

Post Summit Report

A conference focusing on end to end value creation where collaboration, trust and sustainability lead the way

www.source2pay-summit.com

Thank you to all who joined - and a warm welcome to you who will join!

Thank you Key Note Speakers!



David Frydinger
Partner



Silvio Vanzo
VP Purchasing



Paul Mol
Global Finance & IT Director



Lotta Carlsson
Head of Sourcing Process Management



Jenny Sundell
Process manager P2P



Dennis Myers
Head of Shared Services Organization

Thank you Focus Session Speakers!



Mats Billermark
Head of Business development & control, Group purchasing



Anders Arverud,
CFO,
Life Europé AB



LINDAHL



Thank you Expert Organizations!

LINDAHL



Thank you Theme Discussion Moderators!



Silvio Vanzo
VP Purchasing



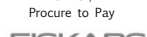
Paul Mol
Global Finance & IT Director



Tamara Braun
CPO



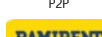
Jesse Ahokas
Global Process Owner,
Procure to Pay



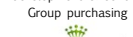
Petter Andresen
CPO



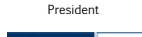
Anna Lason
Project Manager P2P



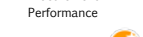
Mats Billermark
Head of Business development & control,
Group purchasing



Ib Tinghøj
Hansen
First Vice President



Stefano Dell'Orto
Head of Procurement Performance



Johan Hagander,
Procurement Manager
International Trade,
Veidekke Entreprenad



Lotta Carlsson
Head of Sourcing Process Management



Jenny Sundell
Process manager P2P



Fabiola Rivera
Bello
Nordic Procurement Manager



Rolf-Erik Vålen
Global Sourcing Project Manager



Kristin Ang
Group Purchasing Strategy & Business Transformation Director



Eric Dubern
Indirect Sourcing Manager - Nordic region



Knut Olav Irgens
Hoeg, Head of Procurement Europe



Kati MacGilleon
Process and Tools Manager, Global Sourcing



Jonas Solehav
Environmental Manager, Group Corporate Sustainability



Kim Grandell
Senior manager Group procurement



Pre-Conference workshop held with Pontus Wadström about change management challenges and opportunities April 20th

"Change Management session was really good!" "First of all I really enjoyed the Pre-Conference Workshop - Pontus did a great job."

Thank you Expert Organizations for joining us

A warm thank you to Source to Pay Summit 2016 Expert Organizations! They all have different areas of expertise and they are the ones knowing how to link all or parts of a strategy to ways of making them a reality. Make sure to start a conversation with EBG | Network asap for the rest of 2016 and 2017.

PLATINUM SPONSOR

LINDAHL

Lindahl is one of Sweden's largest law firms. The firm's clients often come from knowledge-based, innovative and high-technology industries. In addition to the broad range of skills offered by a large firm, lawyers at Lindahl have cutting-edge expertise within intellectual property law, life sciences, dispute resolution, outsourcing and the TMT sector. The firm also has extensive experience in areas such as banking and finance, capital markets, M&A and real estate.

Lindahl has extensive international experience and a well-developed global network of leading law firms. Today, Lindahl has approximately 400 employees, of which two thirds are lawyers, working from offices in Stockholm, Göteborg, Malmö, Uppsala, Örebro and Helsingborg.

Lindahl and Vested

Lindahl is a Center of Excellence in the Nordics for the Vested sourcing business model and the only law firm in Sweden to provide advice and consultation for clients aiming to enter into Vested agreements. Vested is a sourcing business model and methodology for creating highly collaborative business relationships. Vested is today used successfully by some of the largest companies in the world, including companies such as McDonalds, Procter & Gamble, and Microsoft within different areas such as BPO, IT - and FM - outsourcing.

Learn more about the firm at www.lindahl.se. To read more about Vested, visit www.lindahl.se/en/vested



Kate Vitasek, founder of Vested at Source 2 Pay Summit 2014 & 2015

GOLD SPONSOR



Qlik® delivers intuitive platform solutions for self-service data visualization, guided analytics applications, embedded analytics and reporting to approximately 36,000 customers worldwide. Companies of all sizes, across all industries and geographies, use Qlik solutions to visualize and explore information, generate insight and make better decisions. At Qlik, we optimize Business Intelligence (BI) by harnessing the collective intelligence of people across an organization. We focus on empowering people—by enabling everyone in an organization to see the whole story that lives within their data. See more at www.qlik.com or www.qlik.se



Recorded webinars with poll results can be found here Södersjukhuset & Trelleborg

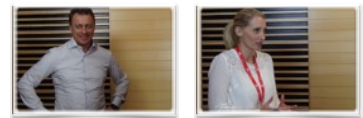
SILVER SPONSOR



SAP Ariba is the world's business commerce network. SAP Ariba combines industry-leading cloud-based applications with the world's largest web-based trading community to help companies discover and collaborate with a global network of partners. Using the SAP Ariba® Network, businesses of all sizes can connect to their trading partners anywhere, at any time from any application or device to buy, sell and manage their cash more efficiently and effectively than ever before. Companies around the world use the SAP Ariba Network to simplify inter-enterprise commerce and enhance the results that they deliver. Join them at: www.ariba.com

About SAP

As market leader in enterprise application software, SAP (NYSE: SAP) helps companies of all sizes and industries run better. From back office to boardroom, warehouse to storefront, desktop to mobile device – SAP empowers people and organizations to work together more efficiently and use business insight more effectively to stay ahead of the competition. SAP applications and services enable more than 282,000 customers to operate profitably, adapt continuously, and grow sustainably. For more information, visit www.sap.com.



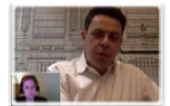
Interviews with [Statoil Fuel & Retail](http://Statoil) and Lundbeck can be found at www.ebgnetwork.com

BRONZE SPONSORS



EcoVadis is the first collaborative platform providing sustainability ratings and performance improvement tools for global supply chains. EcoVadis' easy-to-use CSR scorecards help companies to monitor suppliers' environmental, ethical, and social practices across 150 purchasing categories and 110 countries.

Over 130 industry leaders such as TeliaSonera, Nokia, SEB, Oriflame, Hempel, DNB, Kemira, Verizon, Merck, Coca Cola Enterprises, Heineken, Johnson & Johnson and Renault-Nissan use EcoVadis to reduce risk, drive innovation and foster transparency and trust among over 25,000 trading partners. See more at www.ecovadis.com



See an interview with Pierre-Francois Thaler, Co-Founder & Co-President at EcoVadis here



We set the new standard for financial processes. A bold claim, but we have the track record to back it up. Over the past 30 years, we have taken a series of determined steps to turn what started out as a document handling and printing service into today's OpusCapita, a company offering solutions from electronic invoices, electronic payments and electronic invoice workflow to payment factory and even fully-fledged financial outsourcing. With every step, we have been visionaries in developing this part of the service chain, and we are committed to hold this position in the future, as well. Today our offering covers the entire field of financial management, end-to-end. OpusCapita_website



Source2Contract, Procure2Pay, Spend Management, Supplier Relationship Management

The way to procure is in a fast changing model! Let's team-up and make the world more efficient and safe!

Today's CPO agenda, of course, still is to get the most quality and quantity out of every Euro spent. However, rapidly increasing, new goals and consideration come into play that have to be seriously considered: Security, Risk Avoidance, Collaboration, Business Complexity, Cloud Computing and the internet of Things, Big Data, and Mobility. This is to be considered when trying to get the job done. Complex decision processes demand a supportive tooling landscape that is easy to use, but reliable and state of the art. A system shall ease the procurement department's work and shall not make it more complex.

Synertrade is the leading software company in creating top-notch process support systems for e-procurement and controlling departments in mid to large-scale enterprises since 1999. We are global. According to Gartner, we are among the top 5 suppliers in this space. More than 200 customers rely on us, such as Metro Group, Lufthansa, EADS, Lafarge, GDF Suez, Bosch, Google, ACGO, Tokmanni, Kone, Sandvik, Coloplast, Vestas and many more.

Learn more on us under: Synertrade_website



An interview with Andreas Schwarze, Member of the Executive Board at SynerTrade can be found here



We facilitate international business and bring cultures together.

Being able to communicate in multiple languages is a success factor. Did you know that the inclination to buy or act increases by 25% if recipients receive information in their own language? Coordinated translation purchasing brings many benefits, including the following:

Better service with faster turn-around and shorter delivery times, and your own dedicated team.

Better quality through our translators' deeper knowledge about your business and your products, and consistent terminology.

Improved efficiency since we can optimise the translation process and plan our translators' time.

Lower prices with bigger volumes, more efficient processes, better translation memories and term databases.

Semantix is the Nordic countries' largest language company, with services in translation, interpretation, content design and language training. The company has a network of 7,000 translators, interpreters and language consultants and offers language services in all languages. Semantix has six offices in Sweden, two in Norway and four in Finland.



Basware is the global leader in providing purchase-to-pay and e-invoicing solutions in the world of commerce. We empower companies to unlock value across their financial operations by simplifying and streamlining key financial processes. We help our customers to succeed and create added value to their business through better financial management. Our Basware Commerce Network, the largest open business network in the world, connects 1 million companies across 100 countries and enables easy collaboration between buyers and suppliers of all sizes. Through this network, leading companies around the world achieve new levels of spend control, efficiency, and closer relations with their suppliers. With Basware, businesses can introduce completely new ways of buying and selling to achieve significant cost savings and boost their cash flow. Find out how Basware helps money move more easily and lets commerce flow at www.basware.com.

www.twitter.com/basware

www.facebook.com/BaswareCorporation

www.linkedin.com/company/basware

Summit Overview

270 minutes quality workshop time

160 minutes quality Theme Discussion time

240 minutes quality Key Note & Focus Session time

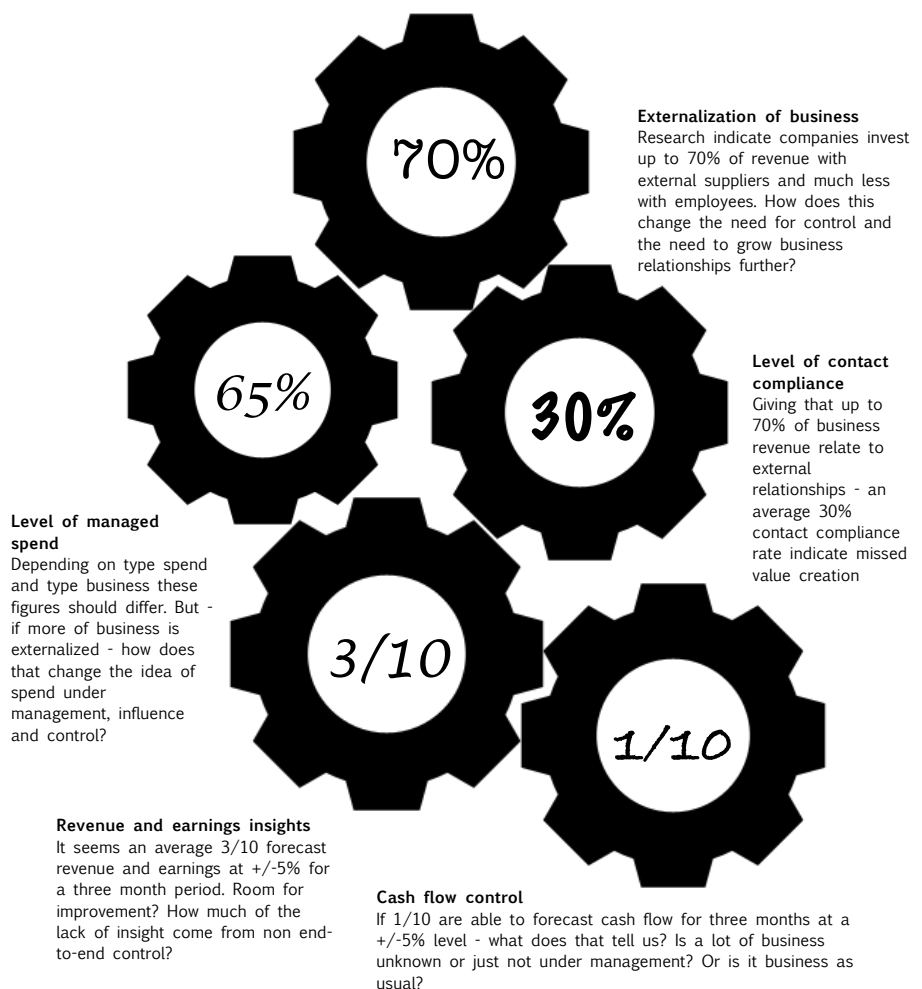
A big Thank You to all who joined us!

ÅF, Volvo Car Group, Vestas
Wind Systems, Veidekke
Entreprenad, Vattenfall, Vapo,
UPM, Transcom Worldwide,
Tradeshift, Toyota Material
Handling Europe, The Boston
Consulting Group, TeliaSonera,
Telenor Group, Södra,
Södersjukhuset, Systembolaget,
SynerTrade, Swedish Orphan
Biovitrum, Stretch Stockholm,
Stockholm County Council,
Statoil Fuel & Retail, Statkraft,
Sony Mobile Communications,
Stockholm County Council,
Swedish National Agency for
Education, SKF, Skandia,
Semantix, SEB, Schneider
Electric, Scania, SCA, SAP
Ariba, SAP, Sanofi, Sandvik
Mining, Sandvik, Samhall,
Ramirent, Qlik, PrimeRevenue,
Posten, Norge, POOL4TOOL,
Philip Morris, Peab Support,
Paroc Group, Ovako,
OpusCapita, Novozymes,
Nordea, Nobina Europe, NCC,
Mölnlycke Health Care,
Mekonomen Group,
Martins&Servera, Lindahl, Life
Europé, Lantmännen, L'Oréal,
Kongsberg Gruppen, Jernbrö,
JCatalog, Janssen Cilag,
Jacobs Douwe Egberts,
Inspecta, Imperial Tobacco,
Ikano Bank, Holmen, HIAB,
Grundfos, GE, Fortum, Fiskars,
Finnair, Ernst & Young,
Ericsson, Entrematic Group,
Empower, Electrolux, EcoVadis,
DONG Energy, DNB, Danske
Bank, Danfoss, Coor Service
Management Group, Coloplast,
Climber, Certego, Capgemini
IBX Business Network, Boliden
Mineral, BillerudKorsnäs, Baxter,
Basware, BAE Systems
Häggblunds, Ambea, Akzo Nobel,
Akademiska Hus, Agra
Industrier, AGA GAS, ABB

Bringing strategies to life

2016

Welcome to the 6th annual Source to Pay Summit. The idea being that challenges and opportunities within sourcing, procurement and finance need to be discussed as parts of an end-to-end process. How are business strategies translated into strategies for sourcing, procurement and finance? And how are those strategies being operationalized? Who needs to do what based on how you are organized in order to achieve set goals? At Source to Pay Summit we don't give easy answers but offer quality ways of asking questions and share experiences.



"My first summit and positive surprise. A good mix of topics that was go through from also different perspectives by participants with a wide range of business areas. Excellent opportunity to benchmark with others."

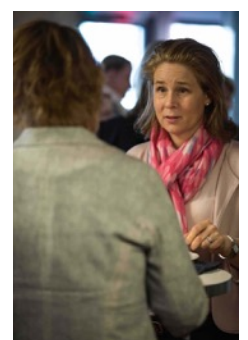


Photo credit: Christian Elfström

Save the date 2017

Source 2 Pay Summit March 30th 2017

Pre-Conference workshops and dinner March 29th

Do you want to join us as expert organization or moderate Theme Discussions? Let us know straight away.

And don't miss all other activities EBG | Network share until the next time. View www.ebgnetwork.com



Anna Bjärkerud +46 73 581 93 02 anna@ebgnetwork.com



Lars Bjärkerud +46 73 350 03 43 lars@ebgnetwork.com

About organizer | Network

The idea behind EBG | Network is as simple as it is a challenge. Gathering and sharing know how and best practice experiences from a 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 an annual conference 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!

Procurement & Finance Outlook

A HOLISTIC APPROACH TO BUSINESS DEVELOPMENT

Find what you are looking for

WHO ARE EBG?

EBG | Network: A cross functional, end-to-end business network focusing on improved sales and forecasting, increased spend under management and financial supply chain control.

EBG Webinar: Enabling purchase-to-pay spend control linking strategies, processes and technology together

By ebgnetwork

Date: Thursday November 5th Time: 11:00-11:45 AM CET (12:00-12:45 Finnish time) Language: English Location: Your computer/phone/tablet Cost: Free of charge but requires registration Organizer: EBG | Network & OpusCapita >>>Click here to register Last year SATO Corporation - a housing investment company in Finland - decided to take control over spend and purchasing behavior. Reducing [...]

END TO END TRANSFORMATION

EBG Play: Aligning from source to pay and lessons learned

Another great contribution to Source 2 Pay Summit 2015 was Ralph Hey, Regional Sourcing Manager Nordics at 3M. Ralph moderated Theme Discussions focusing on "Challenges and opportunities aligning from source to pay". Of course a very broad subject which was drilled down into the way in which organizations set up new ERP-systems, choose to organize [...]

Lars
Nordic Business Advisor
+4673350043

Anna
Founder and Editorial Director
+46735819302

NEWSLETTER OPT-IN - DON'T MISS OUT!

Name

Company

Join a webinar with Vattenfall! >>>[here](#)

An EBG webinar with Qlik

Join us on June 2nd 13:00 CET when Sahar Shrivastava at Vattenfall and EBG | Network go through how to increase instant spend insight.

Educate yourself within Change Management! Learn more >>>[here](#)



View an Online Benchmark Session >>>[here](#)

Agenda

- 09:15-10:05 CET Gettings, Microsoft & Danske Bank
 - 3 x 10 minutes business outlook
 - Policy & Q&A
- 10:20-11:05 CET Lindahl
 - 35 minutes business outlook
 - Q&A
- 11:25-12:10 CET Deloitte
 - 20 minutes business outlook
 - Policy & Q&A

Attend all sessions and receive summary report with policy and Q&A

View interview with >>>[Arjan Van Weele](#)



Join any of the free of charge Online webinars and resources found at www.ebgnetwork.com

Contact us today with any type questions!

anna@ebgnetwork.com +46 73 581 93 02 or lars@ebgnetwork.com +46 73 350 03 43

Source 2 pay Summit 2016 | April 21st | 2016

What did we share and discuss in 2016?

Key Note: The architecture of sourcing business models where one size doesn't fit all

There is a big buzz about collaboration and trust within the sourcing and procurement area down to collaborating over payment terms. It seems that older sourcing models are not keeping up with modern procurement challenges. Old models may have created excellent buyers but failed to create value. The idea - to move from being buyers to value creators. To architects of supplier relationships. Porter, Kraljic, AT Kearney...choosing what models to use is a challenge as is making sure the strategies deliver as promised. Learn more about:

- How have the sourcing landscape changed over the years?
- What are the seven sourcing business models that any modern procurement department should choose from?
- When can the power based sourcing models be kept and when should a collaborative model be chosen?
- How will the sourcing process and contracts change with the collaborative models



LINDAHL

David Frydinger, Partner, Lindahl



David Frydinger inspired most with the idea that one size sourcing business model does not fit all



Procurement - Finance - IT

Silvio Vanzo and Paul Mol shared how they turned a failure to success

Key Note: The Electrolux journey of Indirect Purchasing to become a relevant Business Partner

Electrolux is a global leader in household appliances and appliances for professional use, selling more than 50 million products to customers in more than 150 markets every year. The company focuses on innovations that are thoughtfully designed, based on extensive consumer insight, to meet the real needs of consumers and professionals. Electrolux products include refrigerators, dishwashers, washing machines, cookers, air conditioners and small appliances such as vacuum cleaners sold under esteemed brands like Electrolux, AEG, Eureka and Frigidaire.

As with many global companies, Electrolux has grown mainly through acquisitions. This inevitably increases complexity (e.g. numerous ERP-systems, cultures and ways of working). Also like in many other manufacturing companies, the indirect spend within Electrolux was managed locally without a central governance. Today Silvio Vanzo (Procurement) and Paul Mol (Finance) will tell a story about how Electrolux successfully established a global indirect procurement function. They will elaborate on their challenges and how they successfully implemented a cross functional collaboration model. Items they will touch on are:

- Acting global within a regional setting
 - A global framework with regional execution
 - Balancing topdown vs bottom up
- Building trust and how finance is essential to this
- Being a relevant partner as driver for successful collaboration



Silvio Vanzo, VP Purchasing & Paul Mol, Global Finance Director and IT Director, Electrolux



A record number of organizations and attendees joined Source 2 Pay Summit 2016 and EBG | Network are very happy with all the good feedback given after the summit.

Photo credit: Christian Elfström



Theme Discussions | Session 1 & 2 | The DNA at this conference is experience exchange in an informal setting. Bring your know-how to the table and get others back - win-win.

Benchmark: How is your current system setup behind the source-to-pay process covered today?

1

You may have chosen one main solution or fragmented into part solutions from different suppliers. In this session you can discuss among peers what is working and why and what can be improved.

- What is the reason behind the different choices?
- How closely are Procurement and Finance working together around the development of a system and process setup?
- Who is working with KPI's to improve the overall process in the S2P flow?
- What kind of KPI's are you using and what is the linked to the system/ process development?



Ib Tinghøj Hansen, First Vice President, Danske Bank



Benchmark: How to best control indirect spend using a procurement system?

2

Posten Norge wants to welcome you to a roundtable discussion regarding how to best control indirect spend using a procurement system. Most of you have a procurement system - or planning to implement one - but how well is spend managed in the systems and how have you managed to fill the system with content and engaged buyers to use it?

- How much of the total spend are you considering or are controlling via systems?
- What are your procurement system implementation experiences?
- How are you working with policies, no po no pay and other ways to increase compliance?



Petter Andresen, CPO, Posten Norge



Benchmark: How to centralize spend and payment control in a de-centralized organization

3

Increasing contract compliance and payment on time - especially within service related spend - is a challenge. Doing so in a de-centralized organization with thousands of buyers is not easy. Here you can discuss:

- What are the biggest challenges working with mainly service related spend in a de-centralized organization?
- What steps should you take and how should you monitor your progress?
- How do you ensure users change behavior in line with a new procurement strategy?



Anna Lason, Project Manager P2P, Ramirent & Martin Casser Dahl, OpusCapita, Dirk Fischbach, jCatalog



Business tourism or value creation regarding supplier evaluations?

4

Supplier evaluation, supplier relationship management and supplier innovation are buzz words used everywhere today. But what is the outcome? Does it really change anything? The question is raised how that help improve the business case. In this session share your insights and learn from Mats experiences.

- How can supplier evaluations become value creating?
- How do you make sure both parties improve?
- What business models are effective?
- Which are the most important topics to focus on?
- How can we secure a sustainable supply chain?



Mats Billermark, Head of Business development & control, Group purchasing, BillerudKorsnäs



Benchmark: Increase insight and change behavior from source to contract

5

Sandvik Mining and Sandvik Construction has set out to increase control over and insight in a several billion direct material spend for a global supplier base. They chose to implement a source to contract system. During the implementation journey the company has faced many questions such as how to increase the usage of the system and how to change behavior in the organization. Here you can discuss:

- How do you secure a system is used as intended?
- How to engage users in such a way that eventually they will be willing to contribute to further development of the tool and the processes it supports?
- In what ways can you increase and measure process compliance?



Kati MacGilleon, Process Management Global Sourcing, Sandvik Mining & Sandvik Construction and Markku Kronqvist, Regional Director Nordics, SynerTrade



Challenges and possibilities in a global, multilingual world

7

Working in a global organization involves different languages and terminology, and possibly initiatives and decisions taken in a different part of the world with different cultures. In this session, you will discuss and share insights about the challenges – and advantages – of global, virtual teams within a multilingual organization. Discuss:

- How does a local branch office or regional team communicate effectively in a virtual context?
- How can a company make sure the same terms and business lingo are being used (and understood) in the communication between suppliers and customers, and internally?
- How do you make sure language does not hold you back from acting more globally?



Johan Hagander, Procurement Manager International Trade, Veidekke Entreprenad, Anne Stenbom, Director Global Business Leaders, Semantix



In the head of a former CFO now CPO - what is shaping tomorrow's businesses?

9

The digitalized and networked economy is a fact but the impact on how businesses organize, analyze and choose to operate accordingly vary. SAP is all about connecting the dots, here you can share experiences from a former CFO now CPO, inviting you to share yours. Discuss how the ways in which businesses are evolving affect the need and possibilities to gain end-to-end visibility and control.

- What does end-to-end visibility and control really encompass?
- How should the way you are organized affect your sourcing, procurement and finance strategies?
- What KPIs can you use to get an understanding of your status and ways to increase visibility?



Tamara Braun, CPO, SAP



Each session was held twice. Often generating completely different discussions!

**Focus Sessions
with either BillerudKorsnäs or Life Europe**

How hard can it be? Process development inspiration!

The phrase "We can't see the forest for the trees" could hardly be more striking when Mats Billermark from the paper and forest industry BillerudKorsnäs gives his views on why the simple became so difficult. Processes and its process mapping should bring substantial added value but are in many cases a fiasco. And is so even today many years after its introduction.

- Why are so many process mapping projects failing to deliver?
- How can we ensure to create added value with processes?



Mats Billermark, Head of Business development & control, Group purchasing, BillerudKorsnäs



Benchmarking the indirect purchasing function within a global landscape

6

As many companies before us Electrolux has embarked on a journey to professionalize it's indirect purchasing function. On the main stage we have shared our experiences from what we have achieved so far. With the table sessions we are looking forward to a highly interactive discussion. "We would like the participants to share their know-how, bring their experiences to the table and exchange ideas." Subject of high interest are:

- How did you structure your indirect purchasing function and processes? (e.g. when are you building a central structure and when do you choose a regional/local set up)
- Where does the responsibility of indirect purchasing start and end (e.g. contract management)
- How do you deal with the challenges of a diverse IT landscape?



Silvio Vanzo, VP Purchasing & Paul Mol, Global Finance & IT Director, Electrolux



**3 Key Note Sessions
2 Focus Sessions
44 Theme Discussions
imagine the knowledge exchanged!**

Benchmark How do you choose the best fit sourcing business models for your supplier base?

8

The choice of right or wrong sourcing business model for your supplier base will have a significant impact on costs, quality and levels of innovation. Many of a company's most critical supplier contracts leak a significant amount of value due to wrong choices being made. Here you can take part in a Business Model Mapping exercise and share insights:

- What are the criteria that should affect the choice of a best fit sourcing business model?
- How can you use the Business Model Mapping tool to ensure you don't lose value by choosing wrongly?
- Why will your supplier contracts leak value if you choose the wrong sourcing business model?



David Frydinger, Partner & Erik Linnarsson, Partner, Lindahl



Aligning procurement and working capital strategies - what's the buzz about?

10

Basware has been named 2016 "Best Provider of Integrated Working Capital Management Solutions" by Global Finance Magazine. There is a lot of buzz about aligning the physical and financial supply chain and here you can discuss:

- How come there is such a supply chain finance buzz right now?
- In what ways can finance and procurement align processes and metrics in order to optimize working capital?
- How can solutions help improve supplier performance as well as working capital?



Ola Wollin, Senior Account Manager, Basware



How do you analyze and increase contract compliance?

11

Contract compliance in indirect spend is a well known challenge. Many suppliers and many possible buyers create challenges beyond signed contracts and written policies.

- How can you control decentralized order processes?
- How can you increase central contract and preferred supplier volumes?



Andreas Pettersson, Principal Value Architect, Qlik



Mats Billermark at BillerudKorsnäs shared his vision about processes and held two appreciated workshops comparing notes on supplier evaluation.

Key Take Aways

We are not alone

It became clear to me what we have to do next to take our sourcing to the next level.

Confirmation that there are common themes of challenge and opportunity across all industries

Peer group experiences about practical implementations: what systems are implemented, roles & responsibilities between finance & procurement

New angles on how to successfully implement source to pay in an organization, on all levels

Explore new business sourcing models

Focus on stakeholder collaboration

The system landscape considerations

Relationship models for contracts. Cross collaboration models. Key role of Finance is a success factor in successful P2P implementation (not new to me, but good that it's stressed)

Collaboration between Procurement, Finance and AP key to driving successful S2P

Not many organizations are prepared or preparing for change, given the digital disruption that has already happened, and very likely will accelerate soon

Many things. Contract compliance and what things can we do to affect our direct and indirect spend.

Handling the tail, handling contracts, and focus on change

Having all operational units in the same software

Collaboration with Finance

- much easier to be a valued partner in a company, if CPO belongs to EXM/Procurement has a strategic function
- different point of view on Procurement KPIs
- there is no one perfect procure to pay solution for all companies

To continue focusing on breaking down the silos in a company and work on common KPI's

Many but some of them really applicable. E.g. when implementing a P2P solution, let the users just use it at the beginning, do not burden them with rules, restrictions, etc. (they were using the phone anyway to create their POs... now you have a number for them at least!!!!)

There are more companies than ours that have the same challenges.

There are companies that are more well developed that we could learn from.

No purchase order no pay police works.

Electrolux , their journey and recover from failure , Top Down does not work, instead increase value close interaction /common goals to stakeholder.

Lindahl, The problems with agreement not covering the complexity in a settled agreement for long timeframe, (interesting for the public sector) lack of proactivity and value leakage etc

Process management insights, learnings from P2P and source to contract-solution implementation journeys.

Most organizations are struggling with similar challenges and only a small part of these organizations have reached an optimized maturity level in these challenge areas.

Indirect purchasing is a hot topic and an improvement focus area for many organizations.

- The need for a completely different type of request for cooperation and contracts for vested relationships; I will discuss this internally with our legal department!

Got some interesting feedback regarding supply chain risk mitigation that I will discuss in our leadership team

Re-think if consolidation is really the best way for us

A closer collaboration between Finance, Procurement and IT has shown to be preferable for some companies

- our challenges are the same as most of the comparable industries
- cross-collaboration model needs to be strengthened
- review our intended goods receipt function in the P2P system we are building

Areas that we as a company are doing well should be highlighted as I believe we sometimes focus too much on what isn't working. But also going back with some good ideas about how to move forward in areas that we have challenges with. It was interesting to hear the different maturity grades of where companies are at in certain areas and there are always learnings to take away from that.

Great understanding from other global corporations - we have the same actions and improvement potentials.

The audience response about priority of S2P processes.

What does the line need in order to sell more rather than what we as a support function force them to use.

Collaboration finance it and procurement and end to end perspectives are crucial

The positive economic impact of imposing a structured way of ordering and paying for IMS Purchase orders on services, prerequisites for change, relational contracts, request for solution/request for partner, Vested, inspiration from several companies but in particular Volvo cars, Phillip Morris, Electrolux and Ericsson

Awareness of good systems for P2P

Insight in other companies challenges and how to mitigate

The information from the SEB session which was of high value.

A lot of new contacts for best practice sharing

Thank you to all who shared your insights from Source 2 Pay Summit!

Holistic control and improved margins through data driven efficiency

The best decisions are not based on gut feeling, something Anders Arverud, CFO at Life Europe AB, is well aware of. Life Europe is a retail chain for products and services in health with more than 430 stores across Sweden, Norway, Finland and Denmark. Anders initiated the company's journey towards a more data driven way of working. Together with Jonas Grundström at Climber, Anders will explain how Life achieved better control over their figures and how the information in their existing systems became a steering tool for the business.



Among many things, the company got a better understanding over margins and what affected profitability through combining sales statistics with supply chain data. During the presentation, Anders will share insights into:

- How does Life work with procurement, warehouse and supplier follow up
- How can reporting be used to drive store sales
- In what ways can data from different functions be combined in order to find improvement potential

Anders Arverud, CFO, Life Europe & Jonas Grundström, Climber



Benchmark: How are you managing tail spend and what are the lessons learned in the group?

Imperial Tobacco Group have an almost three year old Global Procurement organization. They have chosen to find a way to cover global tail spend and have scanned the market for a global solution. In this session you will hear their lessons learned so far and can share your insights.

- Spend tail management - a story to tell about choosing global market solutions and options
- How are you managing tail spend?
- What are reasonable strategies and how long time should be estimated?

Fabiola Rivera Bello, Nordic Procurement Manager - Indirect Materials & Services, Imperial Tobacco Group



Centralizing cost and process management transformation experiences

As Ericsson is going through a major transformation journey a lot of experiences can be shared - and discussed! In this session - share insights into lessons learned and future aspirations.

- How can you stay local while centralizing?
- Compare experiences from industry best practice
- Who should do what during a transformation journey?
- What metrics are best used to monitor transformation?

Lotta Carlsson, Head of Sourcing Proces Management & Jenny Sundell, Process manager P2P, Ericsson



Building a bridge between Procurement, Finance and IT

Before making any decision about the P2P/S2P process it is important to have the whole picture. Procurement is only one of the actors; a tight collaboration with the other most involved stakeholders is essential. Based on his experiences as manager in Procurement (Sandvik, Vattenfall) and as management consultant (Booz) Stefano Dell'Orto, Head of Procurement Performance at Vattenfall, will share his insights on:

- How to establish governance and ownership
- KPIs to measure performance
- Change Management and Follow-up

Stefano Dell'Orto, Head of Procurement Performance, Vattenfall



"I thought it was extremely well organized with very interesting key notes and theme discussions spanning a range of topics. I would say that every single aspect was very rewarding and relevant to my career as a professional buyer."

How can you find a collaborative supplier partnership with competitive bidding methods?

As collaborative partnership based on trust and relational contracts become business critical, traditional and power based ways of procuring goods and services must make room for more collaborative approaches. At the same time, companies need to leverage the competitive forces of the market to find supplier than can provide the most value for money. Here you will learn about the new ways of procurement and can share insights:

- What is the difference between a Request for Proposal, Request for Solution and Request for Partner?
- How can you evaluate and assess suppliers based on compatibility and trust?
- How must procurement, legal and the business collaborate to effectively execute on a relational contracting process?

David Frydinger, Partner & Erik Linnarsson, Partner, Lindahl



Theme Discussions | Session 3 & 4

Benchmark: What are critical success factors for a purchase to order (P2O) system?

SCA are implementing a P2O system and want to share experiences in how to best implement such as requisition system. There are no one fit all options but you can in the group share your know-how with your experiences.

How are you planning or have planned:

1. Planning phase before implementation
2. Actual implementation
3. Post go live

Rolf-Erik Vålen, Global Sourcing Project Manager, SCA - Hygiene and Forest Products Company



Aligning global and Nordic supply chain, strategy & execution

GE' Nordic Sourcing organization has solid and dotted line management, business turnaround and integrations of acquisitions. It is in charge of year over year cost reduction and cost avoidance but also cash optimization, simplification and compliance. Discuss the challenges and opportunities!

- How to align Nordic ways with global strategies?
- In what ways can sourcing activities ensure cash optimization?
- What activities can procurement use to simplify and increase compliance?

Eric Dubern, Indirect Sourcing Manager, Nordic Region, GE



Benchmark: Change management challenges in a truly global organization

SKF is active in over 130 countries, purchases for more than 3 billion euro per year from over 30 000 suppliers within a large number categories. SKF has embarked on a global transformation journey aiming at using the same tools, comply the same policies and measure the same KPIs. Within procurement the management team is currently working with their change management strategies and you are invited to discuss challenges and opportunities.

- What multi cultural change management do's and don'ts can the group share?
- How do you anchor and implement a global strategy?
- How can a truly global company ensure the same processes and structures in Taiwan and Rumania as well as in Korea and India - or - can it?

Kristin Ang, Group Purchasing Strategy & Business Transformation Director, SKF Group



"Most organizations are struggling with similar challenges and only a small part of these organizations have reached an optimized maturity level in these challenge areas. Indirect purchasing is a hot topic and an improvement focus area for many organizations."

Supply chain risk mitigation - a prerequisite for banking and business?

For companies, supply chain transparency and supply risk management is essential in today's connected world. Mitigating supply chain risk that can harm a business on multiple aspects, such as financial and reputation, is key. For banking this is nowadays a hot topic. SEB will share their journey into supply risk mitigation, in applying sustainable procurement and give you valuable insight as to:

- What business pressure triggered setting up a sustainable procurement strategy?
- Evolution of the strategy
- Tools and policies used to execute the strategy

After this insight session, there will be time for an open discussion!

Jonas Solehav, Environmental Manager, Group Corporate Sustainability,
Kim Grandell, Senior Manager Group Procurement, SEB & Nico Sagel, EcoVadis



Benchmark: How can we prevent fraud in the P2P area?

9

Assessing risks and preventing fraud is a valid aspect of procure to pay control and overview. The risks are different depending on part of the process, country and industry. In this session you will share your insights and discuss how you prevent fraud. Discuss:

- Internal vs. external frauds
- Role of master data
- Internal control points
- Role of procurement vs. finance vs. IT



Jesse Ahokas, Global Process Owner, Procure to Pay, Fiskars

FISKARS

How to work with procurement follow up, warehouse analytics and supplier evaluation

11

What affects our margins? Where are we most profitable? What should we consider when pricing? In this session we will discuss how to work with procurement follow up, warehouse analytics and supplier evaluation in order for the business to become more profitable. The discussion will focus on:

- In what ways do you work with procurement follow up?
- How do you follow up suppliers, on time delivery and lead times?
- Contracted prices and actual costs – do we get what we pay for?



Jonas Grundström, BI manager, Climber & Johan Tullgren, Senior BI consultant, Climber (Qlik partner)

Qlik

Key Note: The Ericsson centralizing cost and process management transformation journey

Ericsson is going through a major transformation journey where staying local and close to the customer is vital but cost and process management are being centralized. The Ericsson transformation journey is quite unique with big spend volumes, 2 million external PO's and 3,5 million invoices per year. With 28 000 suppliers and 142 categories. In this session you will hear how Ericsson are choosing to use industry best practice set up from different spend areas creating a unique Ericsson gearbox.

- How do you stay local and close to the customer and at the same time enable cost and process centralization?
- What are the lessons learned from studying industry best practice?
- Who is doing what during the transformation journey?
- How are Ericsson making sure set strategies are realized?

Lotta Carlsson, Head of Sourcing Proces Management & Jenny Sundell, Process manager P2P and Dennis Myers, Head of Shared Services Organization, Ericsson

ERICSSON

How to support business development with end-to-end visibility across countries?

10

When Knut Olav started in SFR two years ago, procurement focused more on compliance, lawyers and legal aspects. Something he wanted to change. "We worked on being a business partner seeing the possibilities and goals of the business and how we can support them in making those decisions better" he says. Here you can share insights into how to increase control and visibility across countries within the retail industry.

- In what ways can end-to-end control and visibility help support business development?
- How can modern systems help you reach your set goals?
- To what extent can you unify end-to-end processes within the Nordics and the rest of Europe?



Knut Olav Irgens Høeg, Head of Procurement Europe at Statoil Fuel & Retail & Love Nelson, SAP Ariba

STATOIL SAP Ariba

Theme Discussions in the afternoon also held twice - pre-registrations were made as well as changes during the day



"Areas that we as a company are doing well should be highlighted as I believe we sometimes focus too much on what isn't working. But also going back with some good ideas about how to move forward in areas that we have challenges with. It was interesting to hear the different maturity grades of where companies are at in certain areas and there are always learnings to take away from that."



Sourcing - Procurement - Finance

Ericsson has gone through and are going through major change initiatives across the globe. In 2016 they joined Source 2 Pay Summit as delegates - one year later they came to share their past year transformation story.

Welcome back or welcome for the first time March 30th 2017 in Stockholm!
(pre-conference workshops and dinner, voluntary, March 29th)

Thank you to all involved and welcome
to all who will be involved next time!

Next year Source to Pay Summit will be held

March 29th + 30th

Pre-conference workshops and dinner on
March 29th and main summit March 30th at
Hotel Birger Jarl in Stockholm

Mark the calendar already now
- EBG | Network have already started planning
next years summit!

And don't forget to visit www.ebgnetwork.com
for continuous insights and activities!