

March 27th | drinks & dinner reception

March 28th | Main Conference

Hotel Birger Jarl, Stockholm

source2pay summit

9th  
annual

2019

source2pay-summit.com



Speakers & Moderators include



ARJO



FINNAIR



Vestas



ASSA ABLOY  
Entrance Systems



DeLaval



YARA



Statkraft



Nordea



Telia Company



Telia Company



SAAB



SKF



essity



McKinsey&Company



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VOLVO



VOLVO



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Expert Organizations

TRADESHIFT

basware

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synertrade | ecanocom

VISMA

SAP Ariba

Organizer:

e|b|g | Network



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

**"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

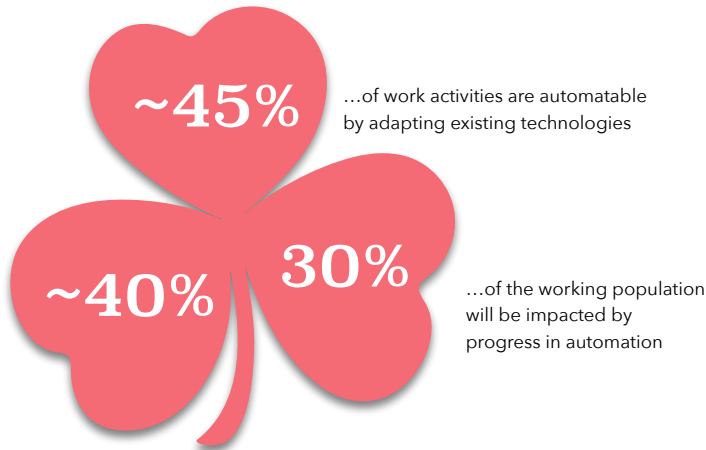
Round table discussions enabling You to learn from peers and experts



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

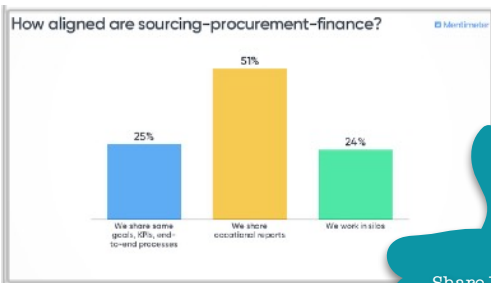
**"36% of S2P tasks are currently automatable and may double in the near future"**

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](https://source2pay-summit.com)

Register today!

Limited seats at each round table



Share Your view and get instant feedback - win-win



Who else can you discuss with and learn from?



[source2pay-summit.com](https://source2pay-summit.com) | Until March 7th you only invest 5 990 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



**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.

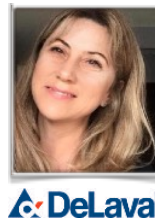


**Morten Hedegaard** has spent more than 10 years in the procurement field, and has been driving changes throughout all parts of source-to-pay. As the Head of Group Procurement at Nordea, Morten is leading an ambitious journey to become the best in an industry characterised by increasing complexity, 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.



**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.



**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.



**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."



**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.



**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.



**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.



**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



**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.



**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.



**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.



**Åsa Stojte**, Director Indirect Procurement at Arjo is an experienced Director Of Purchasing with a demonstrated history of working in the medical device industry. She is skilled in Negotiation, Business development and operations, International Business, Quality Management, and Strategic Sourcing. Åsa is a business professional graduated from Lund University School of Economics and Management.



**Margit E. Granheim**, Vice President FPS - Group procurement system and processes at Statkraft has extensive experience from various management/leadership positions. She has thorough experience from the entire value chain with an emphasis on strategy and business development, procurement, finance with a strong personal drive for innovation. Prior to working at Statkraft, Margit worked at Veolia, Norske Skog, Norsk Hydro and more.

# 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



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.



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.



essity

**Frida Hanson** is Business Process Automation Manager at Essity, a leading global hygiene and health company. Frida is leading a central team providing automation services to all of Essity, mainly through RPA - Robotic Process Automation. Essity has about 48,000 employees and net sales in 2017 amounted to approximately SEK 109bn (EUR 11.3bn). The headquarters is located in Stockholm, Sweden, and the company is listed on Nasdaq Stockholm. Essity used to be part of the SCA Group.



ivalua

**Markku Kronqvist** is Account Executive Nordics at Ivalua. His key role objective is to provide insight into the eProcurement landscape to help you speed up your Supply Chain Management processes to control and manage your spend. The Ivalua eProcurement tool is seen by Gartner as leader in the Spend Analytics Magic Quadrant. To provide a complete and integrated SaaS solution to control and manage, enterprise-wide, spend.



TRADESHIFT

**Roy Anderson** is CPO & Digital Transformation Officer at Tradeshift. In the below second part interview, Anna Bjärkerud speak to Roy Anderson, CPO & Digital Transformation Officer at Tradeshift. Roy is a graduate supply chain management lecturer at Northeastern University (and how many of you struggle with the untapped opportunities in forecasting, predictions, logistics, cash flow and more in SCM due to silos and data gaps?). He has been CPO at State Street (financial services), MetLife (insurance), John Hancock to mention some experiences.



YARA

**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.



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.



TRADESHIFT

**Stig Landström** is Regional Account Executive Nordics at Tradeshift. He has long experience working with customers from the from the Nordics and DACH region.



coupa

**John Callan** is Sr Director EMEA product & segment marketing at Coupa. Coupa is a cloud platform for business spend that allows companies to maximise the value of every dollar they spend. In Johns role he is responsible for EMEA segment strategic marketing, in addition to global product positioning, messaging, content and sales enablement for major portions of our platform.



GEP

**Warren Hallworth** is Director, Business Development Europe at GEP Worldwide. Warren is an outsourcing professional with extensive experience of procurement, consultancy and business development developed in market leading blue chip companies in the private and public sector, in both financial services and manufacturing.

## Join us for drinks & dinner!

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.



# AGENDA OVERVIEW

March 28th 2019 - Program Overview	
Time	
08:00	Registration
08:30	Kick off of the summit
08:45	<b>Keynote</b>   What is the value in changing ways of working and digitising source to pay processes?   McKinsey & Company
09:20	<b>Focused Theme Session</b>   What do we mean by end to end?   Nordea & Vestas
10:05	Networking coffee break
10:40	<b>Theme Discussions   Session 1</b> Round table discussions enabling peer to peer and expert organization know how exchange. Each session have limited seats. If a table is full - try it next time or choose another great session! <i>Choose between all available - parallel - sessions (your pre made choices are typed on your name tag)</i>
11:20	Transition to Theme Discussions   Session 2
11:25	<b>Theme Discussions   Session 2</b> (same topics as during Session 1) Round table discussions enabling peer to peer and expert organization know how exchange. Each session have limited seats. If a table is full - try it next time or choose another great session! <i>Choose between all available - parallel - sessions (your pre made choices are typed on your name tag)</i>
12:10	Networking lunch
13:15	<b>Focused Theme Session</b>   How do you create a framework for business wide automation?   Essity
13:50	Transition to Theme Discussions   Session 3
13:55	<b>Theme Discussions   Session 3</b> Round table discussions enabling peer to peer and expert organization know how exchange. Each session have limited seats. If a table is full - try it next time or choose another great session! <i>Choose between all available - parallel - sessions (your pre made choices are typed on your name tag)</i>
14:35	Transition to Theme Discussions   Session 4
14:40	<b>Theme Discussions   Session 4</b> (same topics as during Session 3) Round table discussions enabling peer to peer and expert organization know how exchange. Each session have limited seats. If a table is full - try it next time or choose another great session! <i>Choose between all available - parallel - sessions (your pre made choices are typed on your name tag)</i>
15:20	Networking coffee break
15:50	<b>Keynote</b>   Lessons learned changing operating model, compromising and being patient   Yara
16:20	<b>Focused Theme Session</b>   Change Management in Reality   SKF & Volvo Cars
	Summary
17:10	The Summit Ends
	Welcome back in 2020 (or October 10th for Sourcing Outlook 2019)



# Source 2 pay Summit 2019

08:00 Registration & coffee

08:30 Kick off of the summit

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

08:45 **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) process ...with 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

09:20 **Focused Theme Session | What do we mean by end to end?**

In this session we invite two 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?

**Miguel Brand | P2P Full Value Chain Lead | Vestas & Morten Hedegaard | Head of Group Procurement | Nordea**



Vestas

Nordea

10:05 **Networking break**

10:40 **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. You can change your mind if there is room. If You give You will get back - imagine what know how you can go home with! **Each session run twice.**

Culture and habit alignment across cultures and countries

1

**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

Digital transformation step by step

2

**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

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?

**"Only 37% of transformations succeed"**

SOURCE: McKinsey Global Implementation Survey 2017

### The 2019 Procurement Technology Forecast: Primary Trends and New Digital Capabilities

Procurement's digital journey has accelerated rapidly in the last few years with the converging forces of cloud computing platforms, associated disruptive technologies and unified source-to-pay (S2P) applications. In this discussion, assess the 2019 landscape of digital procurement technology and transformation, discuss and gain insight on the new generation of digital solutions underpinning a wholly redefined procurement function.

Learn and discuss:

- How do you enable corporate wide "agile" operations, deeper insights and greater collaboration today?
- In what ways are new digital procurement solutions such as guided workflows and conversational interfaces changing ways of working?
- What is the potential for disruptive technologies to strengthen data science capabilities?



Warren Hallworth | Director, Business Development | GEP



### 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



### Overcoming challenges creating a digital strategy

#### Why haven't we come further in digitizing our p2p processes?

Digitalization has been a hot topic for years yet full digitalization and automation of procure to pay processes are rarely seen. Many lack a digital strategy encompassing their end to end physical and financial supply chain. Why? What is stopping companies from creating and implementing a digitalization plan? Compare and discuss:

- What does lack of further p2p digitalization cost?
- Which new opportunities will end-to-end digitalization create?
- What are the pain points and success factors digitizing p2p?



Roy Anderson | CPO & Digital Transformation Officer & Stig Landström | Regional Account Executive Nordics | Tradeshift



### End to end supplier insights

#### How do you include suppliers into your end to end strategy?

Suppliers offer an immense potential for unlocking innovation and business development. Unfortunately many still struggle with the operational side of gaining more detailed supplier insights. The requirements to collaborate across an organisation with its suppliers are rapidly changing. Strategic insights are required to be shared with different stakeholders on short notice. The area of Supplier relationship management is becoming increasingly important, discuss:

- How do you capture supplier communications and data? How is it shared internally?
- What do best in class organisations do differently and how does that compare to your organisation?
- How can you design a program focused on supplier collaboration and innovation?



Paul Rutten | Account Executive & Markku Kronqvist | Account Executive - Nordics | Ivalua



### 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



### 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



### Digital procurement beyond technology

#### A Journey to Digital Procurement : It's not ONLY about the Technology

Join this interactive round table discussion that looks to uncover the challenges and roadblocks you will need to explore in your Procurement Transformation Journey. For many of today's procurement & sourcing teams, success depends on being able to demonstrate value, effectively measure ROI and constantly show effective cost reduction. In order to get to this point, and build an efficient team that delivers value to the board, you'll need to consider the following :

- Strategies to ensure the board are bought into the need for change in procurement practices - where do you start ?
- Understanding the maturity of your organisation: People, Process and Technology
- Looking outside of procurement : When & how to bring in IT & Finance functions to ensure success



Åsa Stojte | Director Indirect Procurement | Arjo & John Callan | Senior Director Product Marketing | Coupa Software



**As much material as EBG can will be published via the Post Summit Page, available after filling in the feedback survey sent out straight after the conference! Material will be added in the days to come.**



12:10

## Networking lunch

13:15

### Focused Theme Session | How do you create a framework for business wide automation?

Robotic Process Automation, Machine Learning, Artificial Intelligence - most have been surrounded by the endless promise digitisation and automation has for a while now. Still, research indicate mainly marketing and product & services development have proper digital strategies. Whereas within supply chain - only 2% state they have a forward looking digital strategy. Why?

At Essity, a central team has been created providing automation services to all of Essity as part of their digital transformation journey. Learn from their experiences and discuss your ways of working in groups.

- How have Essity chosen to organize business process automation services as part of their Global Business Service unit?
- What competences are sought for in the digital transformation unit?
- If procurement or finance see an opportunity - what do they need to do to move ahead?
- How should RPA be governed? Who "own" the digital co-worker - each function or IT?

**Frida Hanson | Business Process Automation Manager | GBS Services Excellence | ESSITY**



**essity**

13:55

### Theme Discussions | Session 3 | A new set of round table discussions to choose from!

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. You can change your mind if there is room. If You give You will get back - imagine what know how you can go home with! **Each discussion run twice.**

#### Increased business, procurement & finance alignment

1

##### 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 Group Procurement | Nordea**

**Nordea**

#### Creating a new centralized function

3

##### 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**

#### Evaluating P2P organizational impact

5

##### P2P as a group wide initiative with highest organizational impact

In 2015 Statkraft started a cost-cut program. The whole organization was involved in identifying projects and P2P was chosen as 1 of 10 group wide initiatives. After an external evaluation, P2P was highlighted as the project with the largest impact in the organization. The drivers of the projects was three folded 1) Financial leakages 2) Efficiency 3) Compliance. Discuss and learn about the journey and outcome!

- What do the three pillars of the project mean in reality?
- What has been the main success actors during the project?
- Statkraft has a digital roadmap for 2025 - what has the P2P project evaluation revealed so far?



**Margit E Granheim | Vice President FPS - Group procurement system and processes | Statkraft**

**Statkraft**

#### Defining a meaning across functions

2

##### 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

4

##### 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**

#### Essentials when wanting to improve your P2P flow

6

##### Focusing on the essential - strategies for improving P2P flows

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**

**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**

**Throughout the year, EBG do no cost, online webinars with different topics where You can do live benchmark - without leaving the office!**

**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 harmonization 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**

14:40

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

Each discussion have a maximum number of seats available, you will be able to secure a seat before the summit. You can change your mind if there is room. If You give You will get back - imagine what know how you can go home with! Each discussion run twice.

15:20

**Networking break**

## Leading through change

15:50

**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**

16:20

**Focused Theme Session | Change Management in Reality | 2 perspectives**

In this session we welcome SKF and Volvo Cars who will share 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

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 organization could change using their services.



Founded in 2010, Tradecraft is the world's largest business commerce platform that connects buyers and sellers. Tradecraft 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. Tradecraft is headquartered in San Francisco, with offices in Copenhagen, New York, London, Paris, Suzhou, Chongqing, Tokyo, Munich, Frankfurt, Sydney, Bucharest, Oslo, and Stockholm. [tradecraft.com](http://tradecraft.com)



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](http://basware.com)



Ivalua is the Procurement empowerment platform. Recognized as a Leader by Gartner, Ivalua's Source-to-Pay suite is leveraged by over 300 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/](http://ivalua.com/resources/)



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.

Named a Leader in the Gartner Magic Quadrant and Best Provider at the World Procurement Awards and EPIC Procurement Excellence Awards, GEP is frequently honored as an innovator and leader in source-to-pay procurement software by Gartner, Forrester, IDC, Procurement Leaders, Spend Matters, PayStream and Ardent Partners. GEP is also ranked leader in managed procurement services (procurement outsourcing) by Everest Group, NelsonHall, IDC, ISG, HfS and IAOP. In addition, the primary research firm in the management consulting sector, ALM Intelligence, ranks GEP leader in procurement strategy and supply chain consulting.

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. To learn more about our comprehensive range of strategic and managed services, please visit [gep.com](http://gep.com). For more about SMART by GEP, our cloud-native, unified source-to-pay platform, please visit [smartbygep.com](http://smartbygep.com)



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Our supplier market intelligence helps you manage your supplier risk and leverage your spending power.

We capture and treat private company information for better decision making and increased efficiency. With information on around 300 million companies worldwide we are the resource for company data, including information on a companies' financials, risk scores, PEPs and Sanctions, and probability of default indicators.

Procurement Catalyst brings your supplier data 'to life' by enriching it with our content, and presenting it in simple dashboards, so you can interpret it quickly and work more efficiently. It can be completely aligned with your existing procurement processes and helps you validate your suppliers, business partners and get a full picture of your portfolio using our extensive corporate ownership structure.

For more information, or to register for a free trial, visit [bvinfo.com](http://bvinfo.com)



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 200 Equinix data centres that span five continents.

With Cloudia solutions you can see your work become more predictive, transparent, routinized and proactive while requiring minimal human intervention | [cloudia.com](http://cloudia.com)



Synertrade is an organic cloud-based Source-to-Pay platform that covers the entire purchasing process. A recognized industry leader in Strategic Sourcing, Supplier Relationship Management, Spend Management and Purchasing Intelligence.

Synertrade's platform ACCELERATE offers a modular suite consisting of different applications from Source to Contract, Procure to Pay, and Spend Intelligence. A full suite of digital procurement solutions that enable businesses to have control and clear visibility of their spend - resulting in lowered costs, increased revenue, and enhanced customer loyalty. US based analyst SpendMatters elected SynerTrade for the third time for being amongst the "50 Providers to Know". SynerTrade is ranked top by all leading analyst firms such as Gartner, Forrester, CapGemini. The company is one out of only 4 vendors being represented in two Gartner Magic Quadrants simultaneously. More than 650 customers rely on us, such as Sandvik, Vestas, United Nordics, Borealis, Volkswagen, Metro Group, Lufthansa, EADS, Lafarge, GDF Suez, Bosch, Google, ACGO and many more. Learn more at [synertrade.com](http://synertrade.com)



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Our solutions include spend analysis, purchase to pay solutions, procurement and contract management - all in one unified platform. Visit to read more: [visma.se/commerce](http://visma.se/commerce)



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## 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 17:15

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

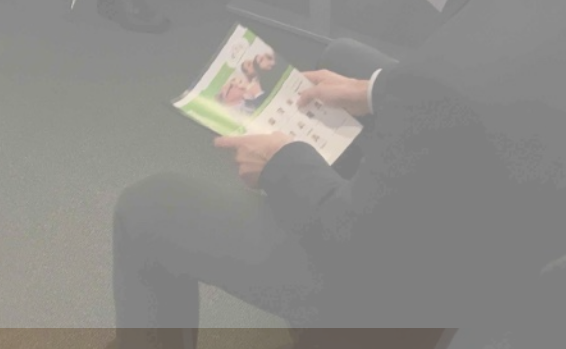
Want to know more?  
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or  
[lars@ebgnetwork.com](mailto:lars@ebgnetwork.com)

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](mailto:anna@ebgnetwork.com) or +46 73581 93 02  
or [lars@ebgnetwork.com](mailto: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](http://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](http://ebgnetwork.com)