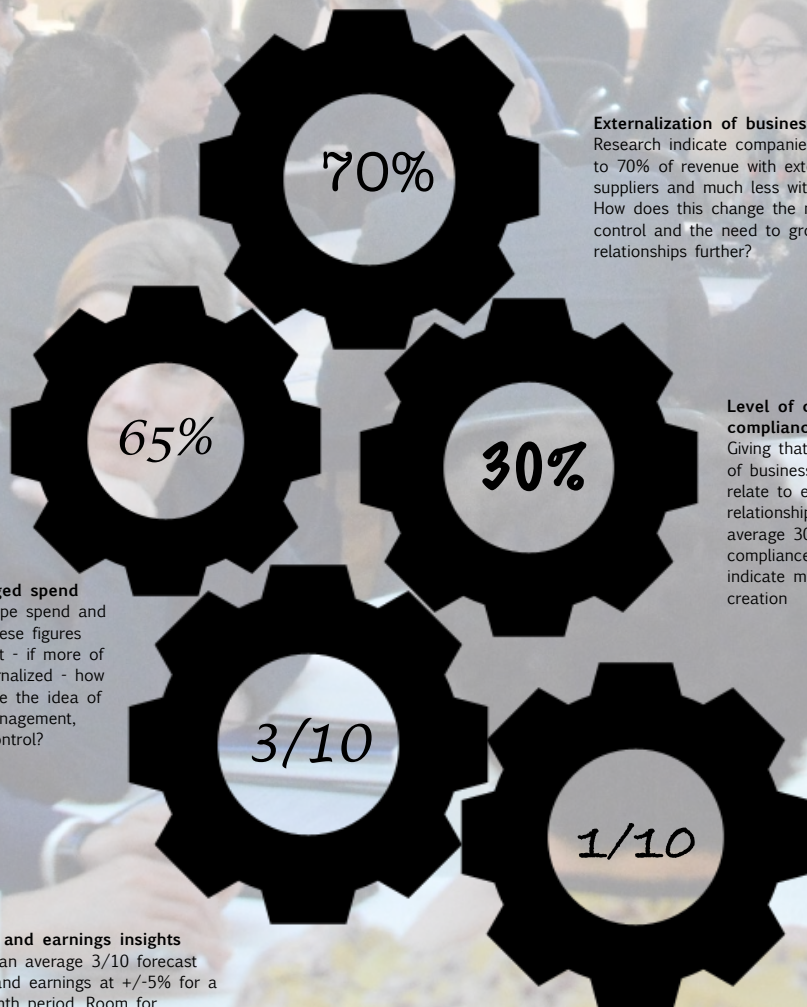
What do you get?

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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GEP helps global enterprises operate more efficiently and effectively, gain competitive advantage, boost profitability, and maximize business and shareholder value. Fresh thinking, innovative products, unrivaled domain and subject expertise, and smart, passionate people – this is how GEP creates and delivers unified business solutions of unprecedented scale, power and effectiveness. With 14 offices and operations centers in Europe, Asia and the Americas, GEP – based in Clark, New Jersey — helps enterprises worldwide realize their strategic, operational and financial objectives. Recently named Best Supplier at the EPIC Procurement Excellence Awards, GEP is frequently honored as an innovator and leading provider of source-to-pay procurement software by top industry and technology analysts, such as Forrester, Gartner, Spend Matters, PayStream and Ardent Partners. GEP also earns top honors in consulting and managed services from the industry's leading research firms, professional associations and journals. To learn more about our comprehensive range of strategic and managed services, please visit gep.com. For more about SMART by GEP, our cloud-native, unified source-to-pay platform, please visit smartbygep.com



riskmethods provides award winning Supply Chain Risk Management solutions to address the entire lifecycle of identifying risk, assessing impact and enacting plans to prevent or mitigate risk. Our approach combines innovative Big Data and Artificial intelligence capabilities with insightful risk intelligence to ensure that the right people have the right information at the right time. Over 100 businesses trust riskmethods to fuel their supply chain risk management programs. Armed with a digitized representation of the risk profile for their supply network, our customers are able to make better decisions and achieve first-mover advantage in the face of threats. This immediate visibility to emerging risk exposure helps clients assure supply, maintain compliance and protect their revenue and reputation
riskmethods.net | @riskmethods1



About Basware
Basware is the global leader in providing source-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. Our Basware Commerce Network enables easy collaboration between buyers and suppliers of all sizes. Find out more at www.basware.com



EcoVadis is the first collaborative platform providing sustainability ratings and performance improvement tools for global supply chains. Combining powerful technology and a global team of CSR experts, EcoVadis' easy-to-use CSR ratings and scorecards are used by procurement teams to monitor environmental, social and ethical risks across 150 purchasing categories and 110 countries. Over 175 industry leaders such as Telia Company, Nokia, SEB, Oriflame, Hempel, DNB, ING Bank, Kemira, Coca Cola European Partners, Nestle, Heineken, Johnson & Johnson, CSK, Salesforce and L'Oréal use EcoVadis to reduce risk, drive innovation and foster transparency and trust among over 35,000 trading partners. Learn more at ecovadis.com, Twitter or LinkedIn.



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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: bvinfo.com/procurement



KODIAK RATING
Kodiak Rating is a, cloud-based, Supplier Relationship Management platform, providing procurement professionals with the solutions and business intelligence necessary to ensure valuable relationships with suppliers. We offer supplier relationship management, shaped for the future.

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, Höganas and many more. If you want to find out more about Kodiak Rating, click the link! kodiakrating.com



About Ivalua
Ivalua is the Procurement empowerment platform. Recognized as a Leader by Gartner, Ivalua's Source-to-Pay suite is leveraged by over 250 leading companies across the globe to manage over \$500 Billion in direct and indirect spend. The platform's combination of ease-of-use, depth, breadth and flexibility ensures high employee and supplier adoption, rapid time to value and the ability to meet unique or evolving requirements, evidenced by the industry's leading 98%+ retention rate. ivalua.com



REAL-TIME VISIBILITY THROUGH EXTENDED PURCHASE TO PAY
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. In 2016, OpusCapita's net sales were EUR 240 million and employed 2,000 professionals. Founded in 1984, OpusCapita is headquartered in Helsinki, Finland. OpusCapita is a fully owned subsidiary of Posti Group Corporation. opuscapita.com



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

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Improved efficiency since we can optimise the translation process and plan our translators' time.

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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

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For additional information: scanmarket.com & [linkedin.com/company/scanmarket/](https://www.linkedin.com/company/scanmarket/)



Drinks & Dinner
was enabled by
Tradeshift

Thank you!

Contact us today with any type
questions!

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Join us March 28th 2019 for the next www.source2pay-summit.com

Source 2 pay Summit 2018

April
24th

Key Note: Then: Then: Consolidation and efficiency improvements 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!*

Deutsche Post DHL Group



What has happened since 2014? *

Focused Digital 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. Sharing 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.

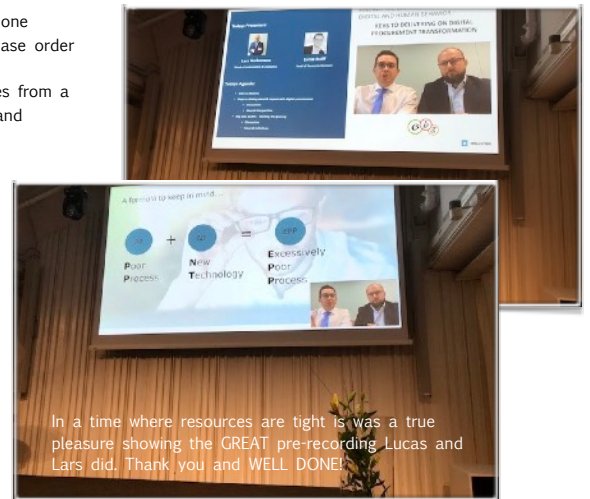
In this session they will take you through their experiences, how their team are choosing to organise and what they believe will happen next within source to pay strategies, operations and governance. A Focused Digital Key Note is a pre, specially recorded presentation for the summit.

- 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



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! Theme Discussions will follow 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, and 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

Enabled by: Basware



basware C R A M O

Digital Focus Session | Digital Procurement Transformation – The Evolution at Copenhagen Airport

Mette is the Head of Category Management, Contract Management and the Operational Procurement Group. She has worked in CPH since 2011 and is responsible for defining and executing pipeline of annual savings targets as well as identifying needs for data quality improvements in procurement systems. Aligning processes, enabling adoption and ensuring collaboration within a development project is key. In this session will share hands on advice from a step by step source to pay approach.

- How do you create an integrated and seamless Source to Pay process?
- How can you ensure fast and willing adoption by your users and your suppliers?
- How can you engender a true collaborative approach to the project with your chosen supplier?

Mette Sievers, CPO, Copenhagen Airports

Enabled by: GEP



We wanted her to join and She wanted to join but at the end was unable. We were happy to still be able to share some of her insights!

CPH

Theme Discussions | Session 1 & 2

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?

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

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 | Enabled by: EcoVadis

ecoVadis
SUPPLIER SUSTAINABILITY RATINGS

How to manage complex categories in eProcurement

eProcurement has typically been good in addressing categories like IT and Office Supplies through electronic catalogs. With increased maturity more complex categories are targeted, but these are more difficult to manage. Here you can benchmark your insights and discuss ways to overcome commonly known obstacles.

- Services, how do you approach Services in an efficient way, not only the actual call-off?
- MRO, how to manage spare parts and other complex items
- Inventory items. Where do you draw the line between classical eProcurement categories and ERP



Martin Casserdahl, Director, P2P Presales and Consulting, OpusCapita

OpusCapita



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

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

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?



Thompson McDaniel, Consulting Director, GEP Worldwide

GEP

How do you manage technology expectations?

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

basware C R A M O

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

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 disagree 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

What you need to know about your digital co-worker

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



Is your vendor risk assessment and due diligence processes up to date – locally and globally?

Monitoring and following up on tighter policies and legal framework for third party compliance due diligence is a big challenge in any supply chain. In this session we will discuss and share knowledge around these challenges, and the importance of having action plans and strategies in place, when non-compliance is detected across the supply chain. Our discussions will among others focus on:

- How do you manage international risk – especially in 'low' versus 'high' risk countries?
- How do you analyze and follow up on third parties?
- How do you manage risk going beyond your tier1 suppliers?
- What is your human rights due diligence strategy?

Michelle Brown, Senior Legal Advisor, Aker Solutions
Enabled by: Bureau van Dijk



Aker Solutions

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Networking Lunch



Focus Sessions

Focus Session | Nokia's intelligent way to manage supply chain risks

Nokia is a story of innovation, transformation and integration: from pulp, paper and rubber to telecommunications networks, mobile phones and digital health. The world continues to change and the risks with it.

With some >15 000 tier 1 suppliers and complex supply chains with up to 4+ tiers - managing risk is a complex matter. Therefore an "intelligent" way to manage risks is needed. The combination of proactive and reactive supply chain risk management that is built on an increasing amount of digitalization and automation provides operational benefits and competitive advantage. The human element, including the culture and mindset, is still key to managing risks successfully. Hear from Nokia's expert Tomi Hardén:

- How do you move beyond relying on suppliers financial health and on to end-to-end supply chain visibility?
- What requirements do you need to widen your Supply Chain Risk Management scope?
- In what ways is Nokia making sure culture and mindset is aligned?
- What are digitalisation and automation experiences within risk management?

Tomi Hardén, Risk Manager, GOPS Chief Operating Officer, Nokia

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riskmethods
Supply Chain Risk Management

NOKIA

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, ISS



Theme Discussions | Session 3 & 4

Creating a global roadmap towards E2E optimization while fueling company growth

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

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
- What are the main pain points in spend control and compliance

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. Ad 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?



Tomi Hardén, Risk Manager, GOPS Chief Operating Officer, Nokia | Enabled by: 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 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

Focus Session | 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 ment building the business case, deciding on the scope, understanding how to calculate cost and value ad, decide a new organisational structure and learning how to become a "client organization". Hear the story and 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, Director, eMobility Business Support, 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 Kjølta, Global Process Owner S2P, Telenor Global Shared Services



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

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 - hear how robotic process automation helps 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?
- 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!



What has happened since 2016? *



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



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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