

sourcing outlook 2018

October 11th | Main Conference

October 10th | drinks & dinner

Hotel Birger Jarl, Stockholm



sourcingoutlook.com

Speakers & Moderators include



McKinsey&Company



McKinsey&Company



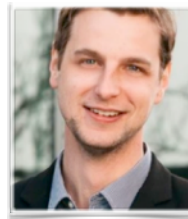
BONAVA



ISS



ISS



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Coloplast



IKEA



Ørsted



CIRCLE K



Novo Nordisk



BOLIDEN



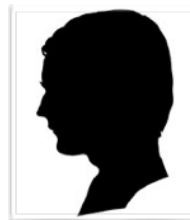
SONY



WÄRTSILÄ



CIRCLE K



Perstorp

Expert Organizations



ecovadis



KODIAK RATING

ZYCUS

BUREAU VAN DIJK
A Moody's Analytics Company

Organizer: ebg | Network



HOW DO YOU FUTURE PROOF YOUR SOURCING AND PROCUREMENT STRATEGIES?

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

Sourcing Outlook 2018 take an overview over areas You as a sourcing and procurement professional need to develop professionally and as part of your business growth. Digitalization, the need to be agile, challenges understanding skill-sets needed ahead, ways to increase compliance, whether to transform or continuously improve and a lot more. All topics come from the areas of interest among speakers and moderators themselves. All presented in ONE day since we know you are extremely busy.

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

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

1

STRATEGY

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

2

OPERATIONS

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

3

GOVERNANCE

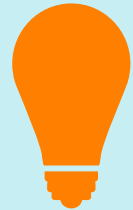
do you govern and develop the strategy and operations over time?

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KEYNOTES

For all presentations in the plenum hall



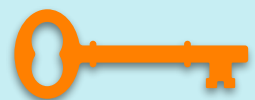
FOCUS SESSIONS

Parallel 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

Welcome to Sourcing Outlook 2018!

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



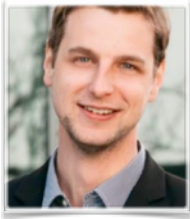
McKinsey&Company

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



McKinsey&Company

Mauro Erriquez is a Partner in the Frankfurt Office of McKinsey & Company, Inc. His core area of expertise lies on Operations (in particular Purchasing, Supply Chain, Manufacturing), with over 10 years of experience in McKinsey. He is a core leader of Procurement practice at McKinsey, and is the Global Head of McKinsey's Source-to-Pay service line. He has a deep experience of Procurement digitalization across industries, specially focusing on Automotive, Utility and Chemicals industry



Boudewijn Hamersma started working for Accenture Workplace in January 2011. There, he has had different roles in real estate, fleet management and office operations. Currently he has the responsibility of bringing innovation to our Workplace by creating new concepts, ideas and building partnerships. In September 2017 their outsourcing deal with their facility partner became the first Vested Outsourcing deal in the Netherlands and Boudewijn became the youngest Vested Certified Deal Architect ever at age 28.



Frans van der Hoek is an experienced Category Manager working at Accenture with a demonstrated history of working in Facilities, Mobility, HR and Professional Services within the services industry. Strong professional skilled in Negotiation, Spend Analysis, Operations Management, People Management, and Shared Services.



Vivian van Eijdsen is Key Account Manager for Accenture at ISS. Vivian van Eijdsen is an energetic and passionate hospitality professional. After graduating at the Hotel-school in The Hague, she worked in various Rooms Division positions including the world famous The Waldorf=Astoria in New York and InterContinental Amstel Hotel in Amsterdam. In 2013 Vivian joined ISS Facility Services in the Netherlands, where she currently works as Key Account Manager for ISS at Accenture. Vivian is also a Vested Certified Deal Architect.



Kyrsa de Bruine is driving the process to define and implement our customers' ambition level and strategic direction at ISS Facility Services Nederland as it relates to facility services and the associated employee satisfaction domains. She is specialised in truly innovative customers who's ambition is nothing short of outstanding levels of care and global excellence. Working on the cutting edge of Vested sourcing, service innovation and sustainability. Key reference customers are PwC, Accenture and Delta Lloyd.



Ulrich Foged lead commercial negotiations throughout the organization at Coloplast. He leads the continuous development of negotiation competences in Procurement and support sale-side negotiations. Ulrich is also part of the development of new Category Management setup, moving from cost driven to value driven mind-set. Ulrich is training category managers and supplier managers to engage stakeholders using supply side information and form category strategies based upon business objectives.engage stakeholders using supply side information and form category strategies based upon business objectives.



Ulrika White is Category Area Manager at IKEA Group and is a strong communicator and change agent with a great interest in developing people and business. She has broad international experience in several aspects of purchasing, both direct and indirect; strategic sourcing, supplier relationship management and process development.



Björn Stenecker was born in 1970. and hold a BSc of Engineering and an executive MBA. Mr. Stenecker joined Boliden in August 2012. He has worked within the procurement field during the last 23 years. In line management positions at Ericsson and Emerson both in Sweden and US. Prior to joining Boliden Mr. Stenecker headed a global procurement consulting organization within IBX and then later Capgemini. At Boliden Mr. Stenecker is responsible for Group Procurement reporting to CEO.



Paul Krokmark is managing a global sourcing team based in Lund, London and San Mateo. Team is supporting our organizations based in Europe, MEA and Americas with all indirect procurement, incl. the categories of Marketing, IT, Consultants and outsourcing, SW Licensing, Logistics, Facilities, etc.



Mia Lewis is the CPO at Bonava. Bonava is a leading residential development Company in Northern Europe. Born out of NCC, Bonava has been creating homes and neighbourhoods since the 1930's. Today Bonava has 1700 employees and operates in Sweden, Germany, Finland, Denmark, Norway, S:t Petersburg, Estonia and Latvia with sales of SEK 15 billion.



Marc Vergroesen is Manager Procurement Excellence at Ørsted. His team is responsible for optimizing the effectiveness and efficiency of the procurement function, through continuous improvement, optimization and automation of our processes and supporting systems.

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Antti Heikkinen is an experienced Supply Management and Procurement process development professional at Wärtsilä. In 2017, Wärtsilä's net sales totalled EUR 4.9 billion with approximately 18,000 employees. The company has operations in over 200 locations in more than 80 countries around the world. Wärtsilä is listed on Nasdaq Helsinki.



Helena Winberg is Senior Manager HSE Environment & Sustainability at Circle K in Europe with experience from the oil industry and fuel and retail since 2002. She leads a Corporate Responsibility strategy update and is responsible for establishing systematic environmental management and new sustainable business opportunities in 9 European countries.



Dace Lubane is managing Operational Procurement team based in Riga. Team is supporting Circle K procurement operations in 9 European countries and is responsible for continuous improvements of supporting systems and processes.



Carsten Lutzhoft is Head of Process Digitalisation at Novo Nordisk, a global healthcare company with 95 years of innovation and leadership in diabetes care. Carsten work with company Process Digitalisation strategy and implementation, RPA (Robot Process Automation) and digital innovation across Global Device and Supply Chain organisation



Patrik Nordqvist is Global Sourcing Manager at Perstorp AB. He has previously worked at Inwido and AkzoNobel. From being a small Swedish family business Perstorp has grown into a world leading specialty chemicals Group with about 1,600 employees and manufacturing units in Asia, Europe and North America. Annual turnover in 2017 was SEK 13.6 billion. The Perstorp Group is controlled by the French private equity fund PAI partners since 2005.



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



Nico Sagel is Account Executive Benelux & Nordics at EcoVadis and have extensive experience as business to business Relationship Manager. He has experience with complex sales operations with international corporate Key Accounts. A focus on the areas of Credit Management, Risk Management and Supplier Sustainability.



Malin Schmidt is Founder & CEO at Kodiak Rating. Kodiak Rating optimizes selection, assessment and performance management of suppliers; backed by agile business intelligence, automation actions, feed-back loops, ratings, analytics and reporting.



Jin Ro is a strategic thought leader & execution specialist in designing and implementing world-class Analytics Platform Solutions that seamlessly merge process, people & technology. Jin is Vice President of Analytics at Seal Software joining us from the US. He is an Analytics expert with measurable focus on architecting actionable insights and compelling narratives that drive action and innovation.



Patrick Van Osta is managing enterprise sales of the Zycus solution suite (a leader in the Gartner Magic Quadrant) across Europe and developing strategic partnerships to further increase delivery capabilities as well as drive sales in new territories. Driving Enterprise sales in Benelux, France, Germany, Switzerland and the Scandinavian countries.



"Very good arranged, with a very impressive crowd. Interesting, forward looking discussions and presentations." #CBRE

"Good set-up and interesting contents. Good possibilities for networking and interaction." #Ericsson

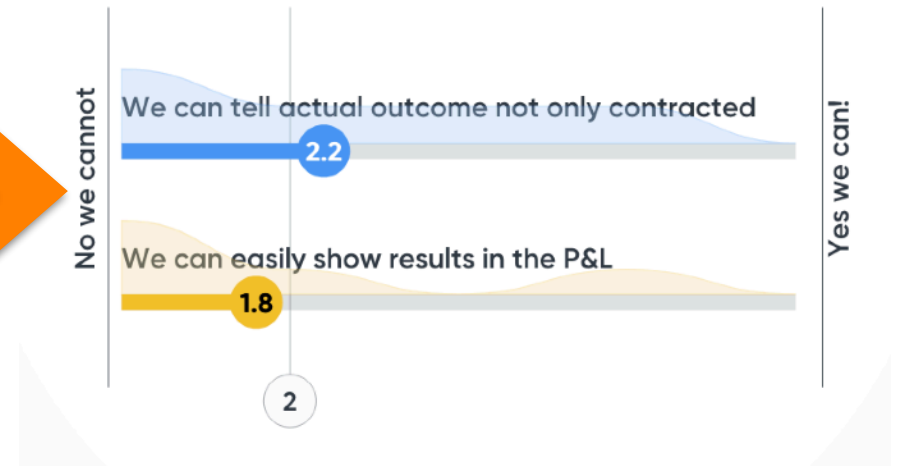
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Best
Price Rate until August
27th! After that...
still a moderate
investment

Results from a live poll in 2017 - it is evident we have a lot to discuss!



A current live poll via sourcingoutlook.com



Takeaways after Sourcing Outlook 2017 - what will Your reflections be after October 11th 2018?

1. No procurement organisation is perfect
2. There are very nice ways to collaborate among industries
3. Technology is coming to stay

Mostly the input from other organisations and the insight in that we are all handling the same issues and challenges. Interesting to hear how other companies work.

The ongoing automatization will require additional skills for Procurement departments, IT knowledge will spread over categories. Increased visibility of the value chain will follow.

What I need to work on with SRM, trends in the market and SCR is not necessary the same as a higher cost

...

Procurement working as gatekeepers v.s strategic partner has an clear impact of saving achieved. Close cooperation with stakeholders preferred.

1. We are heading in the right direction.
2. Focus even more on Communication

...

The path from pure saving towards value and integration with the business

1. Vested thinking - less transactional contracts and more relationship contracts.
2. Transformation of procurement - strategic way of working.
3. Complementary innovation and added value to savings. Networking, thanks to EBG event, I have already connected to 10 professionals.



This is Lars and Anna Bjärkerud who run EBG | Network. Not a big conference company, not management consultants but two leaders passionate about enabling personal and company growth through quality experience exchange among peers and experts. We hope to see you!

October 11th 2018 - Program Overview

08:00	Registration is open coffee is served
08:30	Opening of Sourcing Outlook 2018
08:40	KeyNote: New challenges and opportunities in sourcing and procurement Riccardo Drentin Associate Partner & Mauro Erriquez Partner McKinsey & Company
09:20	KeyNote: How would You build a procurement organisation if you started from zero? Mia Lewis CPO Bonava enabled by Ivalua
09:50	Networking break
10:20	KeyNote: The Accenture - ISS journey to a relational contract. How they created a partnership Supplier side: Kyrza de Bruine Segment Director Business Services & IT & Vivian van Eijdsen Key Account Manager for Accenture ISS Facility Services Nederland Buyer side: Frans van der Hoek Procurement Category Manager & Boudewijn Hamersma Workplace Innovator Accenture
11:00	Theme Discussions Session 1 Round table discussion enabling peer to peer know how exchange and that from expert organisation. Each session have limited seats. Parallell session
11:40	Change tables
11:45	Theme Discussions Session 2 - same discussions as during Session 1 Round table discussion enabling peer to peer know how exchange and that from expert organisation. Each session have limited seats. Parallell sessions
12:25	Networking Lunch
13:25	Focus Session: Engaging Suppliers in our Sustainability Journey Helena Winberg Senior Manager HSE Environment & Sustainability HSE Europe & Dace Lubane Senior Procurement Manager Circle K enabled by EcoVadis
14:10	Theme Discussions Session 3 Round table discussion enabling peer to peer know how exchange and that from expert organisation. Each session have limited seats. Parallell sessions
14:50	Change tables
14:55	Theme Discussions Session 4 - same discussions as during Session 3 Round table discussion enabling peer to peer know how exchange and that from expert organisation. Each session have limited seats. Parallell sessions
15:35	Networking Break
16:05	Themed Focus Session: Procurement as a valued business partner - How to develop your Strategic Procurement department from a cost driven to a value driven mindset Ulrich Foged Value Based Procurement and Negotiation Specialist Coloplast
16:35	Themed Focus Session: Robotic Process Automation - Suitable processes for Procurement RPA and Bolidens Pilot outcome Björn Stenecker CPO Boliden
17:05	Summary, live polls and lessons learned What has been said and shared during the day? Key take aways? Lessons learned?
17:15	End of Sourcing Outlook 2018

Sourcing Outlook 2018 Detailed Draft Program

08:00 Registration open and coffee is served

08:30 Opening of Sourcing Outlook 2018

Market trends and the impact of digitalisation on procurement

Keynote: New challenges and opportunities in sourcing and procurement

Powerful trends are transforming sourcing and procurement across industries, presenting thorny challenges – and major opportunities. This session's topics will include:

- Investments and organizational changes companies should make now to reap the rewards of digitisation and automation
- Proven approaches to becoming more innovative while reducing costs and risks
- How leaders are adopting a more global perspective while tailoring actions to meet local requirements
- New tools to anticipate disruptions and secure more timely market know-how

Riccardo Drentin | Associate Partner & Mauro Erriquez | Partner | McKinsey & Company



McKinsey&Company

Visionary people, processes and technology strategies starting from zero

How would You build a procurement organisation if you started from zero?

This is the task Mia Lewis, CPO at Bonava was offered and a chance she took at Bonava. She could start from the beginning - nearly no people, no systems and no processes, however with a multi billion spend and a pending Nasdaq introduction to consider.

All agree procurement has been and will be changing fast. Old habits, old systems and old processes can make it hard to adjust to changes. So what if you can start from the beginning? Mia will here share how she has chosen to structure strategies, operations and governance.

- People: What skillsets were and will be chosen?
- Process: How did category teams and processes get organized?
- Technology: In what ways has digitalisation played a part in enabling the strategies?

Mia Lewis | CPO | Bonava
enabled by Ivalua



BONAVA

Networking Break

Supplier & buyer collaboration methods, metrics and practical advice

KeyNote: The Accenture - ISS journey to a relational contract. How they created a partnership

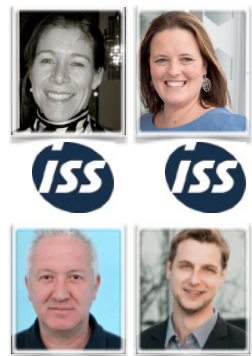
In 2017, ISS Netherlands and Accenture signed a fully-fledged IFM contract covering consulting company Accenture's facilities across the Netherlands. It covers numerous services, including facility management, hospitality services, service desk, call centre, food & beverage, technical management and housekeeping. Both Accenture and ISS wanted their relationship to evolve beyond the limitations of a performance-based contract and were eager to create world-class employee experiences that are flexible, innovative and adapted to the busy lives of young consultants.

Value creation is a hot topic and most agree that short term gains will not secure your business in upcoming years. But what do you do when you realize a transactional or performance based buyer-supplier relationship is not enough? In this session we will learn from Accenture and ISS - a buyer and supplier side from two of the world's largest companies -. How they decided to collaborate for common desired outcomes. A desired outcome shifting focus from cost here and now to "what's in it for us - together". There are many pitfalls to avoid and several ways to fail and only one way to succeed - by building trust. A not too common feature in negotiations! Learn from the journey they have embarked on, what it has meant for them personally and professionally as well as how their organizations have reacted so far. They will tell all about their journey towards a relational contract.

- The starting point: Why did they both decide to change and develop their collaboration model?
- The model: ISS and Accenture chose Vested to structure their agreement - this is what and why.
- Change management: In what ways can you ensure nobody "cheat" and how do you get management onboard?

Supplier side: Kyrsa de Bruine | Segment Director Business Services & IT & Vivian van Eijdsen | Key Account Manager for Accenture | ISS Facility Services Nederland

Buyer side: Frans van der Hoek | Procurement Category Manager & Boudewijn Hamersma | Workplace Innovator | Accenture



Still not sure if you should join us?

**"Good mix of topics and attending people!"
Great, very interesting | High value and smoothly run**

Theme Discussions aka Interactive Round Table Discussions | Session 1

These round table sessions are made to enable You to discuss common challenges and opportunities with experts and peers. You choose before hand and there is a maximum number of seats at each table to enable You to have fruitful experience exchange. Each session is held twice - same topic - new crowd.

Buyer-Supplier Collaboration & Innovation

Meet the deal team, deep dive into the Accenture-ISS partnership!

A partnership sounds nice, but what are the true benefits? How can I get to a partnership and should I? How do you manage the relationship, quality and innovation? How to deal with shared savings and an ever changing business?

During the round table there will be ample of opportunity to raise your questions and discuss in group what a change in mindset and supplier contract business model would mean for your business and operations. Furthermore the deal team will share insights of the challenges ISS and Accenture have and had in the past. They will explain more about the importance and benefits of a collaborative mindset. Possible topics during this deep-dive can be:

- How has the ISS agreement affected the procurement mindset at Accenture?
- What is the "catch"? Surely some built in safety clauses must be added in the contract from each side?.
- Is win-win always the way to go?
- The practical part: How do you do it in practice?

Supplier side: Kyrsta de Bruine | Segment Director Business Services & IT & Vivian van Eijdsen | Key Account Manager for Accenture | ISS Facility Services Nederland - Buyer side: Frans van der Hoek | Procurement Category Manager & Boudewijn Hamersma | Workplace Innovator | Accenture



Proactive strategies

How can you think and act proactively within your procurement organisation?

You may or may not have old structures to consider when developing your procurement organisation. Discuss and compare what to do to continuously improve skill-sets, processes and technology usage.

- How do you choose to develop skill-sets needed?
- In what ways do you ensure your category management strategies deliver?
- How do you use technology to support and advance your spend management?

Mia Lewis | CPO | Bonava
enabled by: Ivalua



BONAVA

Digital end-to-end transformation

Source to Pay Re-imagined: The Critical Elements/Success factors to a Successful Procurement Transformation

The role of procurement has evolved rapidly - from a cost reduction or tactical standpoint to a strategic entity, that can help deliver sustainable growth and improve stakeholder experience. In such a scenario, a smart procurement organization needs to up their game to stay relevant. Technology alone will not deliver results, there has to be a larger strategy, a service delivery model which will not just look at technology but even at information, talent and organizational redesign.

Discuss:

- What are key priorities for organizations looking for transformation?
- How does your digital transformation mandate differ from others?
- What measurable value can digital transformation provide?
- How to take on the digital transformation mandate for your Source-to-Pay

Patrick Van Osta | Vice President Sales Europe | Zycus



ZYCUS

Contract control using Artificial Intelligence

Using AI technologies to manage and understand your contracts:

This session will explore the how procurement teams can leverage AI technologies to deliver visibility, analysis and actionable intelligence from their contracts.

Discuss:

- How do you currently extract provisions, obligations and incentives
- How do you reduce liability and risk
- How do you meet regulatory mandates
- Can you uncover saving opportunities?

Jin Ro | Vice President of Analytics | Seal



Seal

Strategies in a Digital World

How are leading companies future-proofing their strategies?

In this interactive session, leaders in McKinsey & Company's Operations practice will talk about and discuss what companies around the world are doing today to build lasting competitive advantages in a digital future, including:

- How are they structuring end-to-end operations to change mindsets and become more agile?
- How to drive value with RPA, AI, machine learning and blockchain
- How are they attracting, training and retaining the right digital talent?



McKinsey & Company

Riccardo Drentin | Associate Partner & Mauro Erriquez | Partner | McKinsey & Company

Process harmonisation

How to harmonise way of working in global sourcing and procurement?

Wärtsilä is a global leader in smart technologies and complete lifecycle solutions for the marine and energy markets. As truly global technology company, making sure sourcing and procurement activities are efficient and give desired effect is crucial. The company have embarked on a harmonisation journey where end-to-end processes, data quality and companywide awareness is key. Learn from their internal analysis and discuss your experiences and ways of working:

- How can process harmonisation and compliance help realise procurement objectives?
- What importance and benefits has data quality and how can you improve it?
- In what ways can you create internal awareness and ensure value creation from a sourcing and procurement perspective?



Antti Heikkinen | General Manager, Material Supply Process Central Supply Management | Wärtsilä

WÄRTSILÄ

Supplier Performance Management

Supplier Performance Management: How can you leverage suppliers to create top-line value?

Supplier collaboration and supplier relationship management are key focuses in procurement teams globally, but are we really getting the most out of our suppliers? Increased demands on performance-progress, based on an increasingly wider scope of performance criteria, are being placed on sourcing and procurement functions. What do you need to do, in terms of managing your supplier relationships, to gain the most value for all parties - independent of performance areas such as cost, quality, value and/or sustainability?

Join Kodiak Rating, alongside guest-presenter, Perstorp, to share knowledge and start drawing conclusions as to how we can best leverage our supplier base to build top-line value. We will raise and discuss questions such as:

- How can you begin to clearly define your procurement team's supplier KPIs?
- How will performance management lead to reduction of total cost of ownership?
- Are you monitoring supplier performance continuously and constructively - across categories, business areas and geo?
- How can we match strategic intent with supplier base performance measures?



Patrik Nordqvist | Global Sourcing Manager | Perstorp
enabled by: Kodiak Rating

Perstorp

"GREAT day for procurement professionals" #The Absolut Company

Next level discount ends **September 7th!** Register today via sourcingoutlook.com

After registration you can start choosing what round table sessions to join - first come first served - limited seats at each!

Change Session transition time...

Theme Discussions aka Interactive Round Table Discussions | Session 2

The same moderators are inviting you to join a second topic of your choice! They stay - you move between sessions.

Networking Lunch Break

Sustainability roadmap together with suppliers



Engaging Suppliers in our Sustainability Journey

Global mega trends are rapidly having the potential to change the industry Circle K operate within. Industrialization and urbanization in emerging economies, sustainability regulations and policies, changing demographics and consumer preferences and the rise of new technologies all affect how Circle K shape strategies and operating model. Here you will learn how a convenience and fuel retail business choose to involve suppliers in their commitment to develop in a sustainable way.

- What role does sustainability have in the overall company strategy?
- How are suppliers involved to secure the sustainable sourcing strategy?
- In what ways are metrics set up and progress communicated with stakeholders?

Helena Winberg | Senior Manager HSE Environment & Sustainability HSE Europe & Dace Lubane | Senior Procurement Manager | Circle K

enabled by: EcoVadis



CIRCLE K



CIRCLE K

Theme Discussions aka Interactive Round Table Discussions | Session 3

These round table sessions are made to enable You to discuss common challenges and opportunities with experts and peers. You choose before hand and there is a maximum number of seats at each table to enable You to have fruitful experience exchange. Each session is held twice - same topic - new crowd.

Category Management Strategy Delivery

Are your category management strategies delivering as promised?

Even though category management have been the norm for a long time, there is still much to develop in most organizations. Ensuring an effective way to drive greater strategic value and growth for the business. A structure considering how to improve supplier performance, mitigate supply risks, and drive innovation and continuous improvement - globally and locally. Measuring actual outcome and making sure strategies are aligned with stakeholder needs is still challenging. Discuss:

- To what extent can you make sure that the category plans you make are aligned with business needs?
- What put best in class category management organizations apart from the rest?
- What will be talents needed as procurement practices change?
- Compare Your metrics with the group and walk away with a concrete benchmark!



BOLIDEN

Björn Stenecker | CPO | Boliden

Procurement agility in practice

What is the practical impact of being agile?

Many within sourcing and procurement want to help support business growth outside the normal business. Being agile is considered a must. Here you will discuss agility from the perspective of running small innovation projects - start up activities even - that just might be your next key to success. How do you do that when most strategies and processes throughout the company are made to encompass larger projects?

- How can procurement support innovation projects in parallel with the traditional business?
- Agile and flexible vs rigid processes - how can procurement support different needs?
- In what ways can contract and risk management be managed within these innovation projects?

Paul Krokmark | Senior Manager Strategic Procurement | Sony Mobile Communications



SONY

Category alignment globally and locally

How do you ensure category strategies are aligned with business needs and implemented locally?

Managing the balance between central control globally and enabling regional and local business to operate smoothly is a challenge for most. Linking upstream sourcing and contract activities with actual downstream call off practices, where category strategies are enabled end to end, is proving to be hard for many. In this session you can learn from the ideas and practices IKEA have within their non production areas.

- How can you work more closely to countries and markets within a category, i.e how do you implement strategies?
- In what ways are You ensuring you are an integrated stakeholder partner, i.e how do you ensure your activities are aligned with business needs?
- How do you follow up and measure not only contracted but actual category strategy outcome?



IKEA

Ulrika White | Category Area Manager | IKEA Group

Negotiation skillset

Negotiation and Trust - How do you establish trust in negotiations?

Negotiation and trust - two words not necessarily always going hand in hand. But as today is highlighting - there is a need to create trust in business relationships if you want to reach set targets. In this discussion you can learn from an experienced negotiator and business developer.

- What does trust mean in a negotiation situation?
- What are common misunderstandings in a typical negotiation situation?
- How do you continuously develop negotiation competences in procurement?

Ulrich Foged | Value Based Procurement and Negotiation Specialist | Coloplast



Coloplast

Contract Management Optimization

Key success factors for value maximization from contract execution / contract management

Many struggle to share contracts with stakeholders who do the call off, most struggle to tell to what extent contracts are being used and all could benefit from more integrated ways to manage contracts lifecycles more efficient. Here you can discuss how to manage contract with desired effect:

- What are the key success factors for value maximization from contract execution / contract management?
- In what ways are you making sure contracts are aligned with business needs?
- How can you increase contract usage in local business units?

Marc Vergroesen | Manager Procurement Excellence | Ørsted



Ørsted

Sustainability strategy

How do you involve suppliers in your sustainable business development?

Most companies have a strategy to become more sustainable, however moving from idea to execution in a rapidly changing market is challenging. In this session you can discuss how to act upon a sustainability strategy as part of the overall business strategy and operating model.

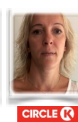
- How do you move from deciding on a sustainable path to executing it?
- Who need to do what to move from contract clauses to action and follow up plans?
- What do you do when suppliers don't comply?

Helena Winberg | Senior Manager HSE Environment & Sustainability HSE Europe & Dace Lubane | Senior Procurement Manager | Circle K

enabled by: EcoVadis



CIRCLE K



CIRCLE K



Questions about the set up or content?

Contact us today and we'd be happy to help!

anna@ebgnetwork.com

RPA and AI development

How do you incorporate digitalisation with your overall business development?

Digitalisation is coming of age and robotic process automation, RPA, and artificial intelligence, AI, is increasingly used across businesses. Consider what you can do when wanting to accelerate your supply chain and procurement digitalisation processes. When you want to enable an efficient organisation that deliver optimal value for the business. Learn from the extensive and practical end to end experiences Novo Nordisk have to share followed by a Q&A and discussion.

- Initiation: How do you set up RPA and AI projects?
- Roll-out: Who need to do what to secure deliverables?
- Governance: In what ways do you ensure desired outcome over time?

Carsten Lützhøft | Head of Process Digitalisation | Novo Nordisk
(Carsten will start with a presentation)



novonordisk

Change Session transition time...

Theme Discussions aka Interactive Round Table Discussions | Session 4

The same moderators are inviting you to join a second topic of your choice! They stay - you move between sessions.

If a table is full (you have the opportunity to choose before hand. A link is sent upon registration.) - choose another, they are all great!

Networking Coffee Break

From cost to value driven mindset

Themed Focus Session: Procurement as a valued business partner - How to develop your Strategic Procurement department from a cost driven to a value driven mindset

Throughout the day we have focused on future proofing sourcing and procurement as a strategic part of large company business development.

Most agree that although cost will always be important - cost reduction will not help companies grow. Coloplast has developed a new Category Management setup, moving from cost driven to a value driven mind-set, including a clear governance structure and improved supply market intelligence and extensive stakeholder management. Ulrich Foged will share:

- Why do future procurement departments need to have value driven mindset?
- How to use behavioural design to change the mindset within the procurement department to support value creation.
- How to use simple negotiation techniques to expand the procurement departments influence in organization to increase value creation.
- How to move from contracted savings metrics to value driven KPIs - How do you measure value creation?

Ulrich Foged | Value Based Procurement and Negotiation Specialist | Coloplast



Coloplast

Robotic Process Automation in Practice

Themed Focus Session: Robotic Process Automation - Suitable processes for Procurement RPA and Bolidens Pilot outcome

Part 1: There are new supply chain business models enabled by digitisation and a recent study featuring Boliden explore the possible realization of the potential of advanced services within industrial ecosystems. Here you will learn the outcome of that study and how Boliden consider digitalisation ahead.

Part 2: At Boliden the CPO and CFO decided to explore how RPA (robotic process automation) could help improve company efficiency and effect. Since that decision they have gone through a proof of concept and decided what to focus on - here you will also learn about that journey and the actual outcome. Specifically Björn will share how they use RPA in their contact management cycle.

- How did Boliden single out the processes chosen for RPA?
- Who own the projects and what are the main lessons learned?
- In what ways is RPA and other technology enabling and developing procurement strategies?

Björn Stenecker | CPO | Boliden



BOLIDEN

Summary, live polls and lessons learned
What has been said and shared during the day?
Key take aways?
Lessons learned?

17:15

Summary and End of Sourcing Outlook 2018

The program is still being updated. Changes beyond EBG | Network control may occur.

Save the date!

Do you agree with the metrics and demands finance place on procurement? Are you able to showcase your progress in the P&L? Are you in control from source to pay?
EBG | Network invite you and/or your colleagues to join us at the ninth version of Source 2 Pay Summit in Stockholm on **March 28th 2019**

Source 2 pay Summit 2019

Expert Organizations



About Ivalua

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



About EcoVadis

EcoVadis is the world's most trusted provider of business sustainability ratings, intelligence and collaborative performance improvement tools for global supply chains. Backed by a powerful technology platform and a global team of domain experts, EcoVadis' easy-to-use and actionable sustainability scorecards provide detailed insight into environmental, social and ethical risks across 188 purchasing categories and 150 countries. Industry leaders such as Johnson & Johnson, L'Oréal, Salesforce, Nestlé, Schneider Electric, Subway, Michelin and BASF are among the more than 45,000 businesses on the EcoVadis network, all working with a single methodology to evaluate, collaborate and improve sustainability performance in order to protect their brands, foster transparency and innovation, and accelerate growth. Learn more at ecovadis.com



About Seal Software

Seal is the leading provider of Contract Discovery and Analytics. Our software provides the agility and flexibility to manage risk and exposure associated with contracts and deal with business, legal or regulatory changes. By finding all your contracts and analysing what they contain, Seal helps you meet regulatory compliance, reduce risk, reduce procurement spend, optimise customer relationships and enables better decision making. Seal is used by financial services, high tech and life sciences companies globally. seal-software.com

To learn more, visit the following resources:

[Nokia's adoption of Seal Software](#) (law.com article)

[Procurement Insight Webinar](#) (on-demand)

[Contract Discovery in a nutshell](#) (ebook)



About Kodiak Rating

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

Kodiak Rating optimizes selection, assessment and performance management of suppliers; backed by agile business intelligence, automation actions, feed-back loops, ratings, analytics and reporting. Our promise is global sourcing excellence based on local supplier intelligence! Kodiak Rating's platform for world-class supplier relationship management enhances top-line procurement performance, scales supply chain sustainability, improves value and quality performance. We make procurement and sourcing activities easy, and fun! Kodiak Rating is trusted by the likes of Perstorp, Bravida, Höganas and many more. If you want to find out more about Kodiak Rating, click the link!

kodiakrating.com



About Zycus

Zycus is a leading global provider of complete Source-to-Pay suite of procurement performance solutions. Our comprehensive product portfolio includes applications for both the strategic and the operational aspects of procurement.

Zycus has been Recognized as a LEADER in Gartner's Magic Quadrant for Strategic Sourcing Application Suites for four years in a row, making it the only solution provider to achieve this feat. Learn more via zycus.com

Join EBG | Network for a Zycus enabled >>webinar September 27th digging deeper into Artificial Intelligence within procurement featuring Jon Hansen, Editor at Procurement Insights and first out panelist Sally Hughes, CEO at IACCM



About Bureau van Dijk – A Moody's Analytics company

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

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

WHO ORGANISE SOURCING OUTLOOK?

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

Do you want to learn more? Contact Anna or Lars Bjärkerud today via

anna@ebgnetwork.com or +46 73581 93 02

or lars@ebgnetwork.com or +46 73 350 03 43

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





Venue

both drinks & dinner and the summit is 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

Voluntary dinner at cost price: October 10th
Starting at 17:30 ending at 21:00

Main conference: October 11th
Starting with registration at 08:00 and ending at 17:15

Investment

Until August 25th: Practitioners invest 2 990 sek

Until September 7th: 3 990 sek

Until September 21st: 4 990 sek

After that 6 950 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 sourcingoutlook.com

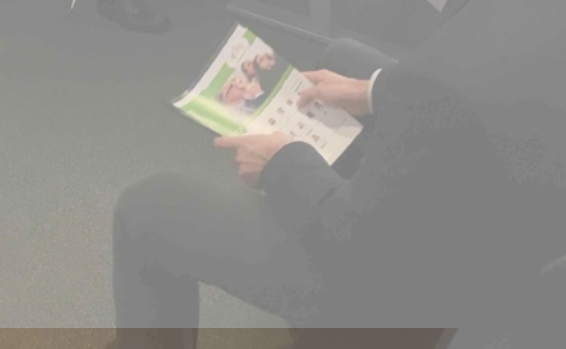
Want to know more?

Call us today via +46 73 350 03 43

E-mail us via anna@ebgnetwork.com

or

lars@ebgnetwork.com



About organizer



The idea behind EBG | Network is as simple as it is a challenge. Gathering and sharing know how and best practice experiences from a sourcing, procurement and finance perspective. Bridging those organizational silos and recognizing that change is not easy and that change cannot happen as a single event in a single function expecting real results.

Through interviews, webinars, Online conferences and two annual conferences in Stockholm, EBG | Network gather companies from across in the world, the most competent professionals we can think of and many of the most open minded and eager to learn expert organizations and peers possible.

We can only hope to see you - irl or virtually - welcome!

ebgnetwork.com