

# sourcing outlook

# 2021

November 25th | ONLINE



sourcingoutlook.com



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COMPANIES



GRUNDFOS



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## 5TH ANNUAL

Expert Organizations



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Organizer:



CET	Sourcing Outlook 2021   Program Overview	
	changes may occur that are beyond EBGs control, visit <a href="https://sourcingoutlook.com">sourcingoutlook.com</a> for the latest updates You need to choose Theme Discussions in advance - your TD-links will appear in your online agenda one by one	
09:00	Welcome to Sourcing Outlook 2021!	
09:05	Mission Insight   Digital Procurement <b>René Wienmann   CPO Head of Global Sourcing   Chr.Hansen</b>	
09:40	Mission Insight   Sustainable Procurement <b>Sophie Arildsson   Senior Manager - Sustainable Sourcing   Orkla &amp; Fredrik Taube   Head of Sourcing Business Development   Ericsson</b>	
10:15	Break	
10:30	<b>Theme Discussions 1</b> (You need to pre-choose what sessions to join. You individual meeting links will appear in your online agenda)	
11:20	Short break before Theme Discussions 2	
11:30	<b>Theme Discussions 2</b> (You need to pre-choose what sessions to join. You individual meeting links will appear in your online agenda)	
12:20	Lunch Break	
13:20	Log on to Theme Discussions 3	
13:25	<b>Theme Discussions 3</b> (You need to pre-choose what sessions to join. You individual meeting links will appear in your online agenda)	
14:15	Short break before Theme Discussions 4	
14:25	<b>Theme Discussions 4</b> (You need to pre-choose what sessions to join. You individual meeting links will appear in your online agenda)	
15:15	Mini Break	
15:25	<b>All hands on deck session</b> Follow the link and let's all meet online to go through what has been said and discussed during the day! <b>Anna Bjärkerud   EBG   Network will lead this session</b>	
16:00	<b>End of Sourcing Outlook 2021</b>	

*Theme Discussions cannot be "viewed after" or be found "On Demand" at your later convenience. They are as live as they can be - connecting You with others sharing the same interests as you!*

# Sourcing Outlook | 2021

CET

09:00 Kick off of the summit

Content may be subject to changes

## MISSION INSIGHTS | DIGITAL PROCUREMENT

### To what extent is digitization changing spend management and value realization in procurement?

Do you agree on the Deloitte explanation of Digital Procurement? "Digital procurement is the application of disruptive technologies that enable Strategic Sourcing (S2C) to become predictive, Transactional Procurement (P2P) to become automated, and Supplier Risk Management (SRM) to become proactive." Know your data and automate as much as is possible. Even though technologies such as RPA, AI and Machine Learning have been around for a while - supply chain and procurement could be more digitized. We talk a lot about Digital Procurement - but what does that actually mean to organizations? Some are de-centralized, some centralized, have numerous ERPs, face cultural differences, have lack of organizational buy in, inefficient data management, budget concerns and more affecting strategy success.

During this session we will learn from different industries and how they perceive digital procurement developments.

#### We'll discuss;

- How far do you think digitizing procurement can go in a large organization?
- Where is your organization on that journey?
- How have you organized digitization initiatives?
- Give an example of a specific problem digitizing have solved in your organization
- What have been key to succeeding with your digitization strategies to date?
- Are you using one solution, one way to digitize and automate all spend categories?
- What is your focus ahead?

**René Wienmann | CPO Head of Global Sourcing | Chr.Hansen**



## MISSION INSIGHTS | SUSTAINABILITY FROM A PROCUREMENT PERSPECTIVE

### What role can procurement play ensuring sustainability strategies come true?

The world needs it, companies taking action to ensure a more sustainable future. To meet our own needs without compromising the ability of future generations to meet their own needs. Annual reports and corporate mission and vision statements are filled with them - the promise of safe guarding natural resources as well as social and economic resources. Sustainability is more and more becoming a strategic imperative every day.

In the middle of those strategies you find procurement and an ecosystem of suppliers. Supply chains becoming increasingly complex. Procurement ensuring both resources are used efficient and that company solutions and offerings are sustainable.

During this session you will learn about how different industries perceive sustainable procurement strategies and operations.

#### We'll discuss;

- Which sustainability goals have your company set up (Net Zero, Circular, Social Trust etc.)?
- What does sustainable procurement and responsible sourcing mean to you?
- How do you translate your corporate sustainability goals to procurement strategies and operations?
- What impact have and will standardization have enabling sustainability targets within procurement and supply chain management?
- How are you controlling and engaging with your supplier ecosystem to ensure insight?
- In what ways are you monitoring sustainability KPIs and supplier commitment in end to end operations?

**Sophie Arildsson | Senior Manager - Sustainable Sourcing | Orka & Fredrik Taube | Head of Sourcing Business Development | Ericsson**



## SHORT BREAK

### Theme Discussions | Session 1

What if you could sit down with peers and experts and have real experience exchange? Here you can - ONLINE. 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:**



#### Framework for sustainable sourcing

##### Establishing a framework for sustainable sourcing

There is a growing need for firms to get a stronger measurement of ESG vulnerabilities across their supply chain, and also recognize opportunities within sustainable procurement.

We'll be opening the discussion and showing you how it's possible to use data and analytics to support your sustainable sourcing initiatives.

We'll take a look at how procurement teams can use both quantitative and qualitative data to assess their counterparties, with a focus on small and medium size enterprises (SMEs).

#### Learn and discuss;

- Why is it important to consider ESG in your sourcing processes?
- Get insight to the data and analytics available to help you in your assessment of counterparties
- Learn from your peers on how they are approaching sustainable procurement

**Angela Brown, SVP - Product Strategy | Moodys ESG Solutions & Steffen Christophersen | Head of Risk Solutions, UK&I, Nordics, Middle East & Africa | Bureau van Dijk - A Moody's Analytics Company**



#### Digitize Contract Lifecycle Management

##### "If you haven't fully digitised your CLM processes; how can you control supplier risk and performance?"

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.

#### Learn more about and discuss:

1. Embracing contract-centric sourcing; how to position your contract at the heart of decision making
2. How can contract intelligence help you stay ahead of competition, stay agile and create a single source of truth?
3. Reduce supplier risk and stay close to your customers with CLM
4. What does digitizing CLM processes really mean and how does it give you a competitive advantage?

**Simon Patteson | Vice President Sales, UKI & The Nordics | Icertis**







## Develop requesting and ordering services (ROS)

### How are you developing efficiency and insight when Requesting and Ordering Services (ROS)?

Ordering and following up the purchase of services have for long been a challenge. Services such as consulting services, marketing related services, cleaning services, etc. are often requested by "needers" (an employee that doesn't necessarily belong to the "procurement" organization or acts as a professional buyer). Demanding user friendly yet structured ways to make requests and follow up on company policy compliance. Requiring supplier insight ensuring quality, performance and SLA (service level agreements) follow through. During this session you will learn from Katy with many years experiences within procurement. You will also learn from the peer group joining this session.

#### To be discussed;

- How do your needers request services today?
- What are the biggest challenges you are facing when the needers request and order services?
- How do you ensure CSR (including local buying), possible related company policies when requesting and ordering services?
- Has the past crisis changed the way services are requested today?
- How do you receive these services, including quality, performance, SLA? How do the suppliers report on services performed?
- What are the biggest challenges in verifying that the services are being delivered according to the order?

**Katy Fonteyn | Director, Procurement Solutions | Basware**



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## Digitizing direct purchasing and supplier quality

### How far have manufacturing companies come digitizing direct purchasing and supplier quality?

**- If more than 50% of your spend and 100% of your quality depends on your direct suppliers**

On paper direct purchasing and all its spend categories are run in an optimal way. Supplier qualification and classification is streamlined, contract management flawless and supplier development and sourcing strategies without glitches. Spend being completely under control. Reality however shows that also within direct purchasing data is often scattered. Making efficient Rfx processes, supplier collaboration, cost reduction, contract usage and quality follow up really hard. Not to mention challenges from VUCA markets (Volatility, Uncertainty, Complexity & Ambiguity) - what insights do you have? During this session you can discuss ways of managing production material supply and supplier data centrally.

#### Learn about and discuss;

- How digitized and centrally accessible is your supply data today?
- In what ways are you streamlining Rfx processes, using eAuctions and awarding contracts? And what about supplier quality processes post award and post SOP?
- How can cross-functional award decisions be made more efficient?
- To what extent can you communicate supplier performance (not the least in the past years volatile markets) internally and externally and derive activities?

**Bernhard Soltmann | CEO | QAD Allocation Network**



**QAD** Allocation



## Creating value and driving margins

### How can procurement help create value and drive margins?

At traded goods and equal type companies there is a straight line between procurement - category managers and the customer. It is not possible to switch a component or product or change a supplier easily. It is absolutely vital to have the right product available at the right time from the right supplier. There are best-practices that translate to other industries, especially in a time of shortages. Like the role Procurement can have in becoming more attractive to both customer as well as supplier and increase transparency and communication.

#### Learn from each other and discuss:

- How do you share customer data with your suppliers to become a customer of choice?
- How do you identify customer preferences and use them to your advantage in Procurement?
- In what ways can procurement work with sales and marketing and help them sell more?
- How do you improve attractiveness towards suppliers?
- What do you do if your customer only wants 1 product from 1 supplier and there are ostensibly no alternatives?

**Henrik Nyberg | Account Executive and Nordic Lead | Ivalua**



**ivalua**

## TRANSITION TIME BETWEEN SESSIONS

### 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 | Session 3

What if you could sit down with peers and experts and have real experience exchange? Here you can - ONLINE. 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.



## Develop Sustainable Procurement, Resilience & Impact

### How Sustainable Procurement Gains Momentum, as Strategy Shifts to Resilience and Impact

As procurement and sustainability teams alike are reeling from over a year of 'stop & restart' pandemic, the practice of Sustainable Procurement has endured and expanded as a key strategy for rebuilding better and more resilient supply chains. In this session, hear insights and practitioner perspectives on how leaders are doubling down on Sustainable procurement.

#### We will share and discuss;

- What measures are procurement functions taking to visualize sustainability efforts?
- How can procurement integrate sustainability KPIs/metrics/dashboards into operations?
- In what ways are corporates collaborating with suppliers to ensure clauses are complied with?
- Northern Europe Regulatory landscape (Taxonomy, supply chain due diligence, Modern Slavery etc...) and what EcoVadis can do to help manage this

**Marta Cobeño Lopez | Center of Excellence Advisor & Senior Sustainability Analyst & Robert Ekqvist | Enterprise Account Executive, Nordics & Baltics | EcoVadis**



**ecovadisecovadis**



## Manage disruption and the evolution of digital supply chain

### How is disruption driving the evolution of the digital supply chain?

From pandemics to political uncertainty, climate disasters to government regulations, forces out of our control continue to disrupt supply chains and push organizations to find new markets and routes to market, to embrace new opportunities and meet changing customer demands.

Near shoring, dual-sourcing and diversification all require unprecedented agility - rapid enablement and integration with new partners, often non-traditional partners, is critical. Manual paper-based processes simply do not scale.

During this session you will discuss the trends driving your supply chains to rapidly adapt and how digitization and integration can help manage the risk of disruption.

#### We'll discuss:

- How digitized is your supply chain, and how much value do you think 100% digitization would bring?
- What have been the main forces driving supply chains to evolve in 2021?
- What are the key lessons learned from recent supply chain disruptions?
- What are the critical tools / technology that can help minimised disruption?
- What trends do you think will improve supply chains for 2022?
- What does the intelligent supply chain of the future look like and how do we get there?

**Ken Clark | Product Marketing Director | OpenText**

**opentext** | Business Network



## Centralized or de-centralized procurement model

### Centralized Or Decentralized? - How to devise the ideal procurement model for your organization?

Adopting centralized or decentralized procurement model has been an eternal dilemma for every procurement department.

But there are various drivers like culture, pricing, risk, supplier on boarding, management philosophy that affects this decision.

While modern times have seen the rise of hybrid procurement practices that combine the better of both worlds, however it is still not easy to determine the right strategic model that will be nonpareil for your organization.

#### Learn more and discuss with a peer group!

- How does one decide on which approach to take: Centralisation OR Decentralisation?
- What are some of the common fears that trouble a procurement professional about a re-organization plan?
- Is it possible to 100% align your larger procurement goals to the approach you decide to take?
- Do you really need a structural re-boot?
- Does technology/AI really have a role to play in this decision?

**Gareth Adams | Regional Sales Director | Zycus**



**ZYCUS**  
COGNITIVE PROCUREMENT





## Procurement Operating Model Development

### How are you developing your procurement operating model ahead?

The operating model of a procurement function (POM) needs to be consistent with a company's overall strategy, global organization, and culture. Probably not as linked to "bottom line improvement and savings" any more. Suppliers, customers, and other stakeholders feeding back and expecting adaptation. This session will focus on comparing notes and exchanging experiences on procurement operating model challenges. Discussing how to drive a balanced organization model and embed capacity for change and continuous improvement. How to measure performance and what spend life cycle structures to develop depending on maturity, type organization and industry.

#### Learn from each other and discuss:

- Do you have a centralized, decentralized, center-led approach and how has that changed?
- How are you developing your category structures (ahead)?
- What elements of your corporate strategy (or value map) are supported by Procurement?
- What is the Governance approach for Business Engagement?
- How effective is your Procurement organization at influencing business demand?
- In what ways have you embedded a spend life cycle perspective in your POM?
- Has Procurement conducted a Strategic make vs buy analysis of the business?
- In what ways is technology and improved data management affecting which performance metrics you use?



**Huso Hasanovic | Executive Director Sourcing & Procurement Services | The Estée Lauder Companies Inc.**

ESTÉE LAUDER COMPANIES



## BENCHMARK Sourcing & Tender digitization/automation development

### Benchmark | How do you automate and digitize sourcing and tender activities?

One important aspect of digital procurement is the tender and sourcing process. Creating ways to fine tune and automate sourcing, refine and shape on a broad scale. But what can we expect from the future and how far have companies taken for instance e-tenders and e-auctions? Isn't it so that e-mails and excel sheets are still pre-dominant in most companies? Why? "This is not the way I am used to" might have been heard in your organization. During this session you will learn from the experiences Stora Enso have embarking on their digitization journey. Most of all you get to compare note with each other - what are good and bad experiences you can share with each other and come out the wiser from this session?

#### Learn from each other:

- How do you handle your sourcing initiatives?
- What tools and integrated ways to create tenders and source do you use?
- Do you have an end to end process and system working?
- Can a robot run a tender?
- Where are tenders moving ahead?



**Julia Diekmann | Manager Processes & Digitalisation (S2C) | Stora Enso**



## Preparing for sustainability transformation in procurement

### How are you preparing for Scope 3 in your corporate sustainability transformation?

Winning the marathon to save the planet is not a one company nor one function job. Collaborating across organizations and industries will be a must. Where are you on your journey and what actions are you taking?

Scope 1 is direct emissions.

Scope 2 is emissions associated with a company's purchased energy such as electricity.

Scope 3 is everything else, such as building materials, food, travel, even waste. It's the emissions associated with all the goods and services that companies buy. "For most organizations, including government agencies and universities, the Scope 3 footprint is much larger than the operational footprint." (Anastasia O'Rourke)

We see companies setting "net-zero" or science-based targets to reduce their emissions around the world and during this session you will come together to discuss what this, other targets and Scope 3 mean and will mean to procurement organizations. Emissions might be further down in the supply chain where you don't have direct contact with the supplier. How do you gain control and how do you prioritize?

#### Discuss:

- Where are you on your sustainability journey - are you at Scope 3 yet?
- How do you prioritize efforts across your purchase volume and category spread?
- Are you using input-output lifecycle assessments and average emissions by sector or make calculation with real data from suppliers or providers - or both?
- What have your climate and CSR strategies meant to procurement to date?
- How are you coming together and collaborating with other large buyers?

**René Wienmann | CPO Head of Global Sourcing | Chr.Hansen**



CHR. HANSEN  
improving food & health



After the summit you can choose to join EBG | Community at no extra cost.

This is an online platform where EBG offer to keep groups who have met during our summit together.  
Only open for you having attend did a specific EBG summit.

No more needless in haystacks - find and stay connected with those interested in the same areas as You



## Ensure compliance in procurement practices

### How are you using data and advanced analytics to ensure compliance in procurement practices?

At Bayer, Compliance enables us to translate our mission into good business results and is therefore a crucial success factor within Procurement on which we cannot compromise. In 2020, goods and services were procured from 97,362 suppliers for approximately €17.7 billion and recorded in the Group-wide Bayer reporting system.  
During this session you will discuss ways of working to ensure compliance in procurement. We will also exchange on how data analytics can help procurement to more actively manage risks and reduce value leakage. How do You enable fact based insight and collaboration across the organization?

#### Discuss:

- How do you leverage advanced analytics from big data to support category leads and senior management?
- How do you measure adherence to Procurement guidelines?
- In what ways do you provide data to the business and back to the procurement organization?
- How is data usage and analytics developing as technology is advancing?

**Carlos Cruz | VP Procurement Transformation | Compliance**



## Follow up & Benchmark Sustainability within Procurement

### Panel Follow Up | Reflections & Shared Insights | Sustainable Procurement

This session is a follow up from the pre-lunch panel focusing on different perspectives on sustainability and responsible sourcing development in different industries.

Discuss and compare actions taken. Increasing efficiency and effect within procurement from a sustainability perspective is not a one person, one function nor one industry task.

#### Follow up on:

- Where does responsible sourcing fit into your overall procurement strategy?
- What industry collaborations are you involved in or would like to be involved in?
- What are the main challenges connecting your sustainability strategies with procurement strategies and operations?
- In what ways can procurement collaborate to ensure buyer-supplier collaboration and that clauses become a reality?

**Sophie Arildsson | Senior Manager - Sustainable Sourcing | Orkla & Fredrik Taube Head of Sourcing Business Development | Ericsson**



## Procurement experiences during price pressures, supply shortages and logistics challenges

### How can procurement manage price pressures, supply shortages and logistics challenges?

Procurement have always had too much to do, ad hoc challenges on a daily basis and corporate strategies placing high demands especially on procurement is norm. However - the price fluctuations, material shortages and logistics challenges seen the past year go beyond what most have experienced to date. When will we know if this is a new normal and must not procurement prepare for it if it is? Organizations have worked so hard to globalize, secure processes, risk mitigation, supplier audits and a total reduction of suppliers. How do you as a procurement professional tackle fluctuations now - and ahead? Here you will come together to discuss just that. Beyond competition you will share ideas and practical advice in the group across industries.

#### We will discuss:

- How have you been affected by material shortages, logistics problems and price pressure?
- How are you working with suppliers to go ahead of supply challenges?
- What measures do you take to ensure quick supply alternatives?
- In what ways do you create structure and processes for alternative suppliers?

**Anette McCarthy | Head of Procurement; Corporate Functions & Indirect | Fortum Corporation**



## Creating a data loop between the business and procurement

### How do we get the business to feed back quality data to the procurement organization?

Arla Foods have made a procurement transition to a set up with an end to end source to pay system, processes and PO compliance structure. This discussion will focus on the next steps. When category managers have centralized contract management, POs are being used at a good level and spend data is under acceptable control. Let's discuss ways of helping the business become even more compliant. How to ensure data quality in the S2P environment. Better use of data beyond spend data and a higher level of transparency helping procurement develop the business further together with suppliers.

#### Discuss:

- How do you take compliance in the downstream P2P process to the next level (beyond PO toward feeding back quality data through orders)?
- What are your experiences in using your system set up to leverage transparency in the S2P process and quality data back to category managers?
- How do you ensure you get the right data for your category managers?

**Morten Korgaard Johansson | Procurement Manager, Procurement Infrastructure | Arla Foods**





## BENCHMARK eAuction adoption and usage experiences

### Benchmark: Adopting e-auctions as a strategic procurement game changer!

As procurement organizations grow and develop throughout their maturity journey the need for strengthening the toolbox surrounding sourcing and negotiations increases. At Danish Crown, we have just embarked on a journey to strengthen our strategic toolbox by investing in our capabilities to drive negotiations through e-auctions. We truly believe that e-auctions will be a strong lever to secure future value creation and we are certain that we are not alone with this perspective. Therefore, we would like to invite you in for a benchmark session where we can share perspectives on e-auctions as a negotiation concept and tool, experiences or considerations on similar journeys, and how to successfully adopt e-auctions as a game changer for the procurement deliverables!

This session is for you who are also on journey to develop your sourcing and tender processes through eAuctions. You who are also looking to build a best-in-class toolbox and avoid making common mistakes.

#### Discuss:

- Pulse check: What is your experiences or viewpoint on e-auctions?
- What does it take to make it a successful journey to adopt e-auctions into the sourcing process?
- How to approach category complexity when using e-auctions?
- Based on your experiences and reflections, what is the Do's and Don'ts when adopting the use of e-auctions?

**Rasmus Kjærsgaard Nielsen | Senior Business Development Manager, Global Procurement & Magdalena Pawlowicz | Senior Procurement Business Process Expert**  
Center of Excellence | Danish Crown



Danish Crown



Danish Crown



## BENCHMARK End to end Indirect Procurement Development

### Benchmark | Successful implementation of Source to Pay for Indirect Materials & Services

Grundfos is a leading multinational company that develop, produce and sell some of the worlds' most efficient and energy saving pumps and pump solutions across the globe. We help our customers save natural resources and reduce climate impact. The ambition is to improve process efficiency, reduce maverick buying, enable compliant business driven processes with super user friendly and intuitive interfaces:

Grundfos is in the early phase of a S2P solution investigation/implementation planning, with scope full vertical integration, Global widespread toward the organization involving 60 countries.

**In this theme discussion we aim to benchmark with participants addressing the same process/project on:**

- the approach selected for implementation: functionality implemented step wise vs. full suite, pilot selection, roll out approach, etc
- the technology selection approach: best of suite vs best of breed, and potential pitfalls
- the critical Keys to succeed in the preparation phase, within the areas of Change management and maturity of Policies & processes

**Chiara Sabbadin | Sr Director Global Indirect Purchasing & Palle Høgholm Jensen | Senior Strategy Manager | Grundfos**



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## TRANSITION TIME BETWEEN SESSIONS

### Theme Discussions | Session 4 (Same Theme Discussions available as during Session 3)

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.



## MINI BREAK BEFORE WE ALL MEET ONLINE

15:25



### MISSION SUMMARY | All gathering online!

Let's all meet online to reflect over the day that went by!

- Interview with **Huso Hasanovic | Executive Director Sourcing & Procurement Services | The Estée Lauder Companies Inc.**
- Interview with **Chiara Sabbadin | Sr Director Global Indirect Purchasing & Palle Høgholm Jensen | Senior Strategy Manager | Grundfos**
- What has been covered?
- What did the moderators think of what was discussed?
- Do You have any additional questions?



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Anna Bjärkerud  
 ebs | Network

16:00

### Summary & End of Sourcing Outlook 2021

EBG work with people and changes may occur in the program that is beyond EBGs control. For the latest program visit [sourcingoutlook.com](https://sourcingoutlook.com)

1.  
Register  
(only practitioners  
can register)

2.  
Choose Theme  
Discussions  
(can be changed  
until a few days  
prior to the  
summit)

3.  
Receive an email  
with who else will  
join Your  
sessions

4.  
Meet online!  
Your group links  
will appear in  
Your online  
agenda

**The next time EBG will invite you to join round table discussions during Source 2 Pay Summit and Sourcing Outlook will be in Stockholm Q3 2022.**



# Expert Organizations

A warm welcome to this years Expert Organizations sponsoring Sourcing Outlook. They bring extensive know how from different areas, all there because they can help You and Your organization improve even further.



## Allocation

### About QAD Allocation

QAD Allocation, a division of QAD Inc., (Nasdaq: QADA) (Nasdaq: QADB), provides industry-leading strategic sourcing and supplier management solutions to help manufacturers deploy digitized source to contract solutions. QAD Allocation solutions help to achieve optimal supplier selection, accurate supplier performance analysis, improved supplier quality standards, supplier risk information and mitigation as well as reduced material costs within direct and indirect spend categories. QAD Allocation solutions are part of QAD's Integrated Supplier Management set of capabilities designed to improve supply chain visibility and supplier performance, enabling faster response to changes in supply and demand. For more information about QAD Allocation, visit [www.allocation.net/en](http://www.allocation.net/en)



## Icertis

### About Icertis

Icertis, the leading enterprise contract management platform in the cloud, solves the hardest contract management problems on the easiest to use platform. With Icertis, companies accelerate their business by increasing contract velocity, protect against risk by ensuring regulatory and policy compliance, and optimize their commercial relationships by maximizing revenue and reducing costs. The AI-infused Icertis Contract Management (ICM) platform is used by companies like 3M, Airbus, Cognizant, Daimler, Microsoft and Roche to manage 5.7 million contracts in 40+ languages across 90+ countries. Learn more via [icertis.com](http://icertis.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 198 purchasing categories and 155 countries. Industry leaders such as Johnson & Johnson, Verizon, L'Oréal, Subway, Nestlé, Salesforce, Michelin and BASF are among the more than 55,000 businesses on the EcoVadis network, all working with a single methodology to assess, collaborate and improve sustainability performance in order to protect their brands, foster transparency and innovation, and accelerate growth. Learn more on [ecovadis.com](http://ecovadis.com), [Twitter](https://twitter.com/ecovadis) or LinkedIn.



Simplify Operations. Spend Smarter.

### About Basware

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



### About Bureau van Dijk – A Moody's Analytics company

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 close to 400 million companies we are the resource for company data. Our information on companies' financials, risk scores, PEPs and Sanctions, and probability of default indicators can help you manage your supplier risk and leverage your spending power.

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

Access [Supplier risk and procurement resources](#)

Visit us at: [Website](#) [LinkedIn](#)

## opentext™ | Business Network

### About OpenText

OpenText is a world leader in Information Management, helping companies securely capture, govern and exchange information on a global scale. OpenText solves digital business challenges for customers, ranging from small and mid-sized businesses to the largest and most complex organizations in the world.

Business Network is part of the OpenText Information Management platform and powers the world's leading Retail, Consumer Goods, Automotive, High Tech, Industrial Manufacturing, Financial Services and Healthcare organizations. Available on-premises, in the cloud or in hybrid environments, OpenText offers the only complete Information Management solution that delivers an information advantage.

With 33,000 customers connected to more than 1,000,000 trading partners and managing 30 million digital identities in more than 130 countries, OpenText Business Network is the leading business integration platform for digital transformation needs.

For more information about OpenText (NASDAQ/TSX: OTEX), visit [opentext.com](http://opentext.com)



### About Ivalua

Ivalua is the Procurement empowerment platform. Recognized as a Leader by Gartner and Forrester, Ivalua's Source-to-Pay suite is leveraged by hundreds of companies to manage all spend. The platform's combination of ease-of-use, depth, breadth and incredible 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 has a strong customer base in the Nordics with many using Ivalua for standard Procurement processes, but we also have Nordic customers that use Ivalua for unique challenges such as ESG reporting on Suppliers, managing Outsourcing regulations within the Procurement process, Product Lifecycle Management and BOM sourcing, Digital Twin procurement and more. [ivalua.com](http://ivalua.com)



### About Zycus

Zycus is the pioneer in Cognitive Procurement software and has been a trusted partner of choice for global and regional enterprises for over two decades, helping the like of Hapag-Lloyd, Heineken, Autoliv, H&M, Danone, Coca-Cola, SPIE and ING with the technology led transformations. Zycus has also been consistently recognized by Gartner, Forrester, and other analysts for the value of its integrated Source to Pay suite. Zycus powers its S2P software with the industry leading Merlin AI Suite, with Merlin taking over the tactical and mundane tasks that routinely divert your experts from more strategic projects. Zycus' rich data and analytics empowers procurement and AP professionals with the actionable insights to drive quicker and smarter business decisions. All underpinned by our conversational, consumer grade user-experience which ensures high level of adoption and value across your organization. Zycus helps enterprises drive real change, helping them save more, reduce supply chain risk, boost compliance, and directly contribute to company performance.

Start your #CognitiveProcurement journey with us, as you are #MeantforMore. [zycus.com](http://zycus.com)

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](mailto:anna@ebgnetwork.com) | +46 73581 93 02 or [lars@ebgnetwork.com](mailto:lars@ebgnetwork.com) | +46 73 350 03 43

You can always find inspiration and a lot of free of charge material via [ebgnetwork.com](http://ebgnetwork.com)



launch



**For you who join and take part in an EBG Summit,  
EBG | Network now launch voluntary EBG | Community!**

The next step in the EBG evolution is here. EBG | Network launch EBG | Community. EBG | Network was founded in 2010 with the aim to bring together people from different functions who rarely meet. People who together are able to improve business efficiency and outcome effect the most. From the start summits, webinars and interviews were held in Swedish but as the company grew it was evident that all communication ideally should be in English. This is how large organizations are today – multi cultural and often globally spread.

## EBG | Network launch EBG | Community

Today EBG | Network proudly present EBG | Community – a way to continue to connect peers and experts that meet during EBG summits. During a normal EBG summit about 40 round table discussions – EBG call them Theme Discussions – are hosted by knowledgeable moderators.

For over 10 years EBG have been asked to keep groups of people together after the summit end and the attempts have been many. LinkedIn groups, email groups, Zoom groups, groups enabled by practitioners and so on and so forth. But – you are all very busy and you are all spread across Europe.

This is why EBG | Community is being developed. No rocket science other than that this community is focusing on You who attend an EBG summit. Keeping groups of people together that share a common interest. It is of course voluntary to join, but imagine the power based on the concrete experiences shared in very specific areas!

## Who can join EBG | Community

Anyone can register to join the Community – but only you who attend an EBG summit will be able to join the groups of people continuing the discussions after a summit.

## What does it cost?

It doesn't cost anything to join to date. EBG | Community is an extension of EBG Summits and is offered without cost, inviting those attending an EBG Summit.

## Value proposition

The value proposition EBG | Network have based its entire being on is if you give you get back. If you share an experience with a peer – you will get back and that will help you tremendously! The EBG | Community groups created after each summit isn't owned by any individual company or person. It is the combined knowledge in a group of people sharing the same challenges and seeing the same opportunities.

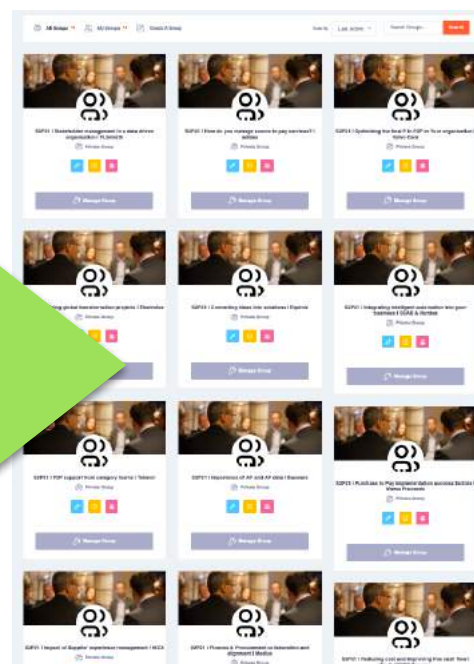
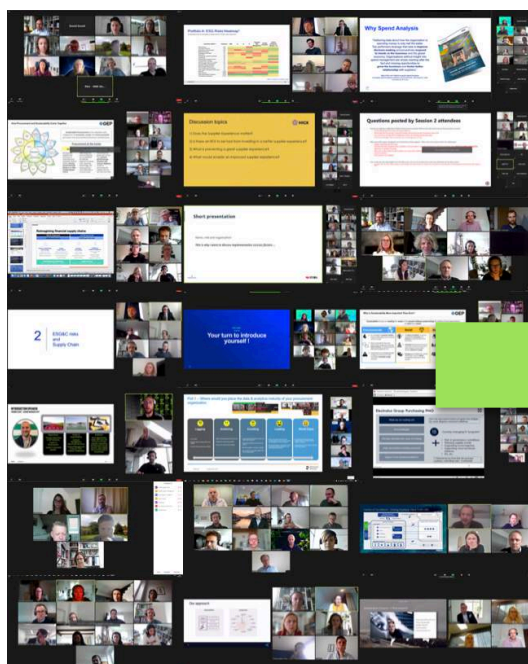
## Work in progress

As EBG | Network is a tiny but very ambitious company – bare with us as we together develop EBG | Community. We need to go through the ups and downs of registering/ being added to groups/finding a structure to communicate (it is very straight forward), learning about the other competences in the groups etc.

EBG appreciate every feedback and idea and remember if you give you get back!

## Join us now

Go ahead and register to join Sourcing Outlook 2021. You will probably find interesting topics shared and brought up for discussion by interesting peers and experts. After the summit you will be invited to join EBG | Community. EBG | Network will add you to the groups you joined – the rest is in the stars! Be sure to bring a colleague since there are many parallel Theme Discussions and you can only join one at the time.







## Will we see you?

### Registration details

November 25th

Starting Online at 09:00 and ending at about 16:00

#### Investment

Until October 25th 1 990 SEK (after that 2 990 sek)

Consultants/system providers cannot join unless being an Expert Organization (contact [lars@ebgnetwork.com](mailto:lars@ebgnetwork.com))

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 until a session is fully booked. Sessions must be booked before November 23rd or EBG cannot send you the correct meeting links.

>>[Register here](#) or  
go to [sourcingoutlook.com](http://sourcingoutlook.com)

Want to know more?

Call us today via +46 73 350 03 43

E-mail us via [anna@ebgnetwork.com](mailto:anna@ebgnetwork.com)

or

[lars@ebgnetwork.com](mailto:lars@ebgnetwork.com)

### What does ONLINE mean?

EBG | Network now host the fourth online summit using the same platform. The platform enables us to come together and take part in keynotes and panels. To chat with each other and get the individual links to each online Theme Discussion You have pre-chosen. Beyond the platform - EBG enable you to come together as groups sharing the same interests via EBG | Community



**"Personally I think EBG create some of the best events in Sweden and top three in Europe. Most of all - the round table discussions give the deepest benefit, when we working with procurement can talk to each other and share our practical experiences."**

## 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 (online during 2020+2021), EBG | Network gather companies from across in the world, the most competent professionals we can think of and many of the most open minded and eager to learn expert organizations and peers possible.

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

[ebgnetwork.com](http://ebgnetwork.com)