

March 27th | drinks & dinner reception

March 28th | Main Conference

Hotel Birger Jarl, Stockholm

source 2 pay summit 2019



Speakers & Moderators include



FINNAIR



Vestas



ASSA ABLOY
Entrance Systems



DeLaval



YARA

9th
annual

Expert Organizations



Nordea



Telia Company



Telia Company



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Organizer:

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OPERATIONAL EFFICIENCY WITH PROVEN STRATEGIC EFFECT

And how do you ensure your strategies are operationalised and governed over time?

Source 2 Pay Summit 2019 take an overview over areas You as a sourcing, procurement or finance professional need to develop professionally and as part of your business growth. Digitalization, the need to be agile, challenges understanding skill-sets needed ahead, ways to increase compliance, whether to transform or continuously improve and a lot more. All topics come from the areas of interest among speakers and moderators themselves. All presented in ONE day since we know you are extremely busy.

EBG | Network always focus a lot on change management skills and practical advice. Would you manage spending 20% of the time planning and 80% following up? "Impossible" many say... How do You ensure you succeed with your strategies?

"Very well arranged as always with a lot of good discussions, sessions and networking opportunities!" #IKEA

1

STRATEGY

Create a future proof strategy - then - how do you...

2

OPERATIONS

..operationalize that strategy making it come true? And how..

3

GOVERNANCE

do you govern and develop the strategy and operations over time?



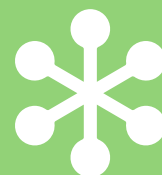
KEYNOTES & PANEL SESSIONS

For all presentations in the plenum hall



FOCUS SESSIONS

Parallell presentations where you choose what topic best fit you



THEME DISCUSSIONS

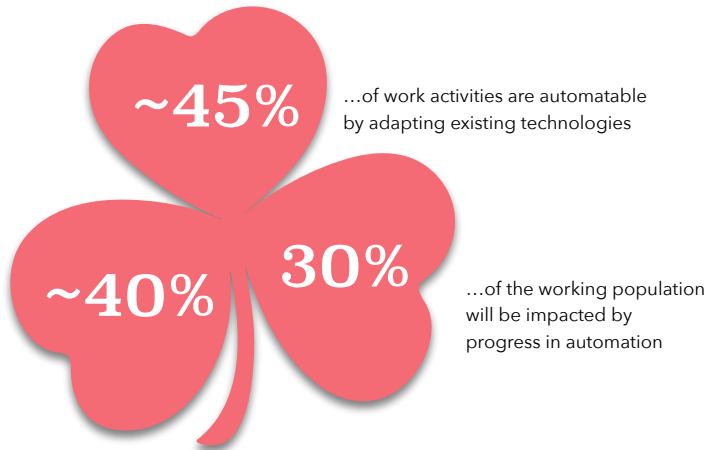
Round table discussions enabling You to learn from peers and experts



You create Your own day based on Your challenges and the opportunities Your organisation want to develop

INFLUENTIAL INSIGHTS

EBG | Network have invited McKinsey & Company to share their know how. Here are some statements they make which influence our focus.



...of S2P processes can be automated in the future. (Which? How? Let's find out in March! EBGs note)

SOURCE: World Bank; Oxford Economics; McKinsey Global Institute

"Only 37% of transformations succeed"

SOURCE: McKinsey Global Implementation Survey 2017

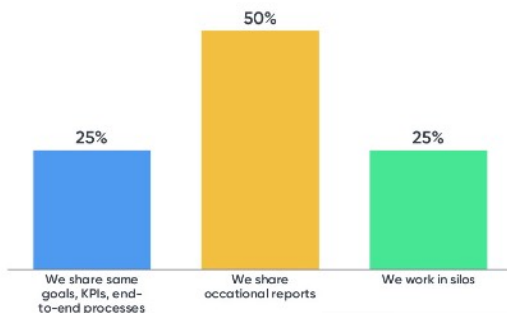
"36% of S2P tasks are currently automatable and may double in the near future"

SOURCE: McKinsey Procurement Practice

EBG | Network have an open survey, below some current results. Feel free to give Your view via >>[Quick survey](#). It is completely anonymous to participate and the results can be found instantly via [source2pay-summit.com](#)

How aligned are sourcing-procurement-finance?

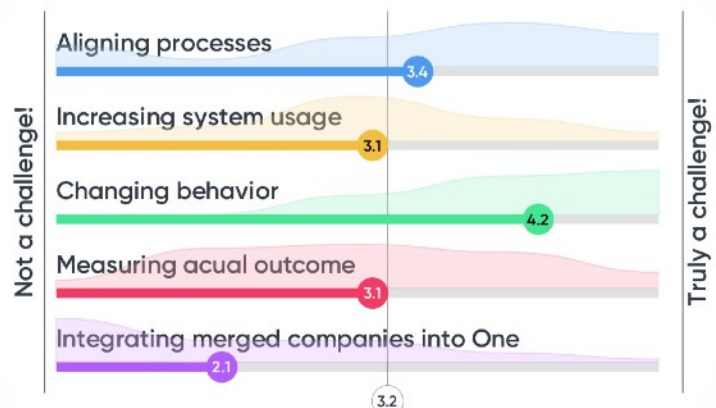
Mentimeter



Share Your view and get instant feedback - win-win

What are Your biggest challenges?

Mentimeter



[Register today!](#)

Limited seats at each round table

[source2pay-summit.com](#) | Until January 31st you only invest 3 990 sek

Welcome to Source 2 Pay Summit 2019!

Meet the people...all of the below invite you to learn from them and share experiences in the group



FINNAIR

Antti Koski is Development Manager Source to Pay at Finnair Procurement. Prior to working at Finnair Antti worked at Microsoft and Nokia and have long experience in end-to-end process and strategy design and follow up.



Nordea

Morten Hedegaard has spent more than 10 years in the procurement field, and has been driving changes throughout all parts of source-to-pay. As the Head of Procurement Operations in Nordea, Morten is leading an ambitious journey to become the best in an industry characterised by increasing complexity, regulation, and cost focus. Morten is coming from a background as management consultant, where he has been contributing to procurement progress in many international companies. In 2010 Morten joined Nordea where he has held different leadership positions as well as programme management.



Vestas

Miguel Brand is a procurement leader and change agent with long-term strategic vision. He is skilled in change management with excellent communication skills and have a capacity to simplify complex problems and implement innovative solutions globally.

Miguel has a solid track record in renewables and automotive industries in the areas of procure-to-pay, strategic sourcing and e-procurement.



DeLaval

Katarzyna Fabianska is responsible for the creation and development of an entirely new indirect sourcing organization. It has been developed from scratch and to date they have decided upon a tool to implement.



ASSA ABLOY Entrance Systems

Annika Karlsson has managed various position through the supply chain, from material- and logistic planning and ERP expertise to supplier management and project leadership. "As Project manager for Purchase-to-Pay within the Pulse Program I am responsible to drive the day to day work in the P2P implementation by working closely with colleagues across different parts of the organization to ensure that the decided processes are implemented in a correct way in the different local entities. I am actively supporting the development and improvement of the P2P processes both on Direct Material and Indirect Material in Supply Chain as well as in the sales companies within AAES."



Telia Company

Alexandra Borgstrand is a persistent driver of improvement with engaged leadership and a strong process focus. She has a career in the purchase to pay process area with different roles such as application consultant, project leader, management consultant, process manager, team lead, manager and manager of managers. She is motivated when the context is challenging and a change is needed. For the past 4 years she has been the manager of project leaders and process development as well as business administration operations such as invoice management and customer support.



Telia Company

Marie Gustafsson has been the project manager during the implementation of new support platform, ServiceNow as well as for a pre-study Source to Pay IT roadmap. Prior to that she was Head of Service Desk, Financial Services (FSS), managing a team of 15 persons supporting in Finance, Purchasing and SAP. Marie was a Purchase to Pay Process Development specialist within Group Procurement. She was the Change Management Lead of Business Process Outsourcing of Operational Procurement activities. Founder & Lead of Operational Procurement Coordination Networks between global and local functions and their business stakeholders.



SAAB

Andreas Bolling has a Master of Science in Mechanical Engineering and has worked since 2006 with business development in Saab in Linköping. Prior to that, he worked with JAS 39 Gripen system development, was stationed in the United States as well as line manager for a calculation group. Andreas has been an industrial PhD student at Linköping University and has a great interest in work science, change management and professional skills.



McKinsey&Company

Riccardo Drentin is an Associate Partner in the London Office of McKinsey & Company, Inc. He is an expert in S2P and Procurement operating model design. He is a core member of McKinsey's procurement practice and a co-leader of McKinsey's Source-to-Pay service line. He has led S2P transformations and designed procurement operating model across many global organizations across industries, including Chemicals, Energy and Advanced Industries



VOLVO

Raza Syed, Director - Global Delivery Center of Excellence at Volvo Cars is an accounting and finance senior executive with broad knowledge base in all aspects of accounting, auditing and financial management.



VOLVO

Frida Linder is Global Process Manager AP Finance at Volvo Cars. She work with Process management of global accounts payable including shared services. Focus is on change management and to deliver assessments and road maps towards a Global AP process. Assessments are mostly on site and all Volvo Cars entities are covered. Also active participation in projects where the cross functional collaboration is mainly with Procurement. Frida has years of experiences working within procurement.



McKinsey&Company

Fabio Russo is an Engagement Manager in McKinsey & Company's Milan office. His functional specialty is Operations, focusing on Procurement and Supply Management. His main areas of expertise are procurement operating model and digital procurement.

Before joining McKinsey, Fabio worked 8 years at Fiat Chrysler Automobiles holding several positions within the Global Purchasing Organization and 3 years at Belden Inc., leading Strategic Procurement in EMEA for the cable business unit.

source2pay-summit.com | Until January 31st you only invest 3 990 sek

Meet the people inviting You to discuss to the point challenges and opportunities!



McKinsey&Company

Lisa Åberg, partner with McKinsey & Co in their Stockholm office, focusing on operational issues across a wider range of sectors and geographies. She is leading McKinsey's Product Development and Procurement practice in Northern Europe and is also part of the Western European leadership team. She has led multiple procurement efforts covering the spectrum of functional and strategic themes, e.g digital procurement strategy, purchasing organizational set up, category based spend reduction, capability building programs etc



Fernanda Lopes-Larsen, Senior Vice President Indirect Procurement at Yara is an experienced professional with 15+ years of international experience in Operations, Manufacturing & Strategic Procurement. Demonstrated Leadership and people management skills. Fernanda has strong analytical skills demonstrated by resolving complex buying scenarios through robust Sourcing and supplier relationship strategies. She has a track record in delivering cost savings in high pressured environments.



abbvie

Marc von Allmen- Kariuki is Director, Purchasing and Supplier Management EMEA. Marc is leading AbbVie's EMEA's procurement organization including Category- and Purchasing Management, supporting 50+ commercial affiliates.



basware

Tuula Tuononen, Senior Global Business Advisor at Basware. She works in PreSales as trusted advisor consulting customers on Source-to-Pay best practices and processes to create value, maximize growth and improve business performance. Her functional area of expertise is sourcing and procurement. She has years of experience in working within procurement in different industries including category management, setting up procurement policies and processes as well as leading a procurement function in a multi-national organization.



SKF

Kristin Ang is Group Purchasing Strategy & Business Transformation Manager at SKF Group. For years, Kristin has been working with the transformation SKF is going through focusing on sourcing and procurement. Prior to that Kristin worked at Nobel Biocare and DHL.

Informal, tasty and at no cost March 27th - we hope you want to join us the evening before the summit.

Drinks & dinner are enabled by Tradeshift. Reservation need to be done, free cancellation of dinner until three days prior to the summit.

Join us for drinks & dinner!



Source 2 pay Summit 2019

draft program updates continuously see latest version at source2pay-summit.com

08:00 Registration & coffee

08:30 Kick off of the summit

End to end value realization and how digitalisation can affect the outcome

Keynote: What is the value in changing ways of working and digitising source to pay processes?

"To get the most from procurement digitization, leaders must raise their ambitions along with their skills....too many CPOs tell us of frustration at digitization projects that take too long, cost too much, and produce results that are too slow and meager....The truth is that we have found only one way to realize the full potential of digitized procurement: through a user-oriented, end-to-end transformation of the entire source-to-pay (S2P) processwith full focus on the user experience."

The above come from a recent report written by McKinsey & Company, here today to share what that report and other research imply for your organization. What does the above mean in reality, where are companies today and why is digitising end to end procurement still such a challenge?

- What do we mean by digitising source to pay processes?
- In what ways can you evaluate the value possible to achieve versus the time, effort and cost achieving it?
- How should you prioritise between your here and now and that possible outcome?

Riccardo Drentin | Fabio Russo & Lisa Åberg | McKinsey & Company



McKinsey&Company

Panel Session | What do we mean by end to end?

In this session we invite three companies from different industries who will share concrete examples on how they perceive end-to-end in their organizations.

- What do they mean by purchase to pay, source to pay and how are they aligned between functions?
- What role does automation play in their strategies?
- Which level of unified processes are they looking for to have?
- To what degree do they use local, regional and local differentiators?
- What KPIs are used to measure desired outcome?



Networking break

Theme Discussions | Session 1

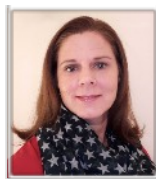
What if you could sit down with peers and experts and have real experience exchange? Here you can. Each discussion have a maximum number of seats available, you will be able to secure a seat before the summit. If You give You will get back - imagine what know how you can go home with! Each discussion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

Culture and habit alignment across cultures and countries

Benchmark: How do you align company cultures and habits - or should you even?

ASSA ABLOY Entrance Systems is a continuously growing company, both through acquisitions and organic growth. A program has been established to set and implement common and seamless processes throughout the company with respect to existing structures. Compare experiences in harmonising processes across Europe, or should you even when cultures and habits differ?

- How do you explain and educate local organizations about processes ensuring compliance?
- To what extent can and should you approve local deviations from a central strategy?
- Is there a need for a common company culture in addition to central strategy?
- In what ways can you ensure P2P processes are in coherence cross-function?



**Annika Karlsson | Project Manager
Purchase-to-Pay | ASSA ABLOY Entrance
Systems**

ASSA ABLOY
Entrance Systems

**"Valuable event with interesting content
and good opportunities for networking"**

#Ericsson

Digital transformation step by step

Evaluate and compare your roadmap to operational efficiency with proven strategic effect

Few question the possibilities available today to become more efficient and bring able to visualise actual and possible effect. To collaborate, communicate and innovate in ways not seen before. We know it can be daunting because at the same time you have your here and now, old habits, different cultures, legacy systems and an ever changing world to consider. Discuss and share what and where to focus your efforts ahead.

Discuss the below:

- Digital transformation: What should You address through your digital development?
- Transformation: What pain point should you consider during your transformation journey?
- Proven effect: How can digitising end to end S2P help materialize procurement savings in P&L?

**Riccardo
Drentin |
Fabio Russo
& Lisa
Åberg |
McKinsey &
Company**



McKinsey&Company McKinsey&Company McKinsey&Company

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

Increased business, procurement & finance alignment

How can you increase alignment between the business, procurement & finance?

Still today many organizations are divided into silos and bridging the organisational gaps can be a challenge. An end to end perspective is needed for both procurement and finance to achieve their targets. Data and processes need to be aligned. Discuss and share experiences about:

- How do you ensure finance and procurement share the same goals?
- In what ways do you highlight procurement objectives in financial forecasts?
- To what extent are you able to tie contracted savings to the P&L?

Morten Hedegaard | Head of Procurement Operations - Group Procurement | Nordea



Nordea

Change management in practice during transformation

Benchmark | How do you go about changing in steps?

All know of the possibilities at hand when considering a transformation journey. Most organisations struggle to decide what processes to start transforming within sourcing, procurement and finance. Who to involve, how to measure the progress and where to go next. Also within the own function! What may seem clear and easy on paper - as a strategy - become challenging to operationalise and govern over time. Here you can share Your experiences transforming your businesses focusing in change management as a practice.

- How do you change stakeholder mindset?
- When do you choose to use a stick or a carrot?
- How do you find the balance between staying with the plan or adjusting along the way?

Fernanda Lopes Larsen | SVP, Indirect Procurement, Supply Chain Management | Yara



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

"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



Balancing between being productive now and continuous improvement

Benchmark: How do you balance between being productive and continuous improvement?

Telia Company have been on a transformation journey for the past years. Re-designing sourcing, procurement and finance strategies and operations. To reform and improve the source to pay process. To transform accounts payable in parallel and enable co-workers to take ownership over continuous improvement, invoice quality and increased dialogues with suppliers and stakeholders in the business. In addition create ideas about where to introduce digital co-workers (RPA) - creating obvious conflict of interest. Learn from and discuss their experiences and how that compare to yours.

- How has and will sourcing, procurement and finance operations change?
- In what ways have and will stakeholders be involved during the progress?
- How do You balance between being productive now and continuous improvement?
- To what extent is technology like RPA (robotic process automation) used to accelerate automation and changed ways of working?

Alexandra Borgstrand | Head of Finance Shared Services Purchase to Pay & Marie Gustafsson | Source to Pay Process Development | Telia Company



Telia Company Telia Company

No PO no Pay in reality

No PO no Pay - how is this applied in different organizations?

To get more control some organizations have applied the principal "no Purchase Order - no Pay". Some organizations have applied this in a stricter way as a policy, while others have chosen a softer approach using it as a guideline. These variations seem to depend on the relationship with your suppliers and how dependent you are on them. As well as if you are just starting to apply No PO - no Pay or have been doing this for a while.

- Is it a guideline or a policy? How do organizations follow up on this? Are there exceptions and how do they work?
- What has been the consequences of applying this e.g. have there been an increase of using purchase cards? How does it work with internal audit and governance around purchase cards for being able to follow up and collect data of spend?
- How do organizations implement No PO no Pay? What have been done with communication and change management?



Tuula Tuononen | Senior Global Business Advisor | Basware

basware

EBG | Network summits are focused on enabling informal and to the point experience exchange - welcome!

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

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

Networking lunch



Panel Session | Digitalization & Automation Experiences

In this session we invite three companies from different industries who will share concrete examples on how choose to work with digitalisation and automation. We talk a lot about it - but..

- How digital and automated are the panelist companies?
- In what ways do companies focus on being productive here and now versus focusing on continuous improvement possibilities?
- How many use RPA (robotics process automation), AI, blockchain etc?
- In what ways are RPA, AI etc used?
- Did you fulfil your processes before automating them further or did you use technology to overcome non optimal processes?



Theme Discussions | Session 3

Welcome to a second set up of round table discussions! Each discussion have a maximum number of seats available, you will be able to secure a seat before the summit. If You give You will get back - imagine what know how you can go home with! Each discussion run twice.



You have the possibility to choose what Theme Discussions - round table discussions - to join prior to the summit. Limited seats at each session.

Evaluate and select technology improvement

Benchmark: How do you overcome the challenges creating a new function and changed ways of working?

A little over two years ago DeLaval faced creating a centralized, indirect sourcing organisation from scratch. Indirect spend is 50% of the total spend and since then they have chosen a P2P tool and started designing processes, the organisation and how and where to utilise the possibilities available. Here you can learn where they are today - also learn from each others experiences developing people, processes and technology encompassing several countries.

- The hen and the egg: How much can you prepare for and how important is having a tool in place to drive adoption to changed ways of working?
- Discuss: To what extent do you choose center-led, centralised or de-centralized processes and decision making?
- How do you balance expectations between management and stakeholders (if one is looking for savings and the other for value for instance)?

Katarzyna Fabianska | Indirect Sourcing Director | DeLaval



DeLaval

Essentials when wanting to improve your P2P flow

Focusing on the essential - strategies for improving P2P flow

When analyzing P2P transactional data, normally a high percentage of transactions will be in fact a small proportion of overall spend (pareto effect). If the P2P flow is too restricted or not optimized for the low-value then this will expend valuable time and resources for procurement.

- What strategies are available to "reduce noise" and enable a focus on the value-added requirements in the procure-to-pay flow?
- What tools are available for handling low-value ordering e.g. P-card, catalogs, blanket PO.
- Which should be prioritized in the P2P landscape for maximum effect?
- How can optimized authorization limits promote smoother overall P2P and maintain adequate control?
- How to achieve fast closure of procure-to-pay cycles and increase P2P performance such as on-time payment performance?

Miguel Brand | P2P Full Value Chain Lead | Vestas



Vestas

Defining a meaning across functions

When does spend management mean the same for the business, procurement and finance?

Enabling proper spend management mean speaking the same language within the business, procurement and finance. At AbbVie a thorough job has been made defining savings, P&L effects, efficiency savings, working capital savings and cost avoidance. Shifting focus from reporting and towards communicating why the organization need to work differently. Learn and discuss:

- What is true value to you?
- How can you ensure stakeholders and business partners "speak the same language"?
- What is purchasing's role in a commercial and financial driven environment?

Marc von Allmen | Director, Purchasing & Supplier Management EMEA | AbbVie



abbvie

Evaluate and select technology improvement

What does it take to evaluate and select Source-to-Pay technology improvement?

At Finnair, like in most companies there are no shortage of either processes or tools along the sourcing, procurement and finance cycles. Discuss the threshold where you still decide to evaluate the possibility to replace what you have, in order to drive more value, increase automation and improve the user experience.

- How to evaluate if what you have and do is not good enough?
- What should an S2P tool evaluation and business case consist of?
- Lessons learned from what Finnair has gone through

Antti Koski | Development Manager, Source-to-Pay | Finnair



FINNAIR



"It was great to see how P2P is creating so much competitiveness and how there are companies that can already present the results from their journeys along with the impact on profit. It was also interesting to see how they continue to plan to improve their future performance even more"

Competence development when changing ways of working

Benchmark: How do you ensure competence change when changing ways of working?

Companies increasingly choose to develop end to end procurement processes, tools and ways of working. The possibilities today are endless but in order to gain full value internal skill-sets need to change accordingly. Not only following a process or understanding how to use a tool - the ways procurement can visualise and analyse company data put pressure on competence growth. Share experiences and discuss:

- How do you ensure skill-sets are developed and follow new strategies?
- In what ways do you work with communicating new ways of working and educating stakeholders?
- Share experiences aligning people - processes and tools - what lessons learned do you have?

Andreas Bolling | Head of Procurement Support | SAAB



"Well organized meeting with relevant Key note speaker and good round table discussions including good mix of companies represented."
#CBRE

From lift to shift focusing on changed ways of working and quality improvement

How do you ensure maximum efficiency with quality while constantly in change?

Volvo Cars have been lifting processes and work-load off from numerous countries while striving towards One Finance. The first step in their "lift and shift" journey is almost at an end. Now comes the "shift" part where building new capabilities will lead to change in the search for harmonisation and increased quality. Shift involve people - technology - data - learn from their experiences and discuss yours!

- What does shift mean in this context?
- When new business models arise quicker than the original plan included - what do you do - change the plan and ask people to change accordingly or do you stick to the original schedule?
- To what extent can you harmonize, standardize, change ways of working and increase quality?

Frida Linder | Global Process Owner AP, Finance & Raza Syed | Director - Global Delivery Center of Excellence | Volvo Cars



Theme Discussions | Session 4 | Same discussions available as during Session 3

Welcome to a second set up of round table discussions! Each discussion have a maximum number of seats available, you will be able to secure a seat before the summit. If You give You will get back - imagine what know how you can go home with! Each discussion run twice.

Networking break

Leading through change

Keynote | Lessons learned changing operating model, compromising and being patient

Fernanda is a transformation champion, when she came to Yara she saw the possibilities to improve and began building the foundation necessary. Today few question the value potential if you gain control over sourcing, procurement and finance strategies and operations. The value possible if you enable improvement programs following a thought through operating model. End to end.

But how do you do it considering the number of functions that need to be in sync (business units, finance etc), the number and complexity of processes involved, the technology needed and the usual fast pace in which businesses operate?

How about the decisions, the limitations and the choices made along the way? The persons involved in order to enable the desired outcome. How do you decide where to start, who to involve and in what ways to progress? In this session you can draw from experiences from an ongoing transformation journey at Yara and the direction and decision they have made to date.

- What made Yara want to change status quo and operating model?
- Which areas has the improvement program contained and will contain?
- What compromises has been made compared to the original plans?

Fernanda Lopes Larsen | SVP, Indirect Procurement, Supply Chain Management | Yara

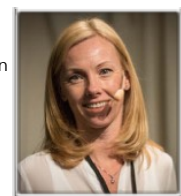


Focused Theme Session | Change Management in Reality | 2 perspectives

In this session we welcome SKF and Volvo Cars who will share concrete examples on how they work with change management in order to achieve set targets. It seems behavioural change is still the number 1 challenge most face when setting out to operationalise strategies that include any type people adoption.

- What characterise the transformation journeys SKF and Volvo Cars are in?
- What do these companies do that work well?
- What have they tried that did not work?
- Is it really possible to have unified processes and behaviour across the globe?

Kristin Ang | Group Purchasing Strategy & Business Transformation | SKF & Raza Syed | Director - Global Delivery Center of Excellence | Volvo Cars



Summary of the day - live polls and a making sure you gather your thoughts from today

17:10

End of Source 2 Pay Summit 2019



Want more focus on sourcing and procurement strategies, operations and governance?
Make sure to save the date for our third annual Sourcing Outlook taking place October 10th 2019 in Stockholm!
sourcingoutlook.com

Join the
3rd
annual

EXPERT ORGANIZATIONS

A warm welcome to the 2019 expert organizations joining Source 2 Pay Summit 2019. They bring years of experiences to the table - make sure to ask how they can help You grow as a professional and business developer and how Your organisation could change using their services.

TRADESHIFT

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. tradeshift.com



basware

About Basware

Basware offers the largest open business network in the world and is the global leader in providing networked source-to-pay solutions, e-invoicing and innovative financing services. Our technology empowers organizations with 100% spend visibility by enabling the capture of all financial data across procurement, finance, accounts payable and accounts receivable functions. Basware is a global company doing business in more than 100 countries and is traded on the Helsinki exchange (BAS1V: HE). Find out more at basware.com



About Ivalua

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

The latest research reports from Gartner, Forrester, Spend Matters and others, as well as industry specific information and info on both direct and indirect procurement can be found for free at the Ivalua resource center via ivalua.com/resources/



About Bureau van Dijk - A Moody's Analytics company

We capture and treat private company information for better decision making and increased efficiency. With information on over 300 million companies we are the resource for company data. Our information on companies' financials, risk scores, PEPs and Sanctions, and probability of default indicators can help you manage your supplier risk and leverage your spending power.

Make better-informed decisions with a higher level of certainty - and save a huge amount of time. Procurement Catalyst is a risk assessment tool that enriches your supplier data with our market intelligence, clearly displayed for easy interpretation and a better view on your supplier portfolio. It can be completely aligned with your existing procurement processes and helps you validate your suppliers, business partners and to get a full picture using our extensive corporate ownership structure.

Access >> [Supplier risk and procurement resources](#) | Visit us at: bvdinfo.com >> [LinkedIn](#)



Cloudia is a leading global provider of digital procurement and contract management solutions. Our comprehensive product portfolio includes solutions for both the strategic and operational aspects of procurement - eSourcing, Contract Management, Supplier Management and networking with suppliers through our Marketplace. Our aim is to offer our customers best-in-class solutions and help them to keep up with the challenges of the digital era by taking advantage of the increasing information that is available to us. Our software services can be located across more than 180 Equinix data centres that span five continents. cloudier.com

Source 2 Pay Summit and Sourcing Outlook are organised by EBG | Network, a small company with big ambitions to make a difference. Enabling You to learn from peers and experts in an informal yet to-the-point environment. EBG aim to give You personal tools useful as a business professional and to help You grow and develop your organization.

Do you want to learn more? Contact Anna or Lars Bjärkerud today via anna@ebgnetwork.com or +46 73581 93 02 or lars@ebgnetwork.com or +46 73 350 03 43

You can always find inspiration and a lot of free of charge material via ebgnetwork.com





Venue

drinks and the summit are held at

Hotel Birger Jarl | Birger Jarlsgatan 61A
Stockholm | Sweden

Hotel Birger Jarl has a perfect city location with subway nearby and walking distance to the city centre.

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

EBG has secured a room discount - just say "EBG" when making your reservation.

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

Will we see you?

Registration details

Optional no cost (for practitioners) drinks & dinner reception March 27th at the venue hotel

...

Main conference: March 28th
Starting with registration at 08:00 and ending at 17:00

Practitioner Investment Levels:
Until December 31st: 2 990 sek
Until January 31st: 3 990 sek
Until February 21st: 4 990 sek
Until March 7th: 5 990 sek
After that 7 490 sek

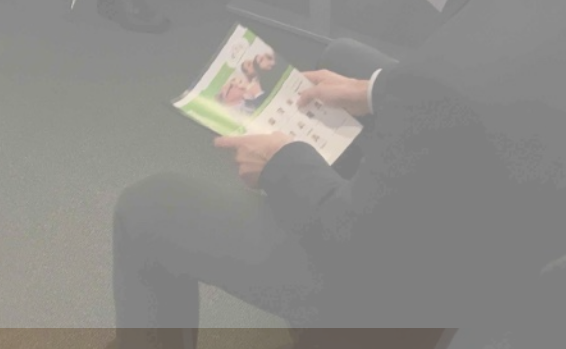
Consultants/system providers invest 10 950 sek
(contact EBG)

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

Want to know more?
Call us today via +46 73 350 03 43
E-mail us via anna@ebgnetwork.com
or
lars@ebgnetwork.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