

# sourcing outlook

# 2017

# Post Summit Report



sourcingoutlook.com

## Speakers



Nicolas Walden  
Director Procurement  
and P2P Advisor



Andreas Sahlen  
Head of Estate Mgmt &  
Real Estate Law



Isabelle Kemlin  
Alliance Director



Ingrid Wallgren  
Global Category Manager



Muhammad Fasih ul Saleh  
Director Sourcing and  
Governance



Daniel Timpe  
Global Source-to-Contract  
Process Manager - Group  
Procurement



Cesare Guarini  
Head of  
Procurement -  
Strategy Initiatives

The Hackett Group

Telia Company

CBRE

Telia Company

telenor

THE LINDE GROUP CLARIANT

## Expert Organizations

ecoVadis  
SUPPLIER SUSTAINABILITY RATINGS

TRADESHIFT

synertrade  
digital dimension | saas



BUREAU VAN DIJK  
A Moody's Analytics Company

Lindahl

## Theme Discussion Moderators



Cesare Guarini  
Head of  
Procurement -  
Strategy Initiatives



Isabelle Kemlin  
Alliance Director



Andreas Sahlen  
Head of Estate Mgmt &  
Real Estate Law



Ingrid Wallgren  
Global Category  
Manager



Daniel Timpe  
Global Source-to-Contract  
Process Manager - Group  
Procurement



Paola Zetterberg-  
Eriksson  
Head of Purchasing



Nicolas Walden  
Director  
Procurement and  
P2P Advisor



Kristina Wågstedt  
Nordic Procurement  
Manager

CLARIANT

CBRE

Telia Company

Telia Company

THE LINDE GROUP

OVAKO

The Hackett Group

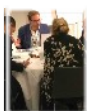
EY  
Building a better  
working world



Taru Lindfors  
Development  
Manager, Procurement



Juliet Elfgrén  
Nordic Procurement  
Manager



Fredrik Svanestrånd  
Head of Group Sourcing



Katarzyna Fabianska  
Director, Indirect sourcing



Stefano Dell'Orto  
Head of Procurement  
Performance



Håkan Hultén  
Group Purchasing  
Business Process and  
Transformation Manager

NESTE  
The only way is forward

EY  
Building a better  
working world

RAMIRENT

DeLaval

VATTENFALL

SKF

Organizer: ebg | Network

# Welcome to Sourcing Outlook 2017!

Is there really a need for another conference about sourcing and procurement? EBG thought so.

What can you expect from an EBG | Network conference?

Content shaped by your peers and numerous possibilities to exchange experiences we know you all have!

The rest is up to you - how you utilise the possibilities at hand.

Welcome back or welcome for the first time in October 2018!



Segments during an EBG conference



#### Key Note Sessions

Sessions that inspire! Industry experts or practitioner know how from the main stage.



New!

#### Focused Theme Discussions

EBG have considered more ways to help You bring back to-the-point action plans to the office.

These sessions are led by a speaker and moderator sharing his or her experiences and engaging all in the room. Concrete discussion topics and hopefully concrete actions taken away.



#### Theme Discussions

Round table discussions moderated by peers and experts. If anything this is what EBG is known for, enabling you to sit down and discuss common challenges and opportunities for hours.

A live poll during the second Themed Focus Session reveal common challenges and a reason to be for Sourcing Outlook!



Thank you to all who came!

It takes time creating a conference and each conference EBG do are made to fit an exact number of people. In that way we do what we can to help You speak to as many as you can and hopefully get concrete ideas to take back the next day. #Lars & Anna



#### What do you do on April 24th 2018?

Join us in Stockholm for the 8th edition of Source 2 Pay Summit bringing sourcing, procurement and finance together for REAL business development - end-to-end.

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

## EBG | Drinks & Dinner

On the evening before each summit - EBG | Network invite all who can and want to for a voluntary drinks & dinner reception. Usually at cost price - in 2017 Tradeshift sponsored the event. Thank you!

Welcome!

**TRADESHIFT®**

Want to sponsor an EBG | Network summit, webinar or workshop?  
Are you a practitioner with hands on experiences you want to share and/or get peer feedback on?  
Contact us today! [lars@ebgnetwork.com](mailto:lars@ebgnetwork.com) or [anna@ebgnetwork.com](mailto:anna@ebgnetwork.com)



# Expert Organizations

A warm welcome to Sourcing Outlook 2017 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.

Thank you for sponsoring and for adding your know how!



EcoVadis is the first collaborative platform providing sustainability ratings and performance improvement tools for global supply chains. Combining powerful technology and a global team of CSR experts, EcoVadis' easy-to-use CSR ratings and scorecards are used by procurement teams to monitor environmental, social and ethical risks across 150 purchasing categories and 110 countries. Over 175 industry leaders such as Telia Company, Nokia, SEB, Oriflame, Hempel, DNB, ING Bank, Kemira, Coca Cola European Partners, Nestle, Heineken, Johnson & Johnson, GSK, Salesforce and L'Oréal use EcoVadis to reduce risk, drive innovation and foster transparency and trust among over 35,000 trading partners. Learn more at [www.ecovadis.com](http://www.ecovadis.com), [Twitter](https://twitter.com/ecovadis) or [LinkedIn](https://www.linkedin.com/company/ecovadis).



View the recorded webinar held with EcoVadis and BDR Thermea, can be found >>>[here](#)



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: [www.synertrade.com/en/](http://www.synertrade.com/en/)



An interview with Andreas Schwarze, Member of the Executive Board at SynerTrade can be found >>>[here](#)

## TRADESHIFT®

Founded in 2010, Tradeshift is the world's largest business commerce platform that connects buyers and sellers. Tradeshift connects over 1.5 million companies across 190 countries, processes over half a trillion USD in transaction value yearly, and has a marketplace containing 28 million SKUs. It offers solutions for procure to pay, supplier engagement and financial services, and enables companies and partners to build custom or commercial apps on its business commerce platform. Tradeshift is headquartered in San Francisco, with offices in Copenhagen, New York, London, Paris, Suzhou, Chongqing, Tokyo, Munich, Frankfurt, Sydney, Bucharest, Oslo, and Stockholm.

Learn more via [www.tradeshift.com](http://www.tradeshift.com)



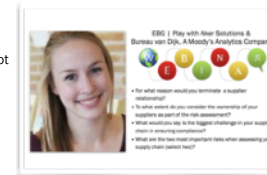
We capture and treat private company information for better decision making and increased efficiency.

Welcome to the business of certainty. We offer the most powerful comparable data resource on private companies. With extensive information on companies' financials, risk scores, PEPs and Sanctions, and probability of default indicators, our solutions can help you manage your supplier risk, leverage your spending power and be certain of a lot more:

- Validate your suppliers and business partners
- Get the full picture using our extensive corporate ownership structures
- Reduce financial risk with our standardised financial data and risk metrics

Procurement Catalyst is a risk assessment tool that enriches your supplier data with our market intelligence. Your data is blended with ours and clearly displayed for easy interpretation and a better view on your supplier portfolio. It can be completely aligned with your existing procurement processes. Make better-informed decisions with a higher level of certainty – and save a huge amount of time.

Please visit us at: [www.bvdinfo.com/procurement](http://www.bvdinfo.com/procurement)



Enjoy a webinar recording with Aker Solutions sharing Supply Chain Risk Management experiences >>>[here](#)



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](http://www.lindahl.se). To read more about Vested, visit [www.lindahl.se/en/vested](http://www.lindahl.se/en/vested)



## About organizer EBG | 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 sourcing, procurement and finance perspective. Bridging those organizational silos and recognizing that change is not easy and that change cannot happen as a single event in a single function expecting real results.

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

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

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

Search for "EBG Play" and find numerous recordings of webinars and interviews and learn how others responded to polls.

Contact us today with any type questions! [anna@ebgnetwork.com](mailto:anna@ebgnetwork.com) or [lars@ebgnetwork.com](mailto:lars@ebgnetwork.com)



# ebg Sourcing Outlook | October 19th | 2017

## Key Note: What does it take to become a top performing supply management organization?

Company executives are investing more and more revenue externally and the division between direct and indirect spend is decreasing. Sourcing and procurement professionals can play a significant role to strengthen company growth and achieve cost reductions, yet research indicates contracts are not complied with, tools are not used, people remain working in silos, and data is used reactively. How to continue to address this significant opportunity?

Nic Walden of The Hackett Group will share the latest insights and trends from research and analysis of leading international organisations focusing on sharing recent data and global comparisons. You will have a great opportunity to compare notes on your road to world class supply management moving from reactive to proactive, from little or reactive analysis to real-time data analysis, from tactical to strategic, from lower skills to higher skill sets, from total cost of ownership to total value creation, from silo KPIs to cross functional co-operation, from supplier demands to supplier collaboration, from doers and an overhead cost focus to true business advisors and business enablers.

- Where is your organization on the road to world class supply management?
- In a climate of tight budgets how are world class organizations managing sourcing strategies, operations, and governance structures?
- What actions are leading teams taking to pivot from a bottom line savings focus to affect top line growth and value creation?
- How could digitalization, emerging technologies and data evolution impact sourcing and procurement?
- What can you do today if you lack the systems, organization and end to end supply chain capabilities?

Nicolas Walden, Director Procurement and P2P Advisor, The Hackett Group



**The Hackett Group**  
World-Class Defined and Enabled

## Key Note: Designing a win-win business model between the business - procurement and the supplier



Having a situation where an organization face dozens of suppliers and tens of dozens of frame agreements for the same service is not uncommon. Navigating between who does what, when at what cost can be daunting. Add to that an increasing need to not only stay in control but also add value. As more and more of company revenue is invested externally so comes the need to work more closely with suppliers. This is not new and in recent years buzz words such as "win-win", "supplier enabled innovation" and "desired outcome" can be seen everywhere.

Talking about collaborative ways of doing business has exploded but what does it really look like when it comes down to writing contracts, structuring processes and making everyday decisions? If you talk about buyer-supplier relationships and a focus on what the desired outcome is not how to get there - what difference will it mean for both the business, procurement and the supplier? In 2012 EBG first heard of Vested® and founder Kate Vitasek and have since followed how this business model and methodology have been adapted by "real" businesses, beyond theory.

In this session EBG have invited Telia Company to share why they decided to create a Vested® business model together with a supplier to ensure service delivery excellence. On stage we have "the business" represented by Andreas Sahlen, Head of Estate Mgmt & Real Estate Law and "sourcing and procurement" represented by Ingrid Wallgren, Global Category Manager at Telia Company. We also have "the supplier" on stage represented by Isabelle Kemlin, Alliance Director, CBRE (then Veolia Nordic). Andreas, Ingrid and Isabelle will share what the decision meant internally and what difference it made as buyer and supplier. They will share the challenges and lessons learned so far and share what the outcome has been, is and will be. The challenge is not understanding there is a need for change but actually seeing it through and managing it over time.

- Why did Telia Company choose a Vested® approach for this particular service?
- What is the desired outcome and how is this different than previously?
- In what ways will Telia Company be following up on and monitor success over time?
- How do you navigate between conflict of interest, silo functions and old habits?
- What does it take for the business, procurement and suppliers to come to a common understanding and shape ways of working together?



**CBRE** **Telia Company**

Andreas Sahlen, Head of Estate Mgmt & Real Estate Law, & Ingrid Wallgren, Global Category Manager, Telia Company and Isabelle Kemlin, Alliance Director, CBRE

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

## Theme Discussions - round table discussions guided forward by a moderator and a great way to learn from peers

### The supplier perspective on buyer-supplier collaboration

Consider you have decided it is time to take a different approach to areas where your company are not or should not be the expert. You want to bring in the expert - a supplier - who preferably will deliver your desired outcome. Given that you can be the perfect partner. On paper focusing on the what and not the how sounds good but when designing the agreement and executing the daily work, problems often arise. Here you can learn from the supplier perspective!

- What are the main differences requesting for a partner instead of a proposal?
- How about reducing cost, ensuring delivery on time and other usual buyer goals?
- How do you create a governance structure enabling "win-win"?



Isabelle Kemlin | Alliance Director | CBRE

**CBRE**

### Benchmark how to create desired business outcome in a win-win kind of way

Following the key note you now have the opportunity to benchmark ways of working with Telia Company. Finding ways to collaborate across functions as well as with external partners take structured ways of creating strategies, choosing how to operate and in what ways strategies are followed up. Telia Company has a lot of experience to share, discuss:

- How do you navigate between conflict of interest, silo functions and old habits?
- What does win-win really mean?
- In which ways can you ensure strategy alignment over time?

Andreas Sahlen | Head of Estate Mgmt & Real Estate Law | Telia Company & Ingrid Wallgren | Global Category Manager | Telia Company



**Telia Company**

### Supplier Collaboration: What does it take to enable large scale Value, Innovation and Growth?

As industry disruption forces companies to be more agile and innovative than ever, companies are realizing that a key to future success is the strength of their supply chain. Once thought of as zero-sum game designed to drive as much savings as possible out of suppliers, progressive Procurement organizations are working towards the development of mutually beneficial relationships with their suppliers that generate strategic value. Attend this session and discuss:

- How are and will companies take a more collaborative approach to working with suppliers?
- What challenges are companies facing enabling or disabling them to do that?
- What does the future hold for possible supplier relationships?

Sujay Dutta & Stig Landström | Tradeshift



TRADESHIFT

### Benchmark Strategic Sourcing: How has negotiation practices changed?

Strategic sourcing is a systematic corporate/institutional procurement process that continuously improves and re-evaluates the purchasing activities of a company. While most organizations implement strategic sourcing initiatives for the purposes of saving money, other reasons for implementing strategic sourcing include improving supplier performance and minimizing risk.

Discuss how strategic sourcing is evolving and what the challenges are:

- What is your division between indirect and direct spend and how has that changed?
- How are you visualizing the impact sourcing activities can have?
- Negotiate until it is great for the company or even greater - what are sourcing expectations from the organization?



Markku Kronqvist & Mirza Dzonlic | Synertrade

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### How do you incorporate sustainability into sourcing and procurement practices?

Clariant is a global company active in 53 countries with more than 17 000 employees. For the past five years, Clariant have been developing their risk and sustainability strategies, practices and processes. Listen to a brief run through of their journey and take the opportunity to benchmark your sustainability maturity, challenges and opportunities. Here you will discuss the strategic importance and ways to incorporate sustainability from a procurement and business development view. Discuss:

- What is the strategic role of procurement in company wide sustainability development?
- What are your challenges including sustainability into your procurement practices?
- To what extent is your code of conduct or idea of code of conduct an active part of your sourcing processes?



Cesare Guarini | Head of Procurement - Strategy Initiatives | Clariant Enabled by EcoVadis

CLARIANT

### Governance: Adding value with Cross-Functional Teams and Supplier Collaboration

In a centralized procurement operations finding the ways to enable active cross functional teams and efficient supplier collaboration are the targets many sourcing and procurement organizations share. In this session you will learn from and be able to benchmark a strategic sourcing and supplier management processes used at Neste.

Learn and discuss:

- What are the key elements of strategic sourcing and supplier management?
- How are the sourcing and supplier management processes integrated?
- Which categories and supplier types are best suited for a collaboration model?
- Which are the benefits seen so far and how are they measured?



Taru Lindfors | Development Manager, Procurement | Neste

NESTE  
The only way is forward



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



"It was a good spread of different subjects on a high level. Would sometimes be good to be able to go deeper into the details." #SKF Group



Discussing the state of category management success. Easy answers? Of course not!

### Benchmark top performing supply management organizations

Compare strategies, operations and governance structures with each other and with top performing supply chain organizations. Following his key note you can here sit down with Nicolas Walden and a group of peers comparing notes. Evaluate if you are in the world class segment or how you compare. Learn from each others challenges and ways of improving. Discuss:

- How can you evaluate your organizations supply chain excellence?
- Are savings and ROI measures still relevant. How do you measure broader value?
- What are general steps to take depending on where you are in the maturity scale?
- What trends and practices should you evaluate depending on where you are today?

Nicolas Walden | Director Procurement and P2P Advisor | The Hackett Group



The Hackett Group  
World-Class Defined and Enabled

### Benchmark Strategy: The state of category management success

Ask most companies and they will today have a central category management approach, enabling in depth analysis on behalf of the entire organization and outline the strategic work of purchasing. Depending on how well the organization and processes actually are able to gather the needs, manage the spend, get cross functional involvement from stakeholders, collaborate with suppliers and being able to provide facts about money saved and value added, that will decide the success of category management.

- How do you measure category success - what performance metrics do you need to have in place?
- How are you ensuring buy-in from business stakeholders?
- Is technology changing how categories have to be managed and governed?
- What comes next, how can you develop your category management structures further?

Paola Zetterberg-Eriksson | Head of Purchasing | Ovako Group



OVAKO



## Theme Discussions

### It's 2030 and Procurement is fully automated. Now what?

As technology advances and business processes become increasingly automated, procurement professionals need to prepare for a future in which the human role in traditional sourcing and procurement processes is no longer needed. Join this roundtable session to discuss how automation is already impacting procurement, exchange thoughts on what the future may hold, and discuss ideas on how to prepare for it.

- What does the technology development mean for procurement leaders and practitioners?
- Will buyers and category managers give way to a new breed of specialized data scientists that will be the new procurement overlords?
- Does process automation free procurement to focus on more strategic initiatives, and, if so, how long before those are automated too?
- What skills will be needed as the automation revolution progresses?



Sujay Dutta & Stig Landström | Tradeshift

**TRADESHIFT**

Imagine you could tell what the future will look like...we'd really like to know!



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

"Really good event to get latest updates as well as hands-on challenges within different areas"



Hot topic!

### Benchmark Strategy: Creating a global indirect sourcing organization from scratch

At DeLaval indirect spend consisting of 50% of the total spend, have been managed locally. Since October 2016 they are set to build a team, categorize spend and enable system support centrally for a global organization. Proving the value of sourcing and aligning stakeholders early is key as is getting a basic baseline – where are we today and where do we want to go.

Discuss and share:

- How can you get a good enough status overview before starting to change strategies?
- Creating "governance councils" – who should be in it?
- How should you handle the different maturity levels depending on category?
- To what extent is standardization possible on a 1, 3 and 5 year basis?

Katarzyna Fabianska | Director, Indirect sourcing | DeLaval International



**DeLaval**

**THE LINDE GROUP**  
Leading provider of industrial and healthcare gases as well as plant engineering and construction services (turnkey)  
Founded in 1878  
Major M&A's: ACA (2000), BOC (2006)  
Present in > 100 countries  
Revenue (2016): € 17 bn  
No. of employees: 60,000

Discussions among all in the room;  
What does Procurement look like in your organization in terms of organisation, processes and tools?  
How do you ensure global frame agreements are implemented locally?  
What KPIs do you use and how do you follow up on them to ensure strategies are fulfilled?

## Focused Theme Discussion - OPERATIONS

The moderator will introduce his or her own experiences and how their company view the topic. The room will be engaged in to-the-point discussions. A great opportunity to share know how!

### OPERATIONS | How can procurement ensure global sourcing strategies are implemented locally?

Some of you have a global strategy with the aim to "glocalize" spend strategies, operations and follow up. Many of you struggle with convincing local stakeholders to follow set up strategies and being able to measure and follow up on strategy progress. Most of you want to develop a structured interface between Procurement and stakeholders across the organization ensuring increased spend control, automation and value ad. But how do you do it in a global company with thousands of possible stakeholders, multiple systems (or none) and – probably – strong local business units? Learn from Daniel Timpe at The Linde Group, hear his experiences and discuss to-the-point key challenges to take away concrete action points back to the office!

Discuss issues such as:

- How have you structured the interface between procurement and the stakeholders raising purchase requests in terms of processes and tools?
- What KPIs do you use and how do you follow up on them to ensure strategies are fulfilled?
- How do you work with on the one hand global frame agreements and on the other hand local operations in a context where automation (self-service buying) becomes more and more important in Procurement?

Moderator: Daniel Timpe | Source-to-Contract Process Manager – Group Procurement | The Linde Group



New!

**THE LINDE GROUP**

## Theme Discussions | Session 3

### Benchmark Operations: What does "globalized" source to contract strategies mean in reality?

Following his Focused Theme Discussion – continue sharing experiences in "globalized" spend strategies, operations and follow up. Share thoughts about processes, who does what, interfaces, tools, KPIs and governance structures. Compare how you and the group are choosing to structure large scale spend and numerous stakeholders. Summarize the challenges and possibilities:

- What type interfaces do you have between procurement and the business?
- What are your three main KPIs and how can target follow up be improved?
- How are you managing the balance between centralized global control and local execution?



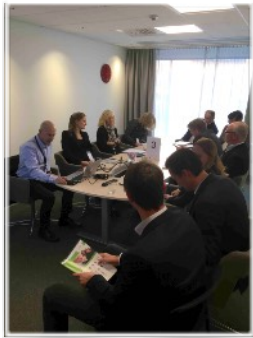
**Daniel Timpe** | Global Source-to-Contract Process Manager – Group Procurement | The Linde Group



### Operations: How are you managing sourcing – contract – operations discrepancies?

Centralized organizations and global strategies is basically the norm in large organizations. However results are reached when regional and local business units follow the set up strategies and buy as intended. Most have challenges aligning central strategies with local operations. In this discussion you can learn from and discuss common misalignments such as using different KPIs and having different focus areas. Discuss:

- How are your category managers ensuring global and local alignment?
- How are you interpreting business needs and translate them into actionable contracts, easy to use by the business?
- In what ways are you ensuring you align not only what is needed but how it is needed?
- What common mistakes do category managers do from an operations perspective?



**Håkan Hultén** | Group Purchasing Business Process and Transformation Manager | SKF Group



### Benchmark: Finding the balance between central category control and local management and expertise

Ramirent operates in 10 countries with a de-centralized matrix organization. To a large extent they want to stay de-centralized to promote local ownership and independence while still maintaining group control where clear synergies can be achieved. There is a desire to utilize group and local know how across country organizations and increase control in certain categories such as external labour and logistics. Discuss ways to manage or coordinate categories centrally while keeping local influence and execution.

- How are you balancing between central control and local decision making in key categories?
- In what ways can you ensure unified ways of sourcing and purchasing without centralizing?
- What tools do you use in order to influence and control local ways of working?



**Fredrik Svanestrand** | Head of Group Sourcing | Ramirent Group



## Final Session | Enabling STRATEGY

### STRATEGY | Incorporating sustainability into sourcing and procurement practices

Five years of business development where sustainability has been a leading star. At Clariant - active in 53 countries and with 17 000 employees - sourcing and procurement has been a vital part of enabling company wide risk and sustainability strategies, processes and practices. Here Cesare will share:

- Challenges faced and overcome
- What will happen next?
- What came up during the Theme Discussions and what can we learn from that?

**Cesare Guarini** | Head of Procurement - Strategy Initiatives | Clariant



"GREAT day for procurement professionals" #The Absolut Company

### Benchmark: How can procurement add value as a strategic business partner in the budget process

Procurement involvement as a strategic partner in the annual budget process is vital. Deciding how procurement involvement can achieve the best outcomes and value add is key.

Can the involvement in the budget process open new opportunities for procurement to measure its performance? EY will present the methods of their involvement in the budget process and this session will focus on discussions and best practice sharing.

- How can budget alignment achieve added value for procurement and the organization?
- In what ways can you improve collaboration in the budget process?
- Can the deliverables be measured as a KPI (e.g. savings...)?



**Kristina Wågstedt & Juliet Elfgrén** | Nordic Procurement Managers | EY



### Strategy & Operations: Keep in-house or outsource – how can you decide how to best stay flexible and agile?

Outsourcing sourcing and procurement activities is increasing and Vattenfall have chosen to outsource major parts of their source to contract, purchase to pay, order to cash, record to report and accounts payable operations. In this session you will learn from their extensive evaluation process leading up to deciding to outsource, what to outsource and who to outsource to. Learn about and share:

- What are the reasons behind outsourcing sourcing and procurement activities?
- How can you make sure you know what to outsource?
- Which key learnings come out of the RFP process?
- How is the internal organization changing following the outsourcing decision?



**Stefano Dell'Orto** | Head of Procurement Performance | Vattenfall



## Focused Theme Discussion - GOVERNANCE

### GOVERNANCE | How efficient and effective is your governance structure?

Balancing and managing continuous sourcing and procurement development as part of the overall business strategy and operations is as much a challenge as it is vital. In this session you will learn from the sourcing and procurement governance experiences Fasih have and the visions he has for sourcing as part of business development. You will learn the governance structure Why, What and How and be able to benchmark your peers in the room. The aim to give you concrete actions points to take back to your organization.

Discuss:

- How do you define purchasing versus sourcing?
- How do you define strategic sourcing?
- In what ways can you improve spend visibility, contract know how and stakeholder communication and collaboration?

**Muhammad Fasih ul Saleh** | Director Sourcing and Governance | Telenor ASA



#### Discussions:

- How do you define purchasing versus sourcing?
- How do you define strategic sourcing?
- 3 ways you improve spend visibility?
- 3 ways you can improve contract visibility?
- 3 ways you could develop your stakeholder communication and collaboration?

– The End for 2017 –

See you in April and/or October 2018!  
Or join us for webinars and workshops  
[www.ebgnetwork.com](http://www.ebgnetwork.com)