

source 2 pay summit

2020

October 7th | ONLINE 9-4 CEST



source2pay-summit.com

Speakers & Moderators include



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Source 2 Pay Summit 2020 as an online experience

By now all have experienced months without physical contact. With social distancing, possibly masks, for sure a lot of hand washing. By now all have experienced online meetings, calls, afterwork activities and group meetings.

When EBG realized meeting physically may be a challenge in October - we set out to find a way that can enable us do what we do well. **Connect people that may otherwise not meet.** No matter what the Covid-Situation may look like.

EBG | Network connect peers and experts depending on challenges and opportunities You want to discuss! Now online.

All moderators - and EBG - will prepare and practice to give You the best experience exchange possible in these days. You need to engage, prepare questions and be present in the moment.



How does it work and what do You need to do?

Source 2 Pay Summit is a 1 day conference with a mix of keynote presentations and limited seats round table discussions led by a moderator (or two). This is also the case in the pandemic year of 2020 - online.

You as an attendee need to choose which 4 Theme Discussions (round table discussions) to join during the day. Keynote presentations are streamed for all just like during a "normal" conference.

- You choose 2 Theme Discussions before lunch (choose link sent out via email and available via source2pay-summit.com (password needed sent in the confirmation email)
- And 2 Theme Discussions or one of the then parallel keynote presentations - after lunch

EBG keep track of your choices made and will connect you as groups prior to the summit. You will be sent calendar blocks and have a personal agenda within the Digital Arena created for the summit.

When the time comes to join a round table discussion (Theme Discussion) you simply click your dedicated link!

EBG will do what we can - bring you together. The rest will - as always - be up to you joining to make use of the great competences gathering!

We will support you and educate you before we "meet".

Best regards
Anna & Lars Bjärkerud
EBG | Network



Register here!
Few seats left

Pick and choose what topics to discuss!
You sit down - online - with a number of other peers and experts and have informal yet to the point experience exchange.

New!



Continue staying in touch!

EBG is extending value beyond a single summit.

Who said nothing good can come out of a crisis?

One of the most asked for services from attendees the past 10 years have been to be able to stay in touch with all the great people discussed with.

Now EBG add that possibility!

As you pre-choose what Theme Discussions to join, EBG will create post summit, online meeting rooms where you can stay in touch!

Wanted to join more discussions than you had time for? No worries, EBG will help you enter that post summit meeting room too.

Changed your mind during the day? No worries - just let the moderator know you want to be added to the Post Summit Exchange Room.

Don't want to? No one will force you of course but we think you will want to.

EBG are happy to say we have been part in connecting great people and companies now working closely together - this is an extended way of helping achieve even more of that type exchange!

As people are now more used to connecting online, this is the time for EBG to enable **Post Summit Exchange Meeting Rooms.**

AGENDA OVERVIEW

Program Overview All sessions will be available online	
Time CEST	
09:00	Kick off of the summit
	Keynote Are you achieving source-to-settle excellence in the era of digital disruption? Mélani Flores Practice Leader, Procurement Advisory EMEA The Hackett Group
	Keynote What could the next generation buying platform look like? Asbjørn Isachsen Leader Supply chain management Equinor enabled by OpusCapita
10:15	Coffee break
10:35	Theme Discussions 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>
11:15	<i>Transition to Theme Discussions Session 2 - stretch your legs?</i>
11:25	Theme Discussions Session 2 (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>
12:05	Lunch break
12:50	Focus Session A or any of the Theme Discussions Session 3 (limited seats) A How do you boost centrally led digitization within a company? Juha-Pekka Pyhäjoki Development Director, Kesko Business Services K-Group
	Theme Discussions 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>
13:30	<i>Transition to Theme Discussions Session 4 - get another coffee?</i>
13:40	Focus Session B or any of the Theme Discussions Session 4 (limited seats) B An outsourcing story from pre-study, through business case calculation, go live until now Paul Derogee Head of Procurement Performance Vattenfall
	Theme Discussions Session 4 (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>
14:20	Coffee break
14:40	Keynote How do you create a measurable company wide source to pay structure? Rasmus Kristensen Director - Head of Procurement Operations Orkla Group Procurement & Nils Andersson Manager Source to Contract Orkla Group
	Themed Focus Session What could increased collaboration mean for Your end-to-end development? Antti Koski Development Manager, Source-to-Pay Finnair & Helena Liliefelt Accounts Payable & Receivable manager Husqvarna Group
	Summary
16:00	The Summit Ends

CEST

09:00 Kick off of the summit

09:10

Excellence in an era of digital disruption

Keynote | 2020 Disrupted - Accelerating the digital transformation in Source-to-settle to navigate and succeed in the next normal

The disruption experienced in 2020 has dramatically increased the importance of continuing key digital transformation initiatives. Successfully adding new value streams is paramount, while enabling a great user experience for the business at a high efficiency rates end-to-end. Critical capabilities expanding across core and smart automation, analytics, internal stakeholder management, refined operating models and upgraded core processes are required more than ever to become a leaner and more agile, responsive and value added business partner in this unprecedented times.

In this session, The Hackett Group will share some of the latest results from their studies on how companies are transforming and re-shaping & re-adjusting their 2020 agendas, allowing you to compare priorities and progress.

Mélani Flores | Practice Leader, Procurement Advisory EMEA | The Hackett Group



The Hackett Group
World-Class Defined and Enabled

Next generation buying platform

Keynote | What could the next generation buying platform look like?

What is digitalization to you? What are your aspirations if you manage to get quality data, process compliance and an oversight into what your buying patterns look like, end to end? What would you do if you wanted to open up complex categories to an extended supplier network enabling more to provide the best possible products and services? If you aim was correct high quality orders, eliminated leakage and maverick spend and carbon friendly choices enabled? Where compliance to safety regulations need to be assured!

You might want to create a One Stop Shop. An Alibaba like marketplace and Amazon like buying experience with end to end visibility and control.

Equinor is creating a One Stop Shop. And not only for your typical low risk, low value supplies - what will be enabled is complex categories where failure is not an option. Where an oil rig might be taken out of production if the supplies are not accurate.

Transforming what used to be a frustrating process with many clicks and numerous sources for thousands of buyers. Creating a platform enabling buyer self-service, increased contract usage, reduced number of requisitions touched manually and not the least - a way for an increased supplier market respond to company needs. Why and how are they achieving this? Let's find out!

- Why did Equinor decide to create a One Stop Shop?
- What were the challenges that needed to be solved?
- How has and will the buying experience be changed?
- Which effect will the requisitioning platform have on end to end visibility and control?
- What has been achieved so far, what are the lessons learned and what will happen next?

Asbjørn Isachsen | Leader Supply chain management | Equinor

enabled by **OpusCapita**



equinor

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. The below are companies you will be able to discuss with during Session 1 & 2:**

Simplify high maintenance req to pay processes



What would simplify your high maintenance requisition to pay process?

Continue discussing the One Stop Shop Equinor is creating and what simplifying complex category buying sources would mean to your organization. Learn more about the resources used and what the collaboration between stakeholders and technology provider has been like. Make sure to ask all your questions and compare with the peer group!

- How does your as-is buying structure compare with Equinor and what are the main challenges?
- Is a One Stop Shop something for all to consider?
- What role does data accuracy have to ensure success?
- Learn from extended insights into the lessons learned during the project to date!

Asbjørn Isachsen | Leader Supply chain management | Equinor & Rowan Lemley | Head of Product Marketing | OpusCapita



equinor **OpusCapita**

Optimize organization wide buying processes



How do you ensure an effective buying process across the organization?

In today's changing business environment, Strategic procurement requires more and more predictive measures. In order to achieve your strategic goals you need to have the basics in place. Discuss what that basics are to you and how you hope to become more predictive.

- What are basics in source to pay today?
- How do you define an effective buying process?
- What is stopping you from reaching the full potential?
- How can you take further predictive measures?

Tuula Tuononen | Director, Customer Insights | Basware



basware

Perfect supplier data and lifecycle information management



Supplier Master Data and Lifecycle Information Management Challenges and Best Practice

Gartner predicts that by 2022 90% of corporations will explicitly mention data as a critical competitive asset. But achieving great data is a headache for most organizations. Many tactics have been deployed to fix the problem but most fail to produce effective remedies. Discuss the most common challenges in managing supplier data and share your thoughts on best practices with the group.

- How would you describe the supplier data quality in your organization?
- How effective is the ERP in managing master data?
- What is the optimal future state in regards to supplier data management?
- What does best practice supplier on-boarding look like?

Ragnar Lorentzen | Chief Commercial Officer | HICX



HICX

Practical sustainable procurement from strategy to operations



Practical Sustainable Procurement: The challenges with moving from the Strategic to the Operational

Many companies now have board-level initiatives to improve sustainability practices across the company. In Supply Chain, Strategic Sourcing and Procurement, this represents a major challenge to the status quo. In this roundtable we will discuss the challenges of linking strategic goals all the way down to where things become real: in operational sourcing and procurement.

- How can companies combine their sustainability goals into their strategic sourcing processes?
- What role does technology, people and process play in the success of reaching sustainability goals?
- How can you ensure all employees are compliant within the sustainability guidelines?

John Callan, Senior Director Product & Segment Marketing EMEA | Coupa



coupa

Is there value for Nordic businesses in monetizing the supply chain through early payment solutions?

Lack of access to cash isn't the only issue. Sometimes suppliers are squeezed from buyers that want to extend payment terms for their own cash flow needs. How many of you believe your suppliers have cash flow challenges?

What are the results for you as a buying company? Your suppliers could look just fine from the outside. (They fill your POs each month, so they must be OK, right? Discuss:

- What are the average payment terms to suppliers in your industry?
- How does your organization feel about extending DPO (Days Payable Outstanding)?
- In what ways can supplier risk premium be lowered with flexible payments?
- How many are working with digital transformation initiative that requires collaboration with your suppliers?

Stig Landström | Regional Account Executive Nordics & Mikael Olsson | Enterprise Account Executive | Tradeshift



Tradeshift Tradeshift

Achieve Speed Without Compromising On Risk Mitigation With Concurrent Contracting

Learn how leading procurement organizations are using concurrent contracting to meet these goals. Concurrent contracting is an emerging best practice that introduces contract language at the beginning of the sourcing process to avoid downstream delays after a supplier is chosen.

Enabled through cutting edge contract management technology, concurrent contracting creates business value by reducing risk, streamlining workflows and speeding up contract cycles. Guided by these trust and visibility objectives, we will discuss:

- What is concurrent contracting and how is it affecting procurement organizations?
- How is Contract Lifecycle Management technology delivering cost savings and accelerating procurement cycle processes?
- How can sourcing organizations minimize procurement risks in an increasingly complex, global business environment?

Rajeev Kumar | Tech and Sales Leader | Icertis



icertis Applied Cloud

How to market the Procurement Function in time of crisis?

Today more and more is asked to the Procurement Organisations. While there's been a deep transformation happening across industries from the old Cost Killing (price-lead time- quality) model to a value creation mode (with the rise of the Chief Value Officer concept), the COVID-19 has hit Procurement hard and disrupted ongoing transformation strategies. In this context reinforcing Procurement's role as a value driver will require innovative approaches to supplier management and sourcing strategies, along with the capacity to achieve short-term results while staying focused on the long-term. In this workshop we'll discuss how Procurement can innovate to market internally and toward suppliers the Purchasing Performance to accompany the transformation of the function while mitigating the current crisis impacts on the business?

- Is the Chief Value Officer still a relevant concept in these turbulent times?
- How to communicate/market procurement performance internally / externally beyond savings and costs-cuttings?
- How to connect Procurement Performance and corporate performance KPIs?
- What are/should the KPIs associated with the new Procurement value model during the COVID recovery period?
- How to measure Procurement performance and what are & should be the related KPI's?
- How to leverage Source-to-Pay technologies to measure, improve and communicate Procurement performance ?

Philippe de Grossouvre | EMEA Northern Europe Business Development Director | Corcentric



corcentric

Achievable Transformation in time of crisis: What does procurement need to do to future-proof

To get procurement working effectively, you need to find ways to overcome previously systemic problems by identifying the gaps, then bridging them. A crisis like Covid-19 may have highlighted some of those gaps. How can the best-of-breed model – a divergent set of different software tools – possibly bridge those gaps, when the disconnections between software tools imposed on the organization are some of the key reasons the gaps exist in the first place? Here you can draw from the groups experiences from past months in relation to overall procurement strategies.

- What where the key challenges your function faced past months? How did you overcome them?
- How are organizations going to deliver more business value also in turbulent times?
- Has 2020 so far put procurement in a stronger or weaker position in your organisation? Why?
- What role can technology and your operating model have preparing for the next crisis?

Sten-Eiven Tinjar | Regional Sales Manager Nordics, Technology & Warren Hallworth | Director, Business Development Europe | GEP



GEP GEP

The ESG Agenda - a driver for change and financial resilience in the Supply Chains?

Having a strong and visible ESG (Environmental, Social, and Governance initiatives) agenda is important for most companies today, as investors are demanding corporates to take actions and responsibility. It is therefore no longer enough for companies to merely do lip-service in a PR campaign, the financial reports need to demonstrate actions taken, results achieved and strategic development goals for the next decade.

Reports and studies conducted by leading consulting firms point to the fact that significant parts of a company's CO2 emissions (more than 80% according to a McKinsey study) are stemming from sub-contractors and suppliers in their own value (supply) chain.

Given that a reduction in CO2 emissions ranks high on most companies ESG Agenda it is crucial that corporates are able to partner with their full supply chain and not only top 100 to unleash the greatest values and secure the often aggressive ESG KPIs and targets. Discuss:

- What are the key challenges engaging dynamically on an intraday basis with your mid- and lower tail of your supply chain?
- How do you incentivize thousands of suppliers to partner with you if you don't know what financial needs that drives them?
- Who in your organization can tell on an intraday, and dynamic basis, if mid- and lower tail suppliers are in distress and in need for liquidity?
- What would it take for your procurement organization to more dynamically act on the signals transmitted from your entire supply chain?

Esge Birkkjær Råder | Managing Director | C2FO



C2FO

What are the Four Steps to Autonomous Procurement?

The road to digital transformation is one of the hottest talking points in modern procurement. With four major phases of the autonomy journey, it's key to understand where you stand, where you're headed, and what's next. Build a path to full autonomy for your procurement team and keep you ahead of the competition, bringing incredible value to your organization. Learn and discuss;

- An overview of the four steps to autonomous procurement (and what autonomous procurement mean)
- How will procurement as an end-to-end process develop over the next 10 years?
- Benchmark targets along the way: what are good processes, automation levels, compliance rates, data transparency goals etc?
- What time frame should you have - how many years ahead do you need to plan for in order to succeed?

Francesco Colavita | Vice President Solution Architecture & Value Engineering - Europe | JAGGAER



JAGGAER

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.**

LUNCH BREAK

Theme Discussions or Focus Sessions

Welcome to a second set up of round table discussions and Focus Sessions! Each Theme 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! Focus Session A and B will run after each other - you choose which session to join (or join Theme Discussions) - a link to the choice You have made will be visible in your personal Online Agenda.

Each Theme Discussion run twice. Focus Session A run once as do Focus Session B.



Choose Session A or one of the Theme Discussions during Session 3 | Boost centrally led digitization within a company



Focus Session | How do you boost centrally led digitization within a company?

It is fair to say it is on most companies agendas - to digitise and automate. Still the progress is slow - why? Research study after study indicate not the least procurement and finance digitisation has much more potential. Let's learn from a company that have succeeded in implementing over 100 automation projects within finance and HR using IA (intelligent automation), and adding 10-20 new automations per month. Kesko chose early to keep their shared service center captive in Finland, focus on technology and to create a centre of expertise for latest process improvement technologies. What has made them take that decision and what has made them succeed with their automation strategies? During this session you will learn just that as well as how they now are moving from task automation to process automation. You will learn about what they perceive as key to succeeding with corporate wide digitization.

- What made Kesko decide to keep a captive Global Business Services?
- How did Kesko decide, define and follow up on what to digitize and when to digitize?
- What team skills have been important along the way to ensure project success?
- What tool box have been used to date to reach set strategies?

Following the presentation - Q&A, Chat & Discuss during Session 4 (see TD text below):

- Depending on the operating model You have - what are the challenges enabling cross organisation digitization?
- How do you ensure you have the right competences to reach set up targets?
- How do you get started and accelerate digitisation projects?

Juha-Pekka Pyhäjoki | Development Director, Kesko Business Services | K-Group



Choose Session B or one of the Theme Discussions during session 4 | Outsourcing from Pre-study, through Business Case Calculation, Go Live until Now



Focus Session | An outsourcing story from pre-study, through business case calculation, go live until now

Vattenfall decided to outsource source to contract, purchase to pay, order to cash, record to report and accounts payable operations in 2017. A thorough plan was created with implementation steps and phases. Processes have been mapped and responsibilities split in order to maintain control and to focus on core capabilities.

Go live was planned for beginning of 2019 combined with a system implementation but due to a delay in that implementation, Vattenfall has initiated as-is transition of activities based on current systems and processes.

Draw from the pre-study made - when should you outsource, what should you outsource and how do you calculate the business case? Draw from the go live-phase - how do you ensure strategies develop as planned - how do you communicate with stakeholders and how do you adapt to changes? Learn from the governance experiences to date and how well the original strategies are still intact.

- Why did Vattenfall decide to outsource and how has the strategy and scope changed?
- How do you decide what to outsource and what to see as business critical?
- How do you adapt when system implementation don't go as planned and technologies evolve?
- What has happened with tasks and responsibilities in Vattenfall due to outsourcing?
- How do you set up KPI's and measure performance (both by the BPO provider and internal stakeholder compliance)?

Following the presentation - Q&A, Chat & Discuss:

- How can you create outsourcing strategies that can adapt to changes?
- What are the change management challenges and how can you overcome them?
- In what ways can you measure and communicate desired and actual outcome?

Paul Derogee | Head of Procurement Performance | Vattenfall



Theme Discussions | Session 3 or Choose Focus Session A

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. The below are companies you will be able to discuss with during Session 3 & 4:**

P2P case for change



P2P case for change and the transformation journey

Let's get a bit to the point. There is a general demand to learn how different companies choose to structure their end to end processes. How they choose to automate and improve efficiency and effect. What technology they choose to use. The P2P case for change at Novartis consisted of 2,5M transactions/year, 400k+ enquiries/year, 68 countries and 180k+ vendor records. During this session you will learn how they are moving to transform into a 4th generation Shared Service Maturity Level, what processes they automate and what technology they use and will use.

- What is the business case for change?
- How do they plan to standardize and simplify the P2P processes?
- What technologies have been chosen and how RPA adds value to the design?
- How a successful E2E RPA solution looks like?



Iulia Stanciu | Global Digital Manager, Procure-to-Pay | Novartis



Enable a lean end-to-end perspective and strategy



How can you enable a lean end-to-end perspective and strategy?

Husqvarna have had a digitisation strategy (using robotics process automation and machine learning for instance) for years and it is showing results. Procurement and finance are working closely to increase automation and insights in order to value outcome, reduce administrative tasks and build thresholds instead of silos. With a lean perspective, Husqvarna are focusing on reducing waste and non-value adding activities. Learn from their experiences and discuss:

- How can task outsourcing help enable a lean end-to-end perspective?
- What KPIs can be used ensuring desired results?
- How do you enable business continuity even in a multiple and scattered system landscape?

Helena Liliefelt | Accounts Payable & Receivable manager & Anna Olausson | Team Leader Accounts Payable | Husqvarna Group



Improve procurement maturity ladder through purchase to pay



Benchmark | How do you climb the procurement maturity ladder through purchase to pay optimisation?

Stora Enso is monitoring their procurement maturity scale and act in order to climb the maturity ladder. In the past years Stora Enso, with a de-centralized organization, has developed the category management structure, sourcing practices, data harmonisation and a service center plan. They also work to improve their purchase to pay processes through process mapping, data harmonisation, robotic process automation (RPA) projects and ways to overcome a scattered system landscape. Discuss lessons learned and compare with your organization.

- How are you taking control over your purchase to pay processes (PO coverage/3 way matching/data mining etc) and what the main drivers for KPIs improvements in P2P process ?
- If you don't have an end-to-end system - are you using RPA or other ways to overcome system gaps?
- What are you choosing to do in-house versus outsourcing to a service center? And if you select outsourcing service center, why ?
- How are you closing possible knowledge gaps in your organization?

Jari Riikonen | Development Manager P2P | Stora Enso



Create and end to end Source-to-Pay roadmap



How do you implement and follow up a source to pay roadmap?

UPM Sourcing is implementing a development roadmap for Source-to-Pay end-to-end process UPM wide. The roadmap is considering how to improve data quality, increase process efficiency and find core process metrics in order to incorporate the business. In addition, the digital sourcing capabilities will be enhanced. Here you can learn about the work they are doing and share your experiences.

- What are data quality, process efficiency and core metrics to strive for?
- How are sourcing and procurement operations being transformed and how is that aligned with finance?
- What will be future competences needed to drive the desired outcome?



Jukka-Pekka Hämäläinen | Director, Sourcing Operations | UPM - The Biofore Company



Centralizing and digitizing source to pay processes



How do you - quickly - move from a de-centralized to centralized source to pay organization?

KWS Group is smaller than some of the competition and want to be agile, act fast and avoid pitfalls. The company decided to centralize and create an internal procurement Shared Service Center which for the past two years have grown with highly competent staff with digital skills. Country by country is picked up and automation is used to manage the workload. Guided buying principles are used, processes analysed and standardised. Learn from and discuss how KWS Group are leveraging skills and digitalization to reach set targets.

- How do you lead the implementation, development and leadership of a central procurement operations organization?
- What role does guided buying, RPA, AI, data analytics, process mining etc have in the creation of a high performing organization?
- How do you deploy a lean perspective on source to pay development?



Maik Mueller | Head of Global Transaction Center Procurement & IT | KWS Group



Evaluate if you do enough



How can you evaluate if you are doing enough?

Businesses are in need to re-shape their strategies, operations and governance structures. How well they manage to improve not only efficiency but also effectiveness and user experience. During this session you can ask follow up questions to The Hackett Group. You can also make sure you walk away with examples and comparisons from peers joining the session together with you.

- How are organizations developing their source to pay operations compared with others?
- What digitalization steps should most if not all organizations add to current strategies?
- Which evaluation steps can leaders take to understand what main value leakage areas to go ahead with?



Mélani Flores | Practice Leader, Procurement Advisory EMEA | The Hackett Group



Only available during Session 4 (keynote held during session 3)



Structure a center led digitisation strategy

How do you structure a center led digitisation strategy?

Kesko have chosen to create captive Global Business Services set up in Finland. This Center of Excellence serve several areas in the Kesko business structure with full focus on automation. Moving more and more from task automation to process automation. During this session you can continue to learn about how the CoE is set up, who owns what decisions, what the scope of services developed now and ahead are and och more. Discuss:

- Depending on the operating model You have - what are the challenges enabling cross organisation digitization?
- How do you ensure you have the right competences to reach set up targets?
- How do you get started and accelerate digitisation projects?



Juha-Pekka Pyhäjoki | Development Director, Kesko Business Services | K-Group



Compare your source to pay roadmap



What is your source to pay journey and its next step?

Many companies are faced with multiple ERP systems, masses of master data in need of interpreting based on local processes and a need to support the business as the market changes. At Orkla, the decision was taken to gain end to end visibility and control and here you can discuss and compare notes on:

- What is success in source-to-pay versus source-to-contract? Moving beyond contracted savings.
- How do you manage processes without a clear ownership? For example operational sourcing at a plant.
- What is the next step for you? Where do you see yourself in the procurement journey?



Rasmus Kristensen | Director - Head of Procurement Operations | Orkla Group Procurement & Nils Andersson | Manager Source to Contract | Orkla Group



Theme Discussions | Session 4 or Choose Focus Session B (Same Theme Discussions available as during Session 3)

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NETWORKING BREAK

Creating a measurable company wide source to pay structure

Keynote | How do you create a measurable company wide source to pay structure?

Orkla is on a journey in evolving it's procurement functions - from a focus on source-to-contract to a holistic source-to-pay process. This is also linked to an increased focus on sustainability. As such the need for insights and data governance is changing and increasing as the organization matures. Orkla will give their story point from the first centralized initiative back in 2006, where we are now and what analytics capabilities incl KPIs we see as a need moving forward to make a successful source-to-pay process.

- Why did Orkla decide to create a new source to pay structure?
- What does a source to pay perspective mean to Orkla?
- What processes are handled centrally and what is managed locally and how does that offer from before?
- How has procurement KPI's and analytics capabilities developed over time?
- Multiple ERPs, multiple companies and different ways of doing business - challenges and how we cope

Rasmus Kristensen | Director - Head of Procurement Operations | Orkla Group Procurement & Nils Andersson | Manager Source to Contract | Orkla Group



Cross Function & Cross Organization Process Development Collaboration

Themed Focus Session | What could increased collaboration mean for Your end-to-end development?

A key aspect for EBG | Network is enabling people and companies to come together and truly share experiences. Two companies that are working closely together are Husqvama and Finnair and here we will discuss what collaboration between sourcing, procurement and finance in different companies can be like. Here we will learn what end to end mean to them, what their development goals are, achievements they have accomplished and what lessons learned you can draw from them. Take the opportunity to consider the challenges You have and what you wish you could learn from others - and let us discuss just that.

Husqvama and Finnair will share the journeys they are on and why a finance and a sourcing professional have such great exchange.

- What has Husqvama and Finnair been able to learn from collaborating within their source-to-pay development?
- How can businesses draw from each others experiences in the best possible way?
- Which pitfalls can you avoid by drawing from others experiences?

Antti Koski | Development Manager, Source-to-Pay | Finnair & Helena Liliefelt | Accounts Payable & Receivable manager | Husqvama Group



Source 2 pay Summit 2020

Operational excellence with proven strategic effect
- across functions and in-between organisations

PRACTITIONER COMPANIES REPRESENTED THROUGH EXPERIENCED MODERATORS AND SPEAKERS ARE:



Equinor is an international energy company present in more than 30 countries worldwide, including several of the world's most important oil and gas provinces. Founded in 1972 under the name Den Norske Stats Oljeselskap AS—Statoil (the Norwegian State Oil company), they changed our name to Equinor in 2018. Their headquarters are in Stavanger, Norway.

Quick facts
21,000 employees (2019)
Norwegian State ownership: 67%
Total revenues: 79,593 USD million (2018)
equinor.com



Finnair is a network airline specialized in flying passengers and cargo between Asia and Europe. They fly to 19 destinations in Asia, seven in the Americas and over 100 destinations in Europe. Finnair's head office is located at Helsinki Airport and its shares are listed on the Nasdaq Helsinki.

Quick facts
In 2017, Finnair's revenue amounted to €2,568 million with 5,900 employees
The Finnish government is a major shareholder with a 55.8 per cent holding. finnair.com



Husqvarna Group is a global leading producer of outdoor power products and innovative solutions for forest, park and garden care. Products include chainsaws, trimmers, robotic lawn mowers and ride-on lawn mowers. The Group is also the European leader in garden watering products and a global leader in cutting equipment and diamond tools for the construction and stone industries. The Group's products and solutions are sold under brands including Husqvarna, Gardena, McCulloch, Flymo, Zenoah and Diamant Boart via dealers and retailers to consumers and professionals in more than 100 countries.

Quick facts
Net sales in 2018 amounted to SEK 41bn and the Group has around 13,000 employees in 40 countries.
husqvarna.com



Stora Enso develops and produces solutions based on wood and biomass for a range of industries and applications worldwide, leading in the bioeconomy and supporting our customers in meeting demand for renewable eco-friendly products.

Quick facts
Stora Enso has about a EUR 10.5 billion in sales, employ 26 000 persons in 30 countries. Europe stands for 73% of the number of employees.
storaenso.com



Through the renewing of the bio and forest industries, UPM is building a sustainable future across six business areas: UPM Biorefining, UPM Energy, UPM Raflatac, UPM Specialty Papers, UPM Communication Papers and UPM Plywood. UPM products are made of renewable raw materials and are recyclable. They serve their customers worldwide.

Quick facts
The group employs around 19,100 people and its annual sales are approximately € 10 billion. UPM shares are listed on NASDAQ OMX Helsinki. UPM – The Biofore Company – upm.com



Cargotec is a leading provider of cargo and load handling solutions with the goal of becoming the leader in intelligent cargo handling. Cargotec's business areas Kalmar, Hiab and MacGregor offer products and services that ensure their customers a continuous, reliable and sustainable performance.

Quick facts
Operating in more than 100 countries
In 2018, sales totalled approximately EUR 3.3 billion
End of 2018, around 12,000 people worked at Cargotec. cargotec.com



Novartis AG is a holding company, which provides healthcare solutions. The Company is engaged in the research, development, manufacturing and marketing of a range of healthcare products led by pharmaceuticals. The Company's segments include Innovative Medicines, Sandoz, Alcon and Corporate activities. We are headquartered in Basel, Switzerland.

Quick facts
In the first half of 2019, Novartis achieved net sales of USD 22.9 billion, while net income amounted to USD 4 billion. About 108,000 people of more than 140 nationalities work at Novartis around the world.
novartis.com



KWS is one of the world's leading plant breeding companies. A company with a tradition of family ownership, KWS has operated independently for more than 160 years. It focuses on plant breeding and the production and sale of seed for corn, sugarbeet, cereals, rapeseed, sunflowers and vegetables.

Quick facts
In the fiscal year 2017/18 more than 5,000 employees in 70 countries generated net sales of EUR 1,068 million and earnings before interest and taxes (EBIT) of EUR 133 million. kws.com



Orkla is a leading supplier of branded consumer goods to the grocery, out-of home, specialised retail, pharmacy and bakery sectors. The Nordic and Baltic regions and selected countries in Central Europe are Orkla's main markets. The Orkla Group also holds strong positions in selected product categories in India.

Quick facts
Orkla ASA is listed on the Oslo Stock Exchange. The headquarter is in Oslo, Norway. As of 31 December 2018, Orkla had 18,510 employees. The Group's turnover in 2018 totalled NOK 40.8 billion. orkla.com



Vattenfall's main markets are Sweden, Germany, the Netherlands, Denmark, and the UK. The parent company, Vattenfall AB, is 100% owned by the Swedish state, and its headquarters are in Solna, Sweden.

Quick facts
The Vattenfall Group has approximately 20,000 employees. Net sales in 2018 was 156,824 MSEK
vattenfall.com



Kesko is the leading Finnish listed trading sector company. Kesko's operations include the grocery trade, the building and technical trade and the car trade. "We have approximately 1,800 stores engaged in chain operations in Finland, Sweden, Norway, Estonia, Latvia, Lithuania, Belarus and Poland. Kesko and K retailers form K Group."

Quick facts
Kesko and K retailers form K Group, whose sales (pro forma) totalled about €13 billion in 2018. K Group employ 42 000. kesko.fi/en

Welcome to Source 2 Pay Summit 2020!

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



FINNAIR

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

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.



UPM

Jukka-Pekka Hämäläinen | Director, Sourcing Operations | UPM

Jukka-Pekka has a proven track record in developing Group-wide operating models, organizational capabilities and operational excellence & leading end-to-end transformations in Source to Pay domain. Prior to working at UPM, Jukka-Pekka worked with sourcing and supply chain development (as well as being a business controller) at SOK, Metsä and Stora Enso.



NOVARTIS

Iulia Stanciu | Global Digital Manager P2P | Novartis

Iulia is Global Digital Manager, Procure-to-Pay at Novartis meaning she is leveraging the acceleration of digital transformation to achieve best-in-class processes. She has worked with different procure to pay processes at Novartis. Prior to Novartis, Iulia worked as a consultant at Genpact working with different finance transformation projects.



STORA ENSO

Jari Riikonen | Development Manager P2P | Stora Enso

Jari is Development Manager and Process Owner for P2P processes at Stora Enso Sourcing & Logistics. Prior he was leading Purchase-to-Pay processes in Stora Enso Group Finance organization with a responsibility of outsourced & in-house Accounts Payable and Helpdesk teams in multinational environment.



CORCENTRIC

Philippe de Grossouvre | EMEA Northern Europe Business Development Director | Corcentric

For the past 12 years he has been bringing value and supporting the digital transformation in larger organisations for all Procurement related activities and he has been working in Business Development for the past 20 years.



EQUINOR

Asbjørn Isachsen | Leader Supply chain management | Equinor

Asbjørn has worked within many different areas of procurement within the then Statoil now Equinor. His roles have included strategic procurement, lean procurement, requisition to pay and now being the leader supply chain management.



HUSQVARNA GROUP

Helena Liliefelt | Accounts Payable & Receivable manager | Husqvarna Group

Previous to working at Husqvarna Group, Helena worked at LRF Konsult and IKEA. Since 2011 Helena has been Accounts Payable manager, and since 2013 also Accounts receivable manager giving her a holistic view over Husqvarna cash flow and working capital.



K

Juha-Pekka Pyhäjoki | Development Director, Kesko Business Services | K-Group

Juha-Pekka is responsible for global GBS and digital transformation development for F&A and HR services. He is Head of intelligent automation operations. Prior to working at K-Group Juha-Pekka among other companies worked at OpusCapita, Itella and Elisa.



HUSQVARNA GROUP

Anna Olausson | Team Leader Accounts Payable | Husqvarna Group

Anna is a team leader at the finance department for their system activities with team handling approx 100k invoices a year. As well as being a team leader she is also a part of their Smart Finance program - digitalizing our work with help of new technologies; RPA, AI/ML etc. With help of new technologies, Lean thinking and operational excellence the team hope to be a flagship of Husqvarna Finance department.



KWS

Maik Mueller | Head of Global Transaction Center Procurement & IT | KWS Group

Maik is Global head of procurement operations with full responsibility for implementation, development and leadership of a central procurement operations organization. Key responsibilities include the definition and deployment of the strategy and guiding principles, lean and automated source-to-pay processes, state-of-the-art systems and tools (guided buying, RPA, AI, data analytics), and the creation of a high-performing organization.



ORKLA

Rasmus Kristensen | Director - Head of Procurement Operations | Orkla Group

Rasmus is responsible for developing central Procurement Operations (Requisition to Pay) function in Orkla - covering Direct, Indirect and Traded Goods. Focus will be on defining best practice processes, developing competence development (call-off), build cross functional understanding/modus operandi and eliminating pain points.



THE HACKETT GROUP

Mélanie Flores | Practice Leader, Procurement Advisory EMEA | The Hackett Group

Mélanie leads Hackett Source to Settle Advisory Programmes in EMEA, and works together with executives giving advice on proven and emerging organizational and process best practices, and supports Hackett Benchmarking services in the development of recommendations for achieving World-Class Performance.



ORKLA

Nils Andersson | Manager Source to Contract | Orkla Group

Nils lead the design of the Source-to-Contract process in Orkla's project One, the largest ERP implementation in northern Europe, together with both internal colleagues and external consultants.

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Ragnar Lorentzen | Chief Commercial Officer | HICX
Ragnar come from various positions in the procurement community. He has been Sales Director at Procurement Leaders as well as The Procurement Intelligence Unit (PIU).



John Callan | Sr Director EMEA product & segment marketing | 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.



Warren Hallworth | Director, Business Development Europe | GEP
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. Experienced in managing teams of up to 40, with a track record of both building teams and developing individuals.



Francesco Colavita | Vice President Solution Architecture & Value Engineering - Europe | JAGGAER
Experienced Head Of Operations & PreSales with a demonstrated history of working in the computer software industry. Strong consulting professional skilled in Digital Transformation, Spend Analysis, Strategic Sourcing, Management, and Supply Management, Procure2Pay, AI&Innovative Technologies.



Mikael Olsson | Enterprise Account Executive | Tradeshift
Helping Enterprise customers to drive Digital Transformation and deliver value by optimizing business processes using Omni Channel/Mobile Technologies, ECM, Business Process Management, Robotic Process Automation (RPA) Analytics & BI and Intelligent Digital Workforce.



Esge Birckjær Råder | Managing Director | C2FO
"Having grown up in a family run SMV and later professionally spend most of my career servicing Financial Institutions, I have personally experienced some of the challenges that the industry is facing when it comes to finding the optimal model for servicing corporates in need of short term funding and liquidity, whilst securing an optimal rate of return for corporates and institutions who have cash and are able to provide that liquidity. This is why I am very proud to have joined C2FO as Managing Director."



Tuula Tuononen | Director, Customer Insights | Basware
Tuula 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.



Rajeev Kumar | Tech and Sales Leader | Icertis
Rajeev is VP Sales and GM EMEA at Icertis with a long tech oriented sales background giving him broad insights from different industries.



Rowan Lemley | Head of Product Marketing | OpusCapita
Rowan has more than 10 years of experience in the purchase-to-pay arena. During this time, he has managed the go-to-market for a diverse set of portfolios including Accounts Payable Automation, B2B Networks, Financing Services, eProcurement and Product Information Management.



Sten-Eiven Tinjar | Regional Sales Manager Nordics, Technology | GEP
Sten-Eiven comes with more than 30 years' of experience from sales and delivery of IT solutions. For the past 20 years Sten-Eiven has been working out of Norway selling and delivering S2P SaaS/Cloud solutions to the Nordic and European market. He has been involved in many digital transformation journeys including both services and technology and do have an extensive experience from best of breed and single unified platforms.



Stig Landström | Regional Account Executive Nordics | Tradeshift



Source 2 Pay Summit and Sourcing Outlook are organized 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



EXPERT ORGANIZATIONS

A warm welcome to expert organizations joining Source 2 Pay Summit 2020. 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.

Want to join us? Contact Lars today via lars@ebgnetwork.com or +46 73 350 03 43

OpusCapita

OpusCapita is a leading European provider of source-to-pay and e-invoicing solutions for large and medium-sized organizations. Our cloud-based solutions help businesses manage their e-procurement and accounts payable processes, lowering costs while improving control and supporting growth. OpusCapita's 1700 customers are connected to over 1 million suppliers, exchanging 100 million e-transactions annually across the OpusCapita Business Network. Connect, transact and grow with OpusCapita. opuscapita.com



With unmatched technology and category-defining innovation, Icertis pushes the boundaries of what's possible with contract lifecycle management (CLM). The AI-powered, analyst-validated Icertis Contract Intelligence (ICI) platform turns contracts from static documents into strategic advantages by structuring and connecting the critical contract information that defines how an organization runs. Today, the world's most iconic brands and disruptive innovators alike trust Icertis to govern the rights and commitments in 7.5 million+ contracts worth more than \$1 trillion, in 40+ languages and 90+ countries. icertis.com



Coupa Software is the leading provider of BSM solutions. We offer a comprehensive, cloud-based BSM platform that has connected hundreds of organizations with more than four million suppliers globally. Our platform provides greater visibility into and control over how companies spend money. Using our platform, businesses are able to achieve real, measurable value and savings that drive their profitability. Learn more at coupa.com. Read more on the [Coupa Blog](#) or follow [@Coupa](#) on Twitter.



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



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



HICX is the highly flexible SaaS platform that provides seamless digital Supplier Information Management. We enable business to find, maintain, and re-use trusted supplier data and information throughout the Enterprise, across any spreadsheet, app or system. Learn more via hixsolutions.com



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 supply chain solutions of unprecedented scale, power and effectiveness. With 21 offices and operations centers in Europe, Asia and the Americas, Clark, New Jersey-based GEP helps enterprises worldwide realize their strategic, operational and financial objectives. To learn more about our comprehensive range of services and software, please visit www.gep.com.



Corcentric is a leading provider of source-to-pay and order-to-cash solutions for businesses in the United States and Europe. Corcentric's procurement, accounts payable, and accounts receivable solutions empower companies to spend smarter, optimize cash flow, and drive profitability. Corcentric was named a 2019 '50 Providers to Know' by Spend Matters and a leader in IDC MarketScape: Worldwide SaaS and Cloud-Enabled Accounts Payable Automation 2019. Since 1996, more than 6,000 customers from the middle market to the Fortune 1000 have used Corcentric to reduce costs and improve working capital. Learn more at corcentric.com



JAGGAER offers software as a service (SaaS) based source-to-pay solutions with advanced spend analytics, sourcing, supplier management, contract lifecycle management, savings tracking and intelligent workflow capabilities, all on a single platform, JAGGAER ONE. With the modular approach it means you can implement based on your business priorities and scale up in line with your digital transformation journey. AS recognised leaders by Gartner, JAGGAER has pioneered spend solutions for more than two decades and continues to lead the innovation curve by listening to its customers and stakeholders in all industry sectors. jaggaer.com



C2FO is working to deliver a future where every company in the world has the capital needed to grow. Our online platform matches more than \$1.2 trillion of accounts payable and accounts receivable. Through this and our suite of innovative financial products, we connect businesses with the cash they need. Name your rate, and the C2FO platform will match your capital request with the available funds in seconds. Our leading-edge technology and full suite of alternative finance products can provide you and your trading partners greater flexibility and control over working capital. As the world's largest non-bank provider of working capital, C2FO's global network includes one million customers with b\$10.5tn in annual sales. c2fo.com



We capture and treat private company information for better decision making and increased efficiency. With information on over 375 million companies worldwide, 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. Procurement Catalyst makes it easier for you to use our extensive information for supplier risk management. It delivers robust market intelligence and spend and risk reports, in simple dashboards, that add valuable understanding for procurement professionals. It's a powerful business intelligence tool that helps you spot potential risk quickly and gives you a more transparent view of your existing, and potential, suppliers. It also provides a centralized location to store and manage your procurement data. Find out more and register for a free trial at bvdfinfo.com

Register here!

Join on-site or online? Before the summer EBG had big hopes the Nordics and not the least Sweden would be able to meet on-site in October. And that those who cannot meet physically can meet online.

On August 21st the Swedish government stated that by October 1st regulations should be in place for events. As a minimum they would request 2 meters social distancing and seated audience at all times. EBGs conclusion – together with discussions with all speakers, moderators, expert organizations and delegates – is that it would not make sense to meet physically in October.

Source 2 Pay Summit 2020 will therefore be a completely online gathering. It is not the same as meeting physically – but it doesn't have to be less valuable given the challenging times we are in.

Registration is made as usual.

Will we see you online?

Registration details

Main conference: October 7th
Starting at 09:00 and ending at 16:00

Practitioner Investment Levels:
4 990 sek

Consultants/system providers invest 10 950 sek (and cost price for the dinner)

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. You will be sent calendar blocks for your chosen sessions and have a personal agenda available all day!

>>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



Sourcing Outlook

A unique opportunity to create 2 days of experience exchange for you and/or a colleague.

Want more focus on sourcing and procurement strategies, operations and governance? How to support growth and margins?

Make sure to save the date for our fourth annual Sourcing Outlook taking place online on **October 8th 2020!**

sourcingoutlook.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