

Elevate+

Elevate+ Zurich 2026

Designing the AI-native
procurement organization

Designing the AI-native procurement organization

How people, technology, and decision-making evolve when AI agents do the work



Welcome by Archlet

Lukas Wawrla

Co-Founder





**A look back
at Elevate+
2025**

Looking
ahead..



→ **Elevate in figures:**

Hosted

890

Procurement leaders hosted
in person over the last 12
months

Across the globe

8

Cities across the globe.
(Amsterdam, Paris, Basel, Zurich, London,
New York, Philadelphia, Denver)

→ Today in figures:

Joined by

20+

Clients



...

Meet today's speakers



Andrea Sordi

SVP Global Indirect
Procurement

dsm-firmenich 



Pierre Laprée

Chief Product
Officer





Alexander Pils

VP Procurement
Strategy





Patrik Berglund

CEO & Co-Founder





Diana Herold

Procurement Strategy
and Transformation
Director

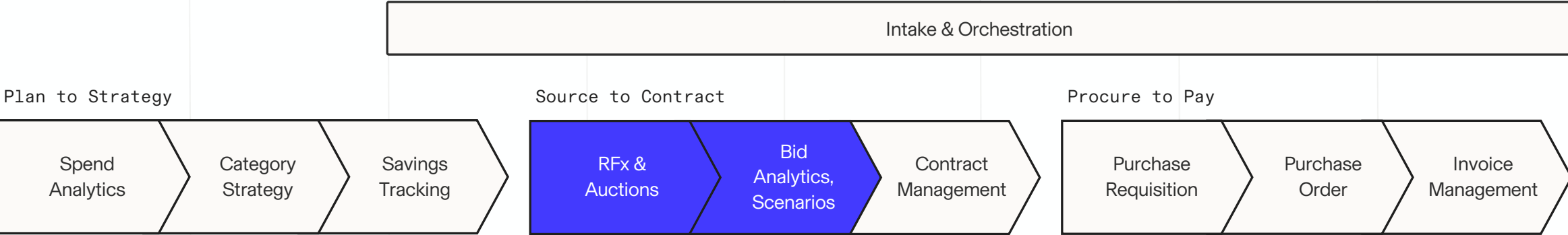


Today's Partners spotlight

SpendHQ

XENETA

Archlet connects a best-of-breed ecosystem



SpendHQ

Archlet

Supplier Information Management, Approvals & Workflows

3rd Party Benchmark Data

Supplier Relationship Management

XENETA

Agenda

Wednesday
September 16

18:10-18:25

Keynote by Andrea Sordi, dsm-firmenich

Designing dsm-firmenich's procurement landscape

18:25-18:45

Keynote by Patrik Berglund, Xeneta

Managing volatility with Xeneta

18:45-19:00

SpendHQ Session with The Adecco Group

What would you let AI decide? With Pierre Laprée and Alexander Pils

19:00-19:15

Keynote by Diana Herold, Bayer

When AI moves faster than the organization around it

19:15-22:00

Networking drinks with flying dinner

With stunning views overlooking Lake Zurich



Designing dsm-firmenich's procurement landscape

Andrea Sordi

SVP Global Indirect Procurement

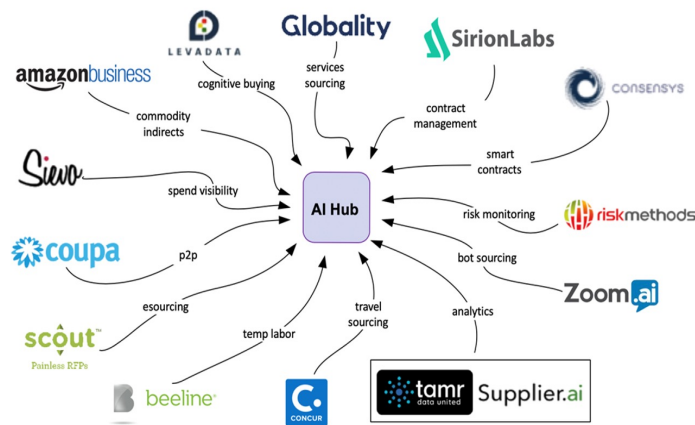
dsm-firmenich ●●●



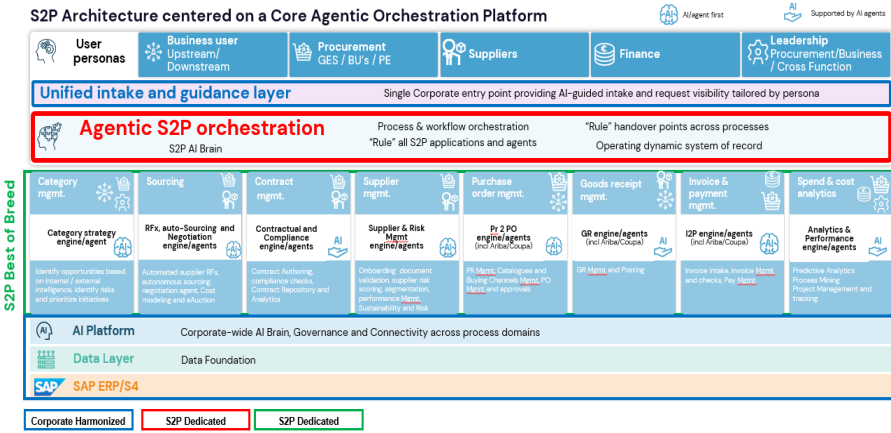
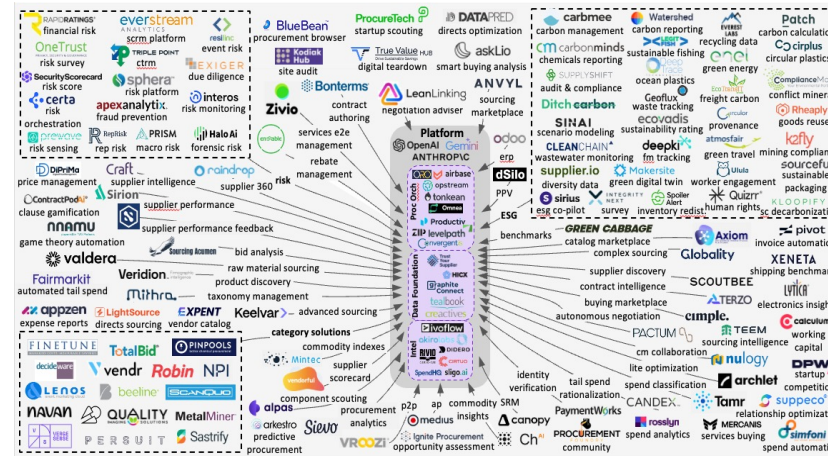




The Procurement Digital Journey is in continuous evolution, shaped by and shaping the context around



The Digital Procurement Spider Map, Dr. Elouise Epstein, Kearney, LinkedIn 2025



2017+

Digital Suites to SaaS

Limited Solutions offering E2E integrated platform.

Their rigidity and the need for integration is becoming quite a limit to the increasing demand for adaptability

2024+

SaaS to AI

Complex portfolio of offering requiring clear choice of solution able to laser focus solution the true business needs.

Agile approach for POC's, selection of essential best of breed solutions and their connectivity is a mastery though 'one size does not fit all'

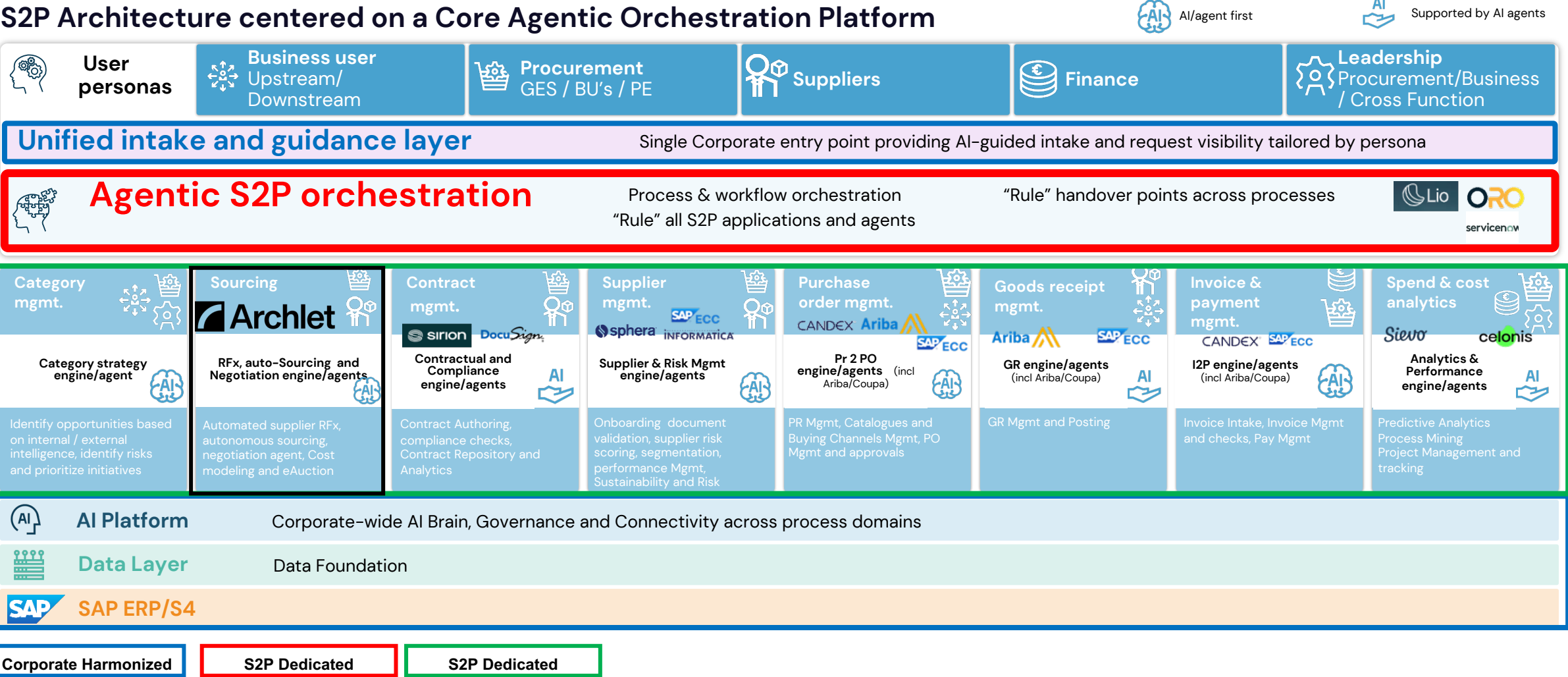
2026+

AI to Flexible Agentic Orchestration

E2E workflow-centered structure powered by a core S2P
Agentic Orchestration Platform seamlessly connecting S2P
'Best of Breed' task-specific engines and agents, and
integrate corporate-wide platforms

S2P Architecture centered on a Core Agentic Orchestration Platform

confidential



S2P Best of Breed

It is not about the technology. It is about the choices made around it.



1. Design a future-back S2P process to eliminate/mitigate/solve the critical business pain points



2. Choose the AI/digital architecture suitable to your context. Don't choose the tool



3. Few parallel PoC, pilot and scale-up quickly. If it fails, stop and move to next idea



4. Do not prioritize UX vs sourcing depth, or vice versa. Both can be achieved



5. Orchestration connects workflow-structures not functional domains



6. Orchestration amplifies human potential though, new skills are needed



×

XENETA



Navigating Volatility with Xeneta

Patrik Berglund

CEO & Co-Founder

XENETA





XENETA

Archlet Elevate Event
ZURICH, SEPTEMBER 2026

Navigating volatility with Xeneta

Patrik Berglund
CEO and Founder, Xeneta
patrik.berglund@xeneta.com

xeneta.com



The world's leading ocean and air **freight market intelligence** solution



800m+

Rates crowdsourced from customer base

15m+

New rates each month

170k+

Port to port pairs

50k+

Vessel arrivals each month

Elevated with supply-side and partner data sets:

- ✓ Schedule reliability
- ✓ Capacity / Blanked sailings
- ✓ Delays
- ✓ Surcharges
- ✓ Carbon emissions
- ✓ Transit times

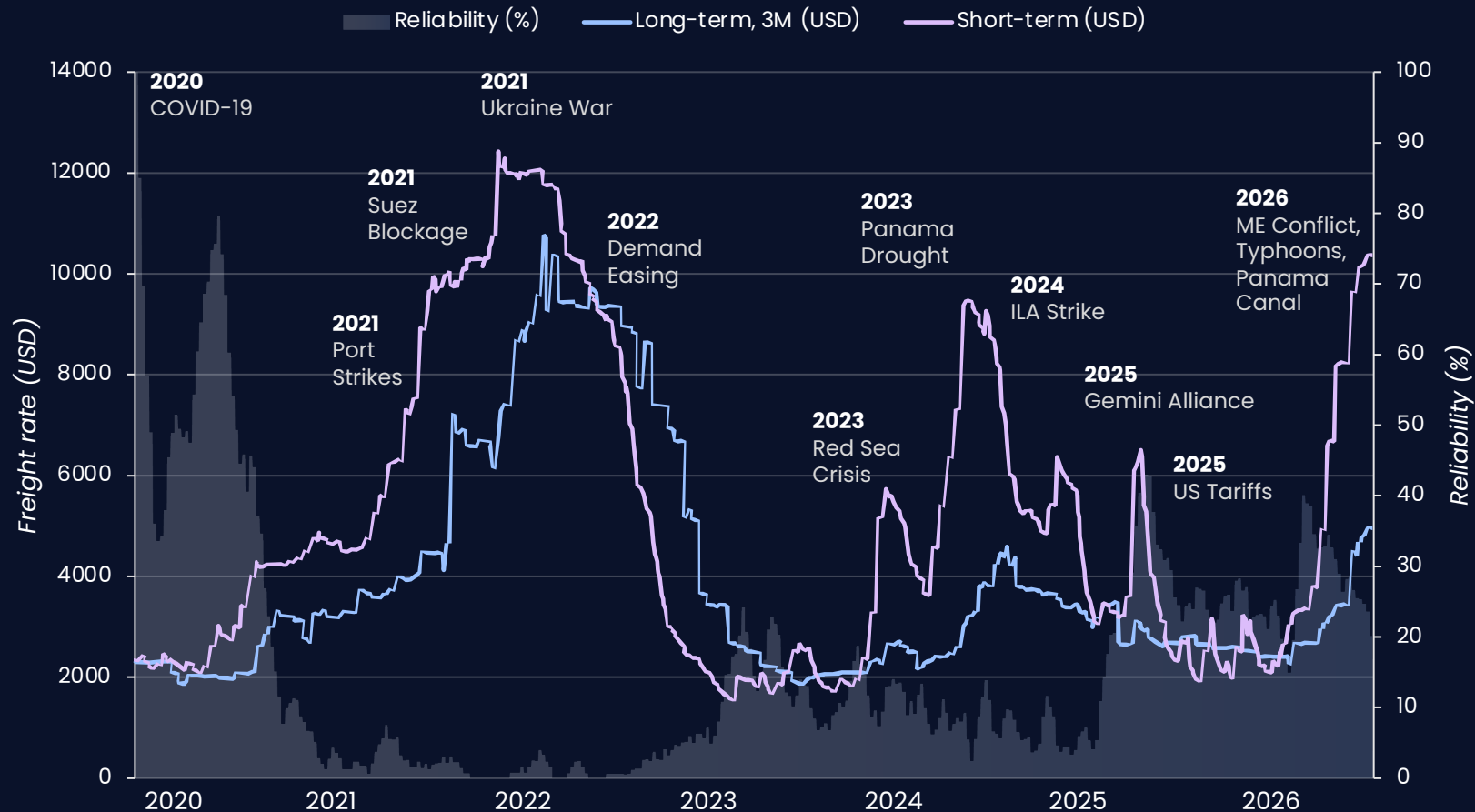




Approx.
70%
of global trade by volume

Approx.
35%
of world trade by value

Three deeply structural problems in global freight markets that **Xeneta** set out to solve



NO TRANSPARENCY

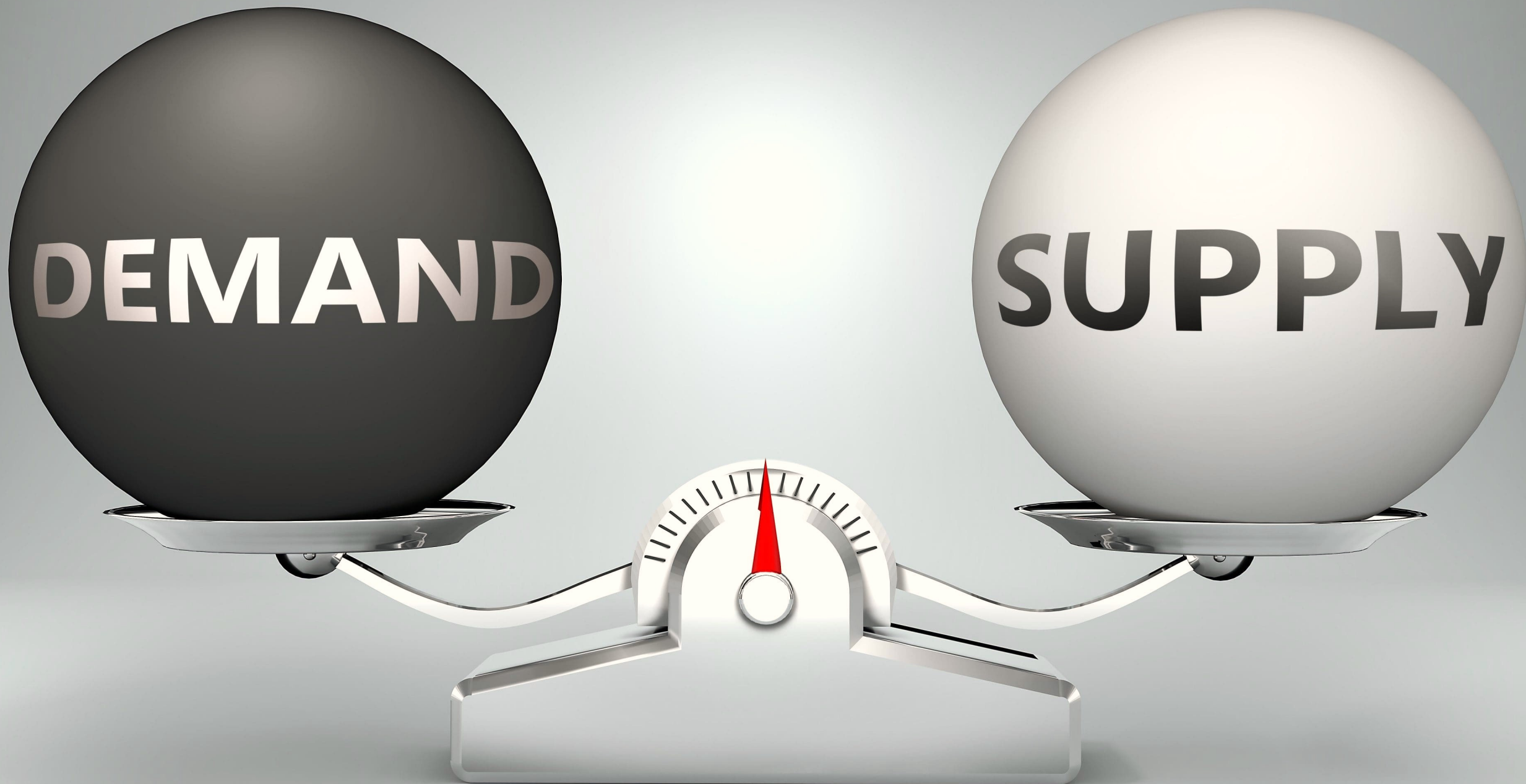
Shippers negotiate blind on long-term contracted rates, with no visibility into the real market.

PRICE VOLATILITY

Freight pricing is driven by supply and demand. Shocks on either side drive material price swings.

LACK OF TRUST

When rates spike, carriers push surcharges. When rates fall, shippers abandon contracts. Relationships break.





Widespread Labor Disruptions

Wars and hostilities

US / China tensions

Continued threats to business and supply chain continuity

Tariffs

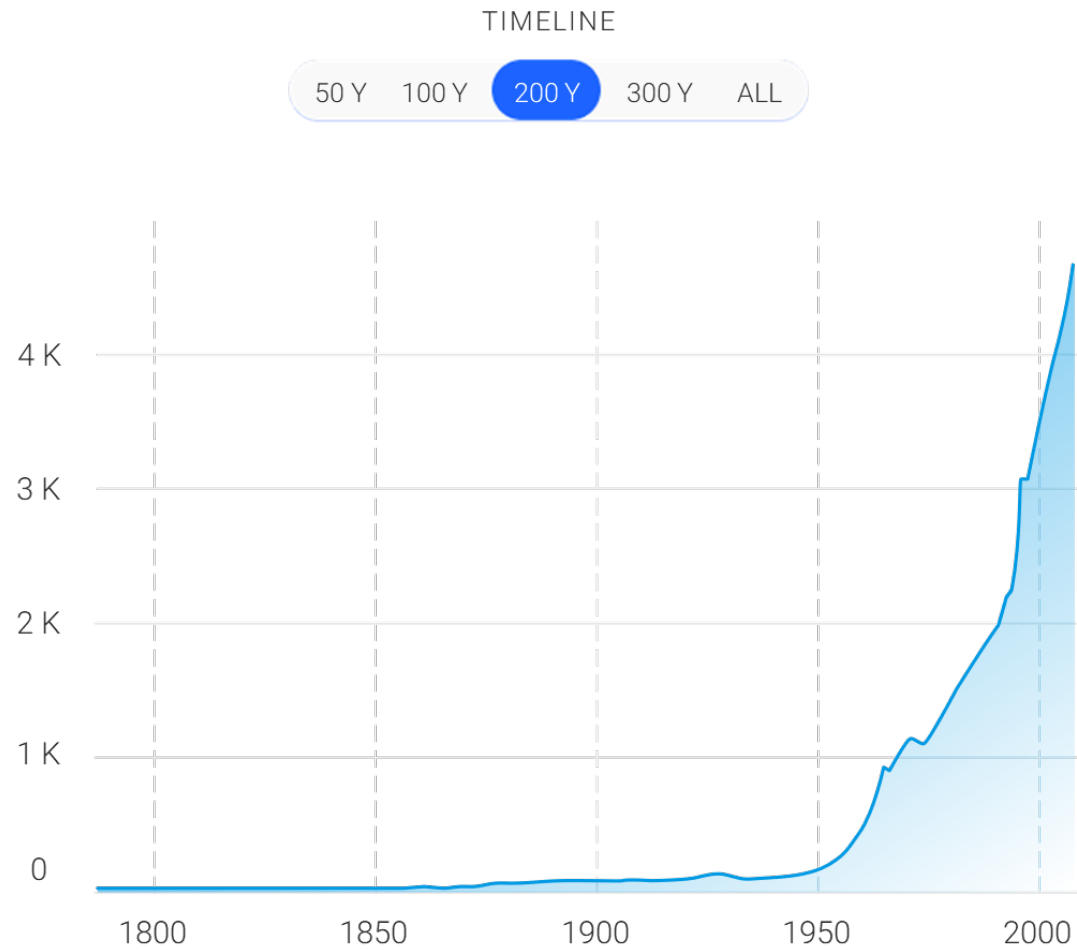
Record high carbon emissions

New Alliances

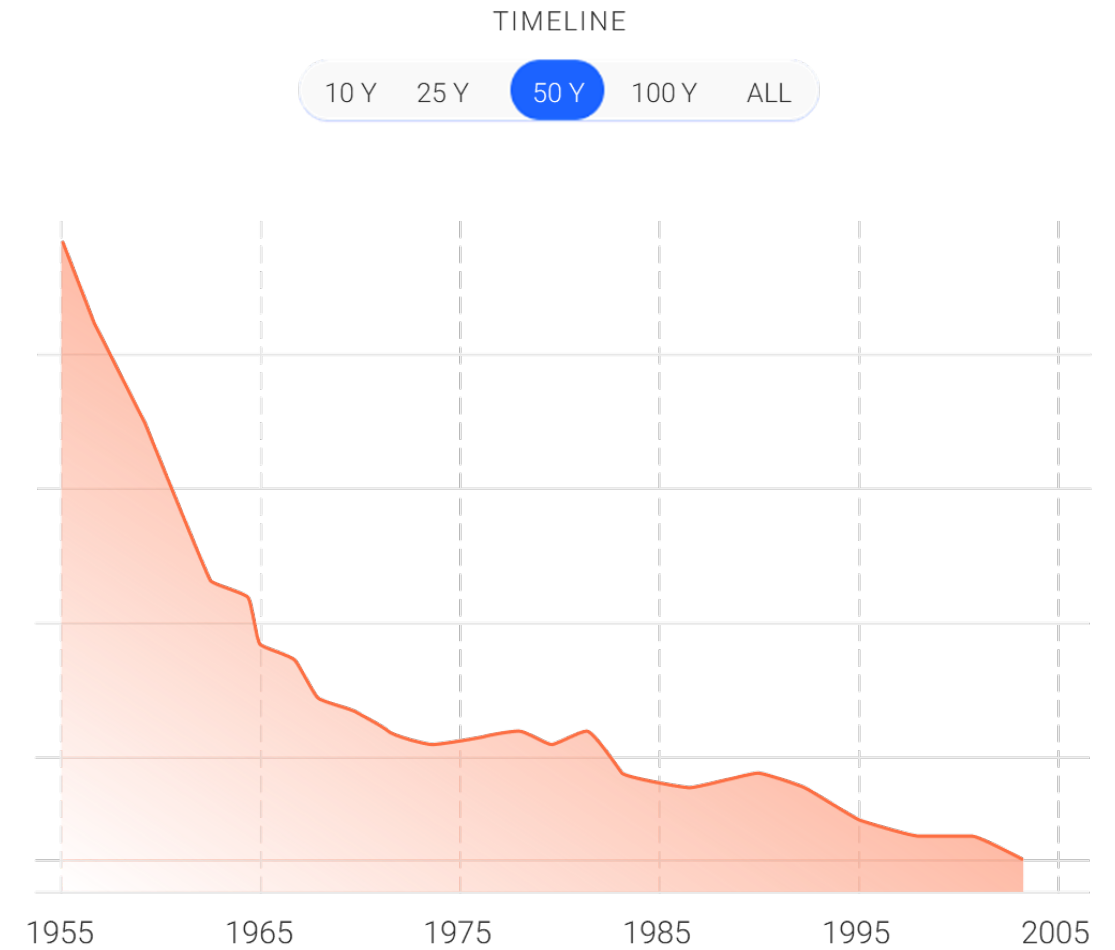




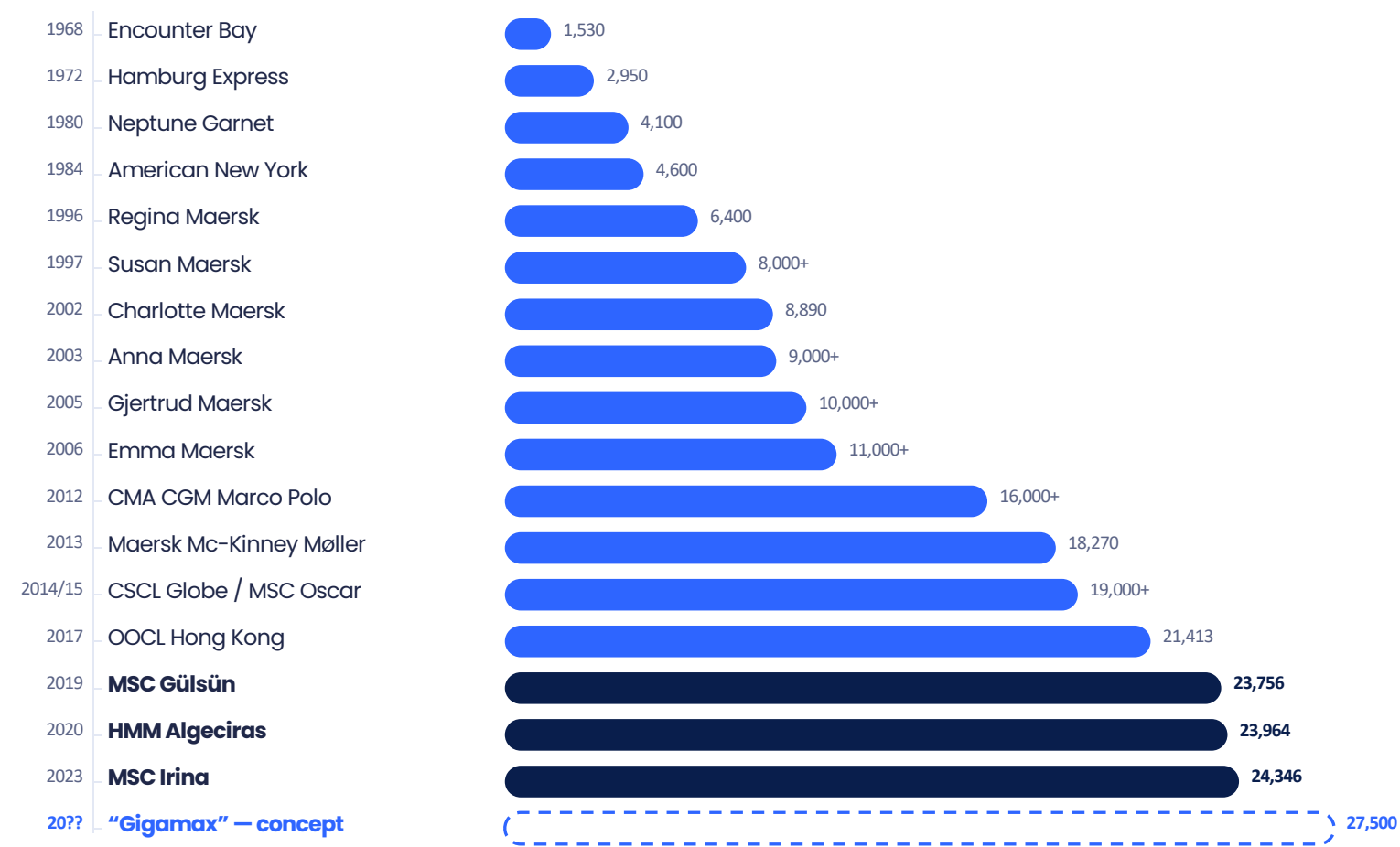
THE VALUE OF GLOBAL EXPORTS



BOX RATE DEVELOPMENT

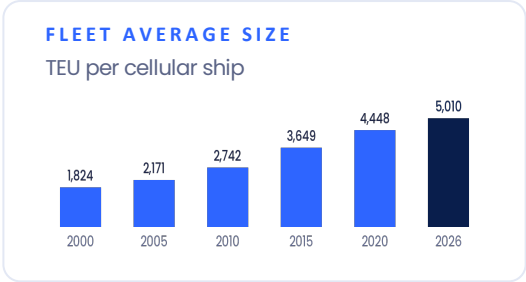


Ship size grew 16x in 55 years



+1,490%
container-carrying capacity since 1968

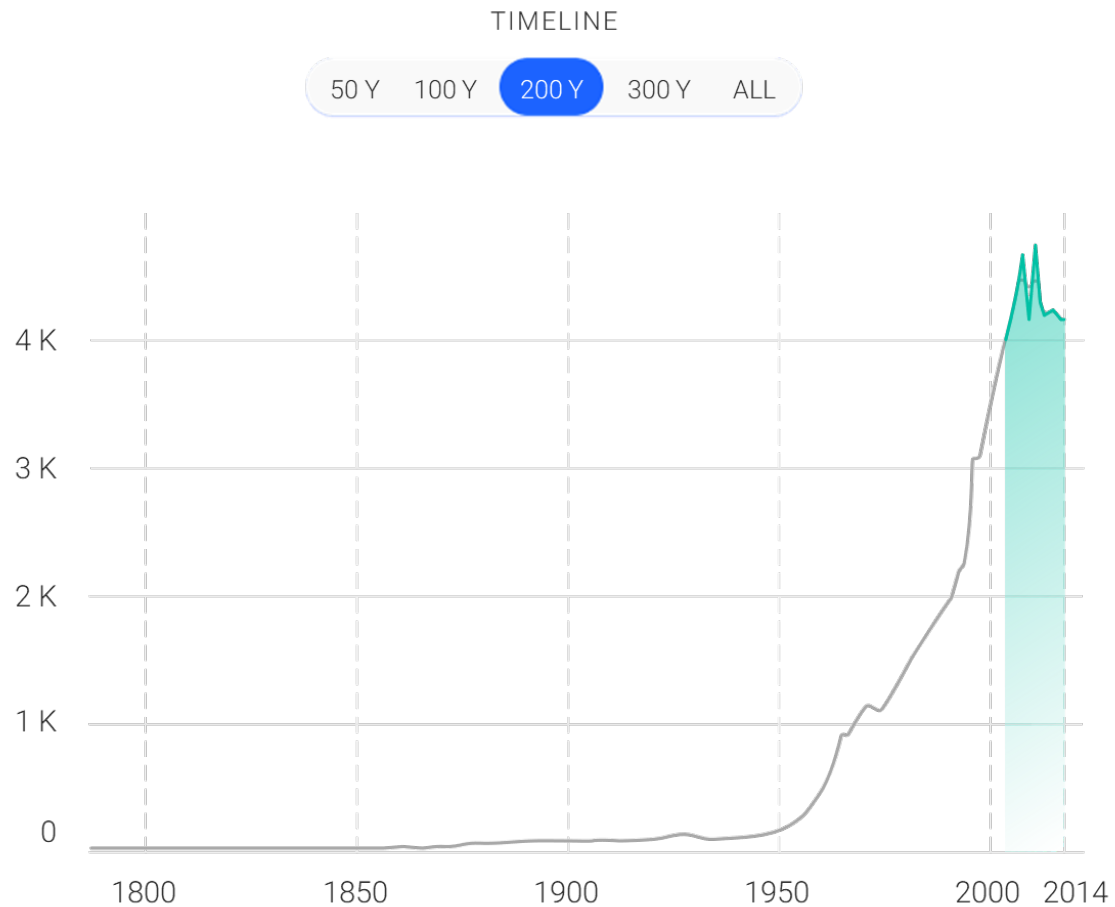
TODAY'S LARGEST
24,346 TEU
MSC Irina, March 2023. No larger ship has been delivered — or ordered.



An Alphaliner concept with a class approval in principle, not an order.

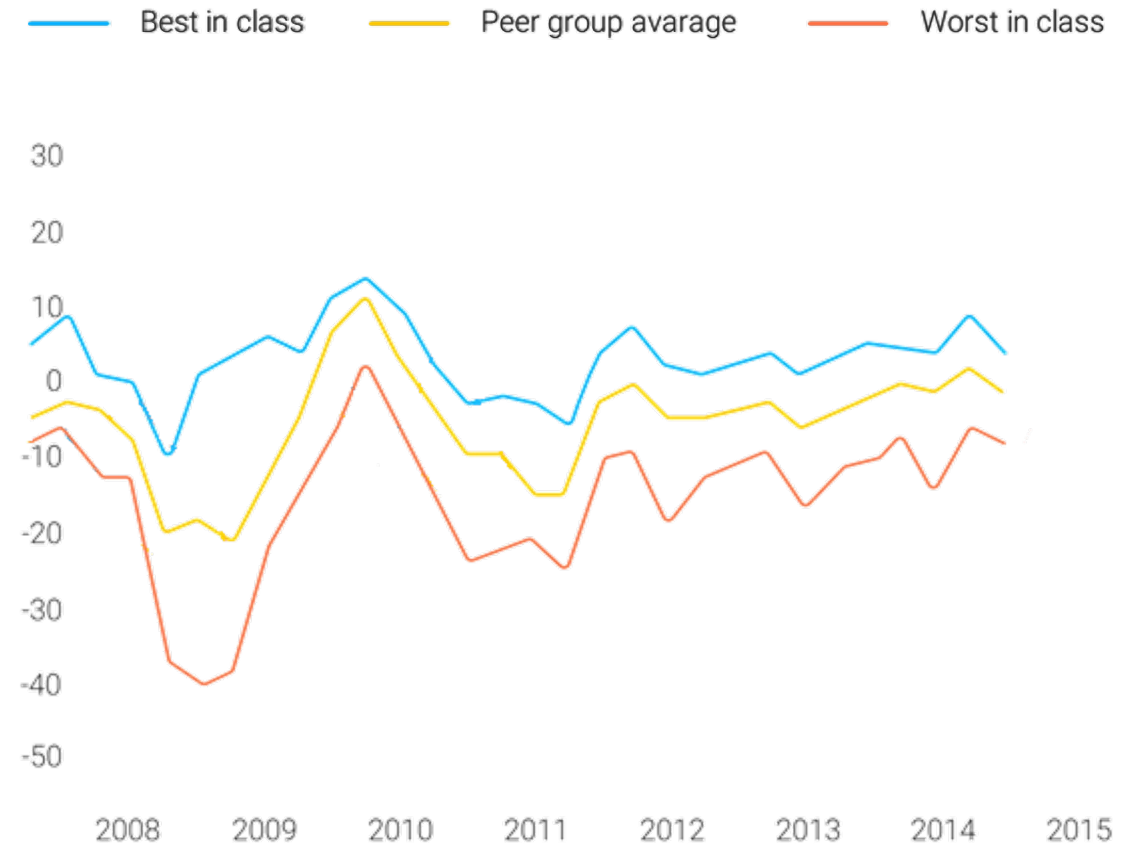
Sources: Alphaliner (record holders, fleet size, orderbook and the 27,500 TEU gigamax concept, Sep 2026); UNCTAD Review of Maritime Transport (fleet average 2000–2015); carrier announcements. Pre-2017 series as previously published. Intermediate record-holders Ever Ace (2021, 23,992), Ever Alot (2022, 24,004) and OOCL Spain (2023, 24,188) omitted for clarity.

THE VALUE OF GLOBAL EXPORTS

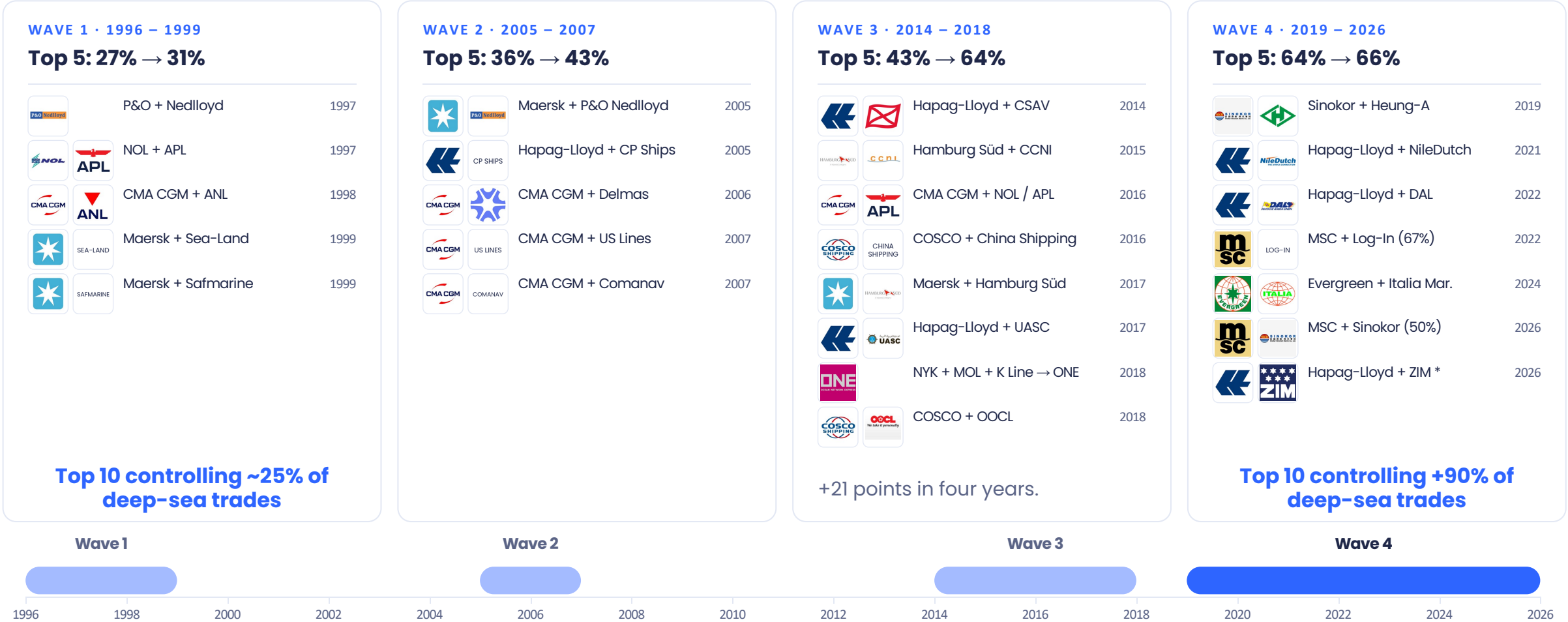


CONTAINER-SHIPPING EBIT INDEX

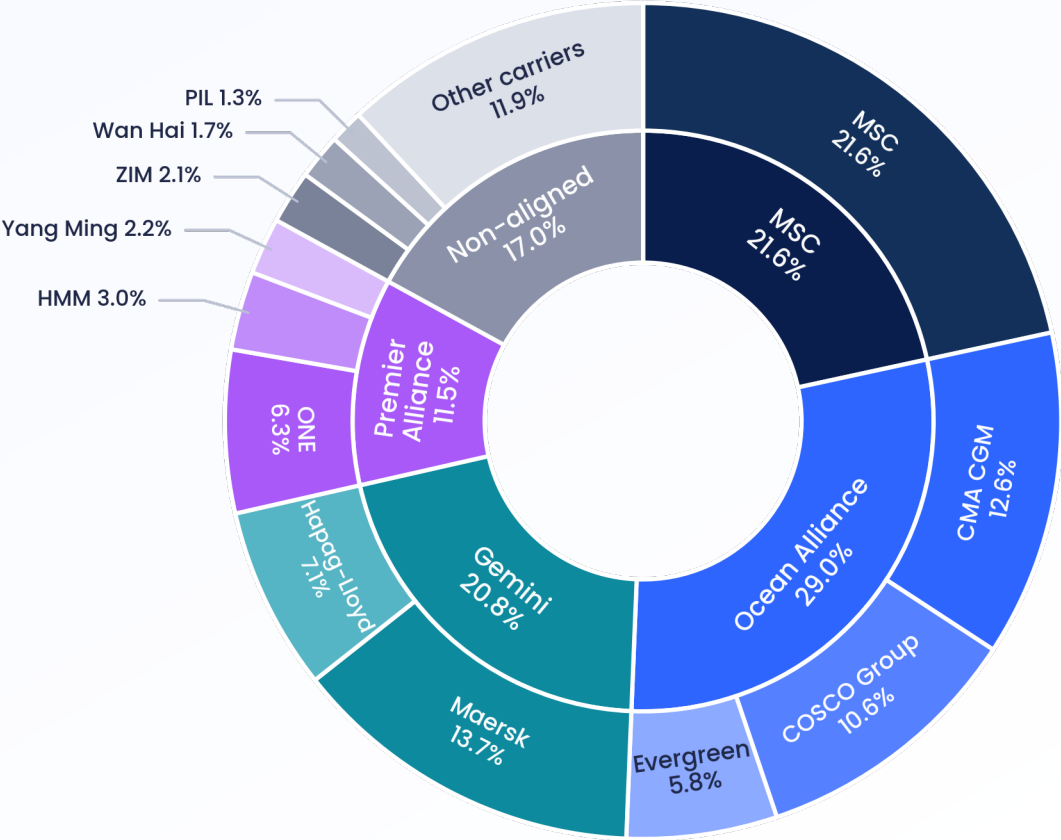
(MARGIN %)



Waves of consolidation due to weak market conditions



One carrier and three Alliances controlling the market



KEY TAKEAWAY

Four main blocs

Only 6% of capacity sits outside the top 30, split between hundreds of carriers. No merger down there moves rates.

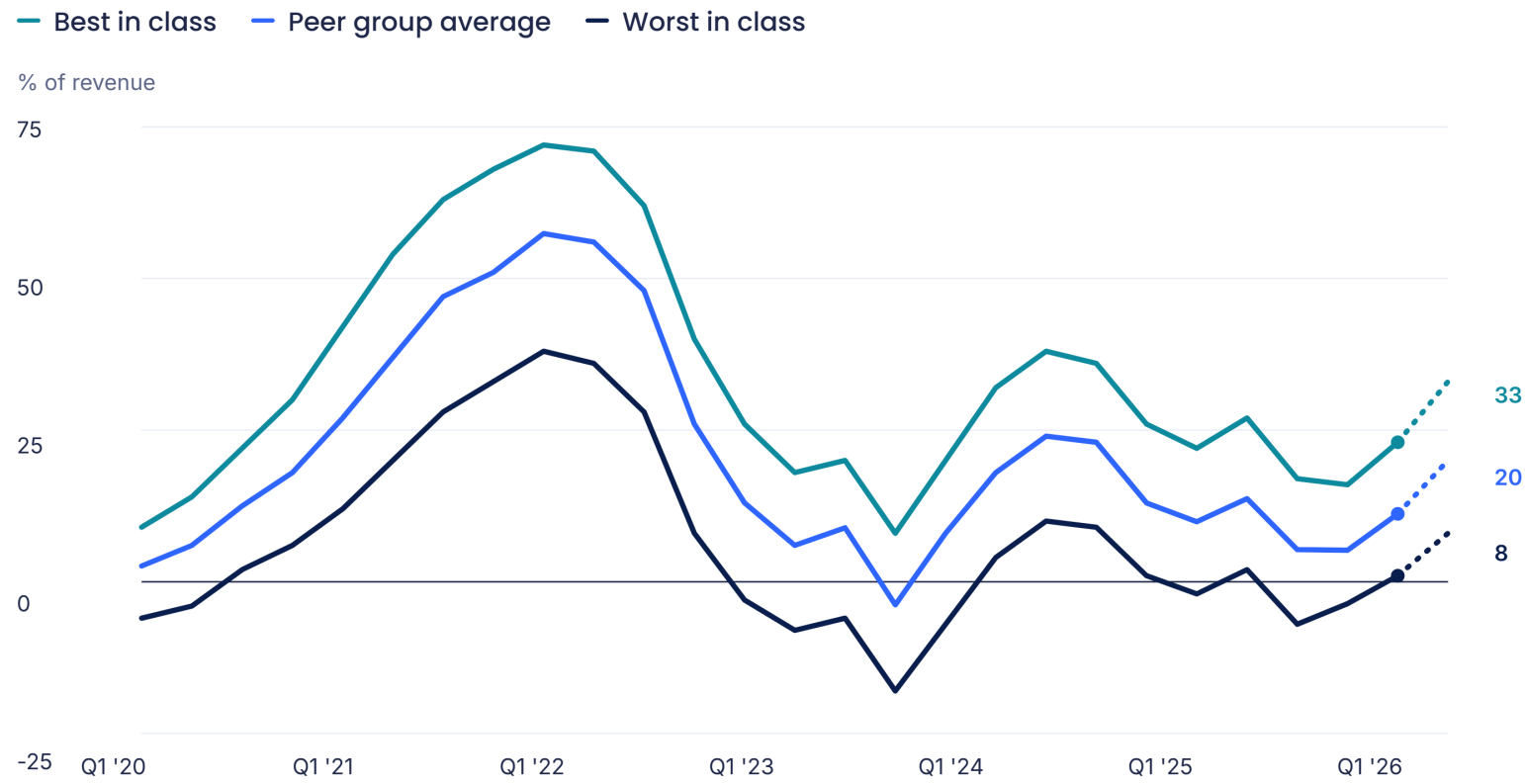
So, watch alliance re-formation, not as much M&A.

Premier already slot-shares with MSC on Asia-Europe.

Top 10 share of TEU **85%**

Top 30 share of TEU **94%**

Container Line Margins

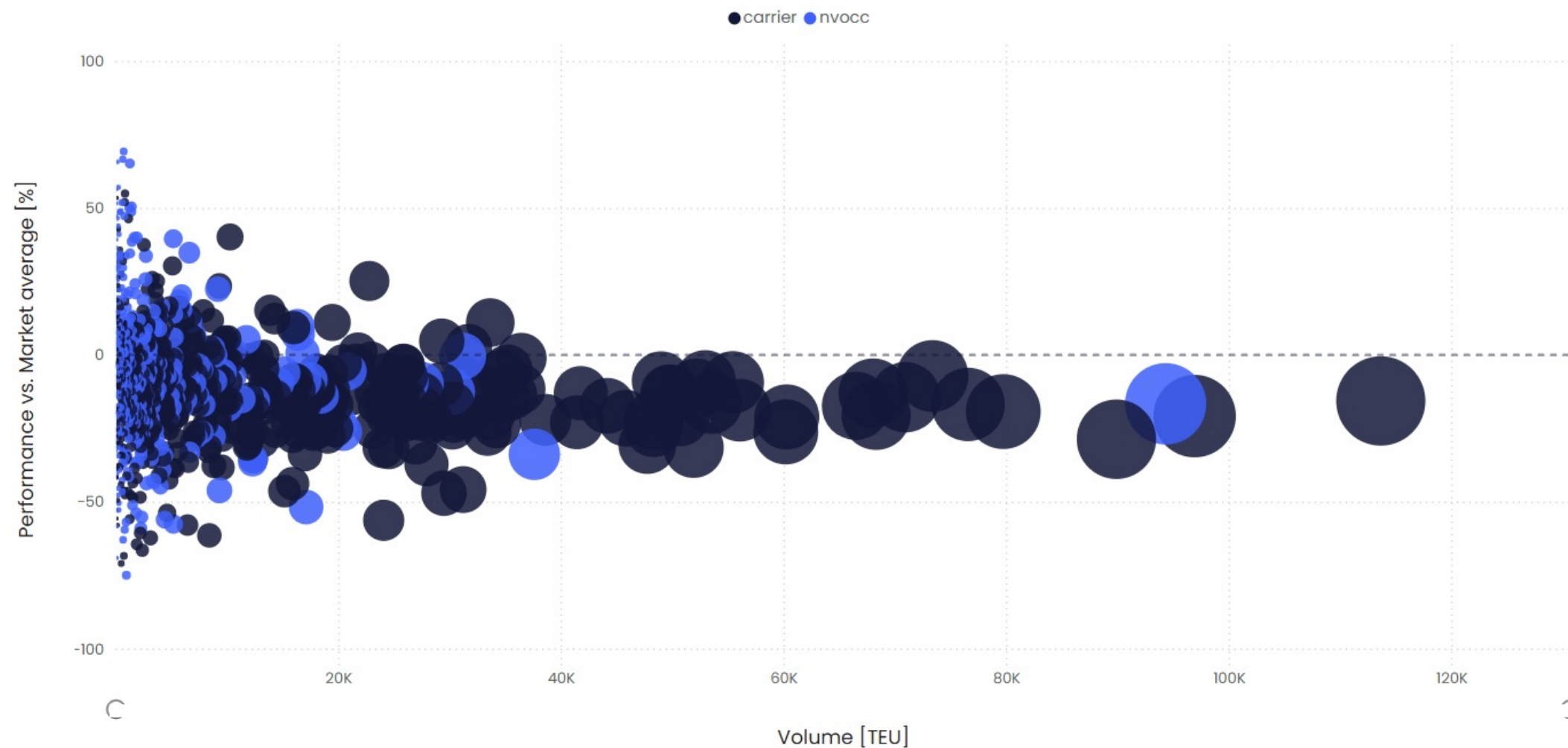


Source: Xeneta analysis of carrier financial reports (Alphaliner, Sea-Intelligence) · data to Q2 2026 · Q3 2026 estimated from current spot rates and carrier guidance

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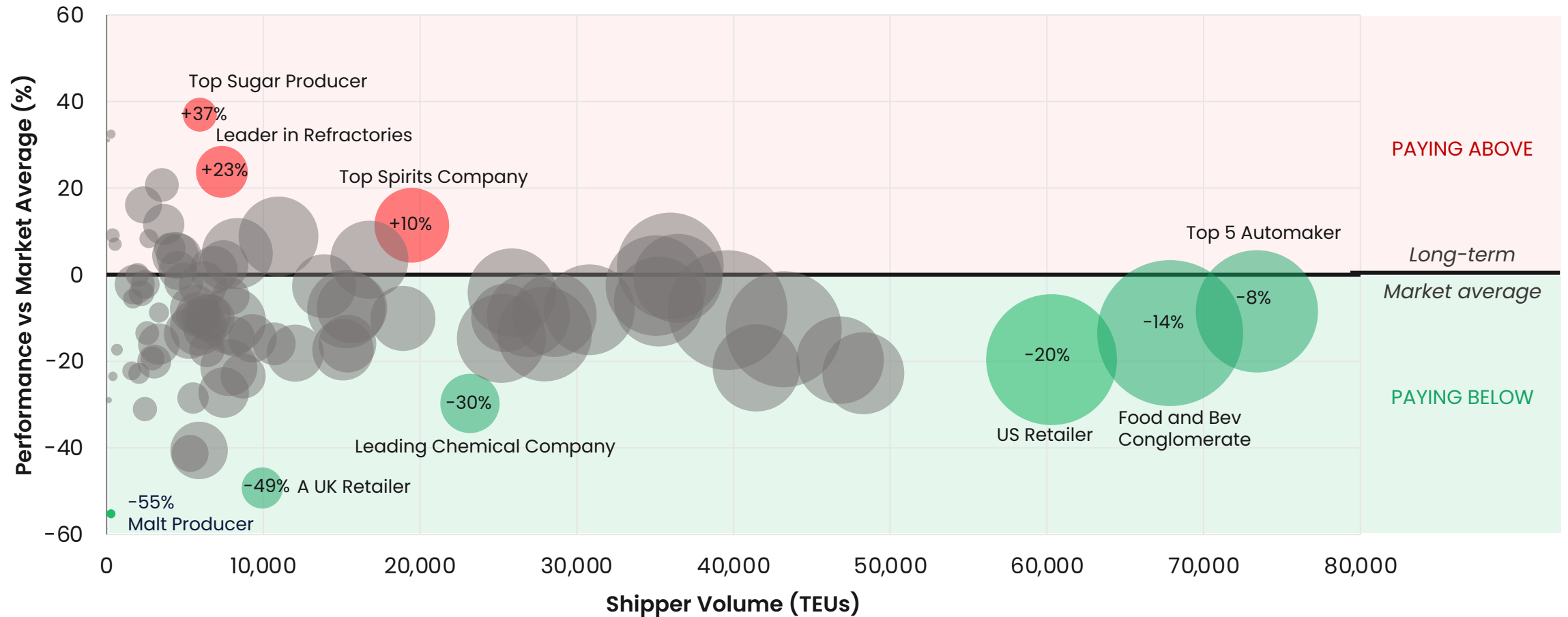
What does the market actually look like?



Large volumes don't automatically guarantee best prices



A top Global Carrier's Customer Portfolio
Performance vs Long Term Market Average in 2025



Bubble size = Ocean freight spend (USD)

Strategic Leadership Through Market Intelligence

Wherever products
move, there is value -
regardless of industry

FMCG

Coca-Cola



Unilever

Barilla

General Mills

McCain

L'ORÉAL

BAT

Retails

COSTCO



TARGET

ACTION

Levi's

DECATHLON

Columbia

CAPRI
HOLDINGS LIMITED

Automotive

VOLVO



general motors



JOHN DEERE

Industrial
& Technology



3M

intel

logitech

OTIS

Chemicals



SOLVAY

ALTANA

Valudor
Products, LLC

Life Sciences
& Healthcare

AstraZeneca

teva

ThermoFisher
SCIENTIFIC

FRESENIUS
MEDICAL CARE

ORGANON

What you can do with Archlet + Xeneta



Xeneta ocean benchmarks are live inside Archlet today. Here is what we can add on top.

01 Peer comparison

02 Forecasting

03 Compare supplier service levels

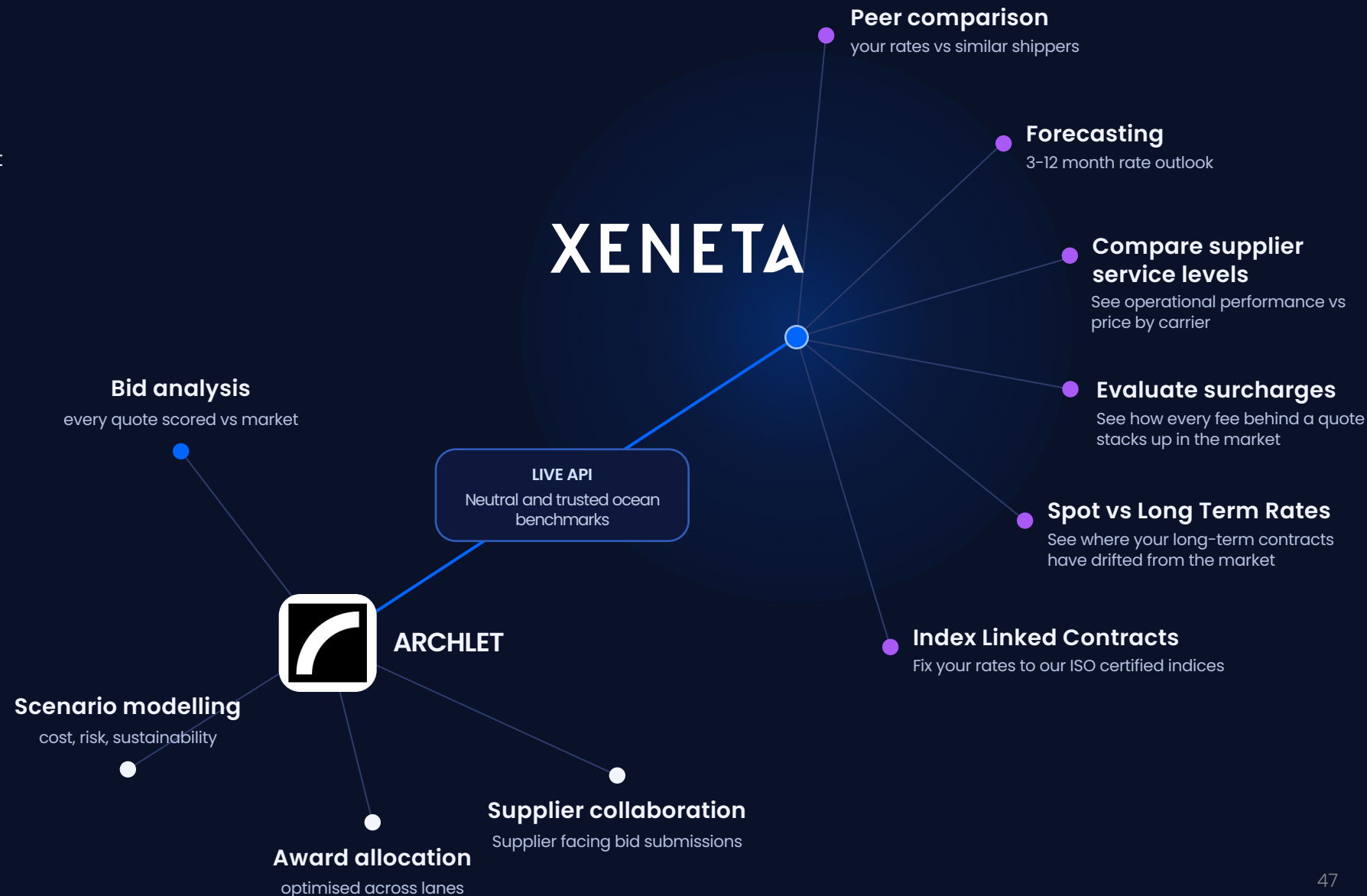
04 Evaluate surcharges

05 Spot vs Long Term rates

06 Index & hedging

● Live in Archlet today (with Xeneta subscription)

● Available in Xeneta Platform



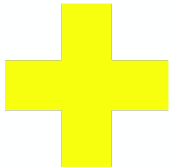


Thank you!

XENETA

Archlet Elevate Event
ZURICH, SEPTEMBER 2026

What would you let AI decide? With SpendHQ and The Adecco Group



Pierre Laprée

Chief Product Officer



Alexander Pils

VP Procurement Strategy





SpendHQ

What Would You Let AI Decide?



Alexander Pils

VP Procurement Strategy

The Adecco Group



Pierre Laprée

Chief Product Officer

SpendHQ

Connect, Don't Consolidate



A connected
operating model
not a collection
of tools.



THE ADECCO GROUP

SpendHQ

 Archlet
Elevate+

Pick the Right AI For the Job



The right AI depends
on the work and the
decision it supports.

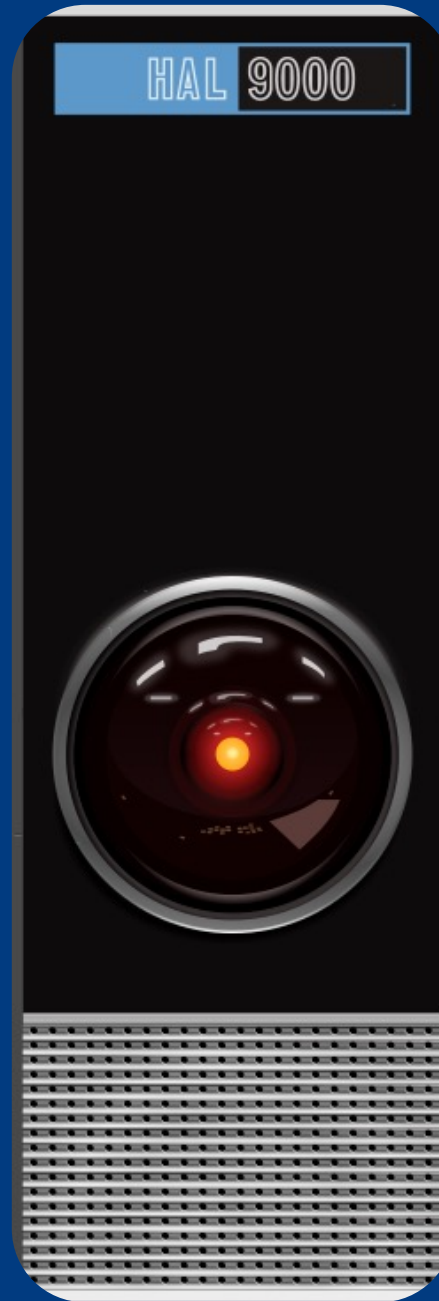


THE ADECCO GROUP

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Decide What AI Can Decide



Autonomy is
earned, not
switched on.



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If You Can't See the Outcome It Doesn't Count



Focus AI where it
moves the business
outcomes, not just
the process



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In Summary

1

CONNECT

Don't consolidate
your way out.
Connect instead.

2

CONTROL

Match the kind of
AI to the kind of
work.

3

EARN

Autonomy is
earned per
decision not
switched.

4

IMPACT

If it doesn't move
the needle, what's
the point?



Thank You!



Alexander Pilschl

VP Procurement Strategy

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Pierre Laprée

Chief Product Officer

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SpendHQ





When AI moves faster than the organization around it

Diana Herold

Procurement Strategy and
Transformation Director





What happens when AI moves faster than the organization around it?

Diana Herold

Procurement Strategy & Transformation Director, Bayer

Archlet Elevate+ | Zürich, 16 September 2026

Three international Procurement recognitions | 2025–2026

Procurement Success Awards 2025 | Global Procurement & Supply Chain Awards 2025 | World Procurement Awards 2026



Photo: Maren Kindler Photography



Which organizational constraint most slows AI impact in your company today?

- 1 Competing priorities across silos
- 2 Slow decisions and approvals
- 3 Skills and capacity cannot move to priority work

Choose the one you experience most often.



People are adapting to AI faster than their organizations.

PEOPLE READINESS — McKinsey

70%

feel personally ready to adopt and use AI

27%

of leaders believe their organization is ready for the required shifts

PROCUREMENT REALITY — Deloitte and Gartner

57%

of CPOs cite siloed ways of working among their top three barriers to Procurement value delivery

36%

of CPOs are very confident redesigning roles and processes around AI



Beyond roles and structure, I see three shifts in how work gets done and how we behave.

ALIGN

One shared outcome across silos

DECIDE

Authority and accountability close to the work

ACT

Skills and capacity move in 90-day cycles



We redesigned Bayer around our mission

Imagine a company where...



Most of the
decisions are made
by the teams doing the work



Teams are built around
the customer,
and not the boss



Managers
becomes **coaches**



Innovation cycles
are as quick as 90 days



We have the scale of
a multinational and the
speed of a start-up



The mission
is always at the forefront

Full story
bayer.com – Dynamic
Shared Ownership





PROCUREMENT VIBE CODING HACKATHON AT BAYER

When capabilities move to the work, ideas become prototypes.

6

WEEKS
from idea to global hackathon

150+

ONSITE

1,000+

ONLINE

ALIGN

Communities and builders connected around selected use cases

DECIDE

A small, self-managed team mobilized the network

ACT

One focused build day — with developer capacity for the next 90 days

One day to prototype. The next 90 days to scale the impact.



AI will continue to move faster.

Technology creates speed. We turn it into impact.

ALIGN

Around what matters

DECIDE

Influence how decisions get made

ACT

Where it counts

Don't wait for your organization to be redesigned. You can start today.

Start with one outcome. Follow it for the next 90 days.



Thank you.

Diana Herold
Procurement Strategy & Transformation Director, Bayer



Let's connect on LinkedIn



Photo: Maren Kindler Photography

Elevate+

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Get in touch at contact@archlet.ch