



CLUB 100 HANDBOOK

A Nordic Think Tank for Procurement Leadership

1.

Foreword

Club 100 was founded with the ambition of creating something that did not previously exist in the Nordic region: a confidential, invitation-based think tank where senior procurement leaders could meet as peers, speak openly about complex leadership realities, and challenge each other intellectually and professionally.

The Nordic countries have a long tradition of trust, responsibility, collaboration, and pragmatic leadership. These values form the foundation of Club 100 and shape the way the think tank operates. The purpose is not visibility or promotion, but honest reflection, serious dialogue, and long-term relationship

building between leaders who carry significant organisational responsibility.

Procurement has become increasingly central to resilience, competitiveness, sustainability, growth, and the management of external dependencies. In many organisations, expectations towards procurement leadership have changed significantly, while the complexity surrounding supply markets, geopolitics, regulation, and business continuity continues to increase. This development requires stronger leadership dialogue, broader executive understanding, and closer collaboration between experienced peers.

Club 100 exists to support that responsibility. It is a place where senior leaders can discuss difficult questions openly, learn from each other's experiences, and strengthen procurement's contribution to long-term business performance and strategic decision-making.

2.

Identity of Club 100

Club 100 is a Nordic procurement think tank designed for CPOs and their leadership teams from medium-sized and large organisations across the Nordic region. Membership is granted on an invitation basis and anchored in the company rather than the individual, reflecting the long-term and institutional nature of the collaboration.

The purpose of Club 100 is to create a confidential environment where senior leaders can discuss the realities of procurement leadership openly and without unnecessary formality. Discussions centre around organisational challenges, leadership dilemmas, strategic priorities, external dependencies, and the broader developments shaping procurement's role in business and society.

The think tank is built on the belief that procurement leadership develops most effectively through honest dialogue between

experienced peers. Members are expected not only to participate, but to contribute actively with perspectives, experiences, and reflection from their own organisations.

The value of Club 100 depends on the quality of conversation, and meaningful conversation requires openness, trust, intellectual curiosity, and the willingness to discuss unresolved challenges as well as successes.

Club 100 operates independently and without commercial sponsorships or promotional activities. External contributors and guests may occasionally participate when relevant to the discussion and always under the same principles of confidentiality and professional conduct as members. The focus remains on long-term relationship building, executive reflection, and strategic sparring between peers who share significant leadership responsibility.

3.

Purpose and Vision

The purpose of Club 100 is to strengthen procurement leadership in the Nordic region by creating a confidential and intellectually serious environment where senior leaders can reflect, challenge assumptions, and learn from each other's experiences.

The think tank exists to support the development of procurement as a strategic contributor to long-term competitiveness, resilience, sustainability, and business performance.

Club 100 is founded on the belief that procurement leadership has become increasingly important to the long-term success of Nordic organisations.

As supply markets, geopolitical conditions, regulatory demands, and external dependencies continue to grow in complexity, the expectations placed on procurement leaders are changing significantly. This development requires stronger executive dialogue, broader organisational maturity, and deeper leadership reflection than traditional

professional forums typically provide.

The long-term ambition is for Club 100 to contribute meaningfully to the development of procurement leadership in the Nordics through trusted peer dialogue, executive reflection, research initiatives, and leadership assessment frameworks such as the PELI Leadership Index and the PEROI Mirror.

These initiatives are intended to strengthen understanding of how procurement contributes to resilience, strategic decision-making, operational performance, and long-term value creation.

Club 100 is built as a long-term institution grounded in trust, professional integrity, and shared responsibility. The aim is not rapid growth or visibility, but the gradual development of a credible Nordic leadership environment where experienced executives can engage in thoughtful discussion about the future role of procurement and the leadership responsibilities that follow.



4.

Membership Model

Membership in Club 100 is granted to the company and represented by the CPO or an equivalent senior executive.

The membership structure reflects the belief that procurement leadership is organisational rather than individual and that long-term capability is built through leadership teams, institutional continuity, and shared responsibility. Relevant members of the leadership team may participate in selected sessions when appropriate to the topic and discussion.

The invitation-based model is designed to protect the quality, seniority, and trust within the think tank. New member companies are selected based on leadership relevance, professional reputation, organisational maturity, and alignment with the values and principles that guide Club 100. The intention is to create an

environment where participants can contribute openly and meaningfully to discussions that often involve complex organisational realities and strategic considerations.

When a new company joins Club 100, the introduction process is handled personally to ensure clarity around expectations, confidentiality, participation, and the overall purpose of the think tank. New members receive the handbook and are introduced to the principles, working methods, and culture that shape the discussions and collaboration within the group.

Membership is renewed annually, but Club 100 is built with a long-term perspective. The ambition is to develop enduring professional relationships and institutional continuity between organisations that share a commitment to strengthening procurement leadership in the Nordic region.

5.

Member Commitments

Club 100 depends on active participation and professional contribution from its members. The quality of the discussions, reflections, and insights developed within the think tank is shaped directly by the willingness of members to engage openly and thoughtfully with the challenges and responsibilities they face in their organisations.

Members are encouraged to participate in all four annual gatherings and to prepare by reflecting on relevant leadership questions, organisational developments, strategic priorities, or unresolved dilemmas from their own professional context. These reflections form an important part of the discussions and help ensure that conversations remain relevant, practical, and grounded in real executive experience. The value of Club 100 is created primarily through peer dialogue rather than formal

presentations. Members are therefore expected to contribute actively to discussions, share perspectives candidly, and engage constructively with the experiences and viewpoints of others.

Intellectual curiosity, professional generosity, and respect for differing perspectives are essential to maintaining the quality of the environment.

Participation takes place in person. Club 100 does not facilitate remote attendance, as the quality of discussion and trust within the group depends heavily on direct presence, informal conversation, and sustained interaction between participants over time. Confidentiality, preparation, presence, and contribution are therefore considered fundamental commitments of membership.

6.

Code of Conduct

All participation in Club 100 is governed by a strict code of conduct designed to protect confidentiality, trust, and the quality of discussion within the think tank.

Discussions operate under the Chatham House Rule and are supported by formal non-disclosure agreements. Information shared within the group must remain confidential, and no statement or viewpoint may be attributed to an individual or company outside the setting in which it was shared.

Members are expected to contribute professionally and responsibly to discussions. Respect for differing perspectives, discretion in communication, and constructive engagement with complex topics are considered fundamental to maintaining the quality and integrity of the environment.

Streaming, recording, or remote participation is not permitted. The discussions depend on

direct presence, continuity, and active engagement between participants over time.

When replacement participants attend on behalf of a member company, they are expected to hold relevant senior responsibility and operate according to the same standards of confidentiality and professional conduct.

The code of conduct exists to support open and meaningful executive dialogue around topics that are often difficult to discuss in traditional professional settings. These may include organisational challenges, leadership dilemmas, strategic uncertainty, operational failures, or unresolved questions related to procurement leadership and business performance.

Trust within the group depends on the shared understanding that these discussions are handled with seriousness, discretion, and mutual respect.

7.

External Experts and Academic Partners

Club 100 occasionally invites external contributors to participate in selected discussions and gatherings when their perspectives can strengthen the quality and relevance of the dialogue.

These contributors may include representatives from Nordic universities such as Copenhagen Business School and Aarhus University, as well as selected subject matter experts, senior practitioners, and advisory professionals with relevant expertise.

External contributions are included for their intellectual, academic, or practical value and are expected to support thoughtful executive discussion rather than formal presentations or commercial activity.

The purpose is to introduce perspectives, research, experience, and external viewpoints that can help members reflect more deeply on the broader developments influencing procurement leadership and organisational performance.

All external contributors participate under the same confidentiality principles and professional standards as members of Club 100. Discussions within the think tank remain independent, confidential, and non-commercial in nature.

The connection to Nordic academia is an intentional part of the Club 100 model. It allows executive practice to be discussed in relation to broader economic, geopolitical, regulatory, technological, and societal developments while ensuring that discussions remain grounded in evidence, reflection, and long-term thinking rather than short-term trends or commercial agendas.

8.

Annual Rhythm and Calendar

Club 100 follows a structured annual rhythm designed to support continuity, reflection, executive dialogue, and long-term relationship building between participating organisations.

Four gatherings are held each year, typically hosted by member companies or selected Nordic venues. Each gathering centres around one or more strategic themes relevant to procurement leadership, organisational performance, resilience, external dependencies, or broader developments affecting the business environment.

The gatherings form the core of the think tank's activities and are designed to encourage open discussion, peer reflection, and practical executive exchange. Themes and discussion areas are shaped continuously through dialogue with participating members and the Advisory Council to ensure long-term relevance and intellectual quality.

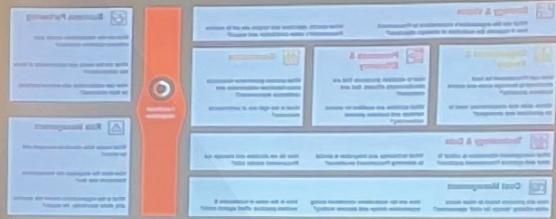
In addition to the gatherings, member companies receive participation access to the annual PXC conference, which provides a

broader opportunity to engage with selected perspectives, research, and discussions relevant to procurement leadership and business development in the Nordic region.

The annual rhythm also includes participation in the PELI Leadership Index and the PEROI Mirror. These assessment frameworks support organisational reflection around procurement maturity, strategic influence, resilience, and business contribution, while allowing participating organisations to benchmark selected dimensions anonymously against peer organisations.

The Advisory Council contributes to the ongoing development of Club 100 by helping shape thematic priorities, identifying relevant developments and discussion areas, and supporting the long-term direction of the think tank. Continuous reflection and evaluation remain an integrated part of the annual cycle to ensure that Club 100 evolves thoughtfully and remains relevant to the realities faced by senior procurement leaders.

CPO's ability to set clear directions and boundaries will shape the dialogues and behavior across the operating model



9.

The Structure of a Club 100 Gathering

Each Club 100 gathering is designed to support focused executive discussion, reflection, and exchange around themes relevant to procurement leadership and organisational performance.

Gatherings typically combine strategic discussion, member-led case reflection, facilitated dialogue, and selected external perspectives relevant to the broader business environment.

Meetings begin by establishing the central themes and discussion areas for the day. Members are encouraged to bring forward organisational challenges, leadership dilemmas, strategic questions, or operational realities from their own professional context. These discussions form an important part of the agenda and help ensure that conversations remain grounded in practical executive experience rather than theoretical discussion.

The core of each gathering is the dialogue between participating leaders. Through structured discussion formats, smaller working sessions, and facilitated executive exchange, members are able to examine complex situations from multiple

perspectives and reflect on the leadership considerations involved. The purpose is not to promote predefined answers, but to strengthen judgement, broaden perspective, and support more thoughtful decision-making in areas where simple solutions rarely exist.

When relevant, selected external contributors may participate with shorter perspectives related to areas such as geopolitical developments, regulatory change, economic conditions, technology, sustainability, organisational development, or broader procurement trends. These contributions are intended to support discussion and reflection within the group and are always connected to the practical realities faced by participating organisations.

Each gathering concludes with a structured reflection on the discussions, themes, and insights emerging during the session. These reflections contribute to the ongoing development of Club 100 and help ensure that future gatherings remain relevant, intellectually rigorous, and closely connected to the evolving responsibilities of procurement leadership.

10.

Leadership Assessment and Benchmarking Frameworks

As part of the annual Club 100 cycle, participating organisations engage with the Procurement Executives Leadership Index (PELI), a leadership assessment framework developed to evaluate procurement maturity, organisational capability, and strategic contribution across selected dimensions of business performance.

PELI examines areas such as commercial effectiveness, resilience, sustainability, digital development, leadership maturity, and strategic influence. The framework is designed to support executive reflection around procurement's evolving role within modern organisations and to provide participating companies with a structured perspective on strengths, priorities, and long-term development areas. Participating organisations receive access to analytical insights, leadership perspectives, benchmark references, and executive-level reflection material intended to support internal dialogue and organisational learning.

The PEROI Mirror complements this work by examining procurement's broader financial and strategic contribution to business performance.

The framework considers dimensions such as cost management, working capital impact, risk mitigation, operational resilience, revenue enablement, and selected sustainability-related value drivers.

Together, PELI and PEROI are intended to strengthen understanding of how procurement contributes to long-term competitiveness and organisational performance beyond traditional savings metrics alone.

The frameworks are not designed as static reporting tools, but as instruments for leadership reflection, strategic discussion, and organisational development. They support more informed executive dialogue around procurement capability and allow participating organisations to benchmark selected dimensions anonymously against peers within the Club 100 environment.

The development of PELI and PEROI reflects Club 100's broader ambition to contribute to a more mature and strategically grounded understanding of procurement leadership within the Nordic region.

11 ■

Executive Reflection and Dialogue

Club 100 is founded on the belief that experienced leaders develop most meaningfully through open dialogue with other experienced leaders facing similar organisational realities and strategic responsibilities.

The approach is grounded in Nordic leadership traditions characterised by trust, humility, reflection, professional curiosity, and shared responsibility.

Rather than relying primarily on formal presentations or theoretical instruction, Club 100 focuses on discussion-based reflection grounded in practical executive experience.

Members contribute with perspectives, organisational challenges, strategic questions, and leadership dilemmas drawn from their own professional environments.

These discussions create opportunities to examine complex issues from multiple perspectives and to reflect more carefully on the

judgement and leadership considerations involved.

The role of facilitation within Club 100 is to support thoughtful discussion, maintain intellectual quality, and help structure conversations around topics that are strategically relevant to participating organisations.

Discussions may include case reflection, scenario analysis, thematic exploration, or smaller working sessions depending on the nature of the topic and the objectives of the gathering. The value of Club 100 emerges from the combination of diverse industries, organisational contexts, leadership experiences, and perspectives represented within the group.

This diversity allows participants to challenge assumptions, broaden their understanding of emerging developments, and strengthen their own leadership perspective through sustained executive dialogue over time.

12.

Governance Structure

Club 100 is governed through a simple and independent structure designed to protect the long-term integrity, relevance, and purpose of the think tank.

The governance model reflects the ambition to build a credible Nordic institution grounded in professional trust, intellectual independence, and long-term executive relevance.

The overall direction, continuity, and institutional stewardship of Club 100 are supported by an independent Board structure established to safeguard the purpose, integrity, and long-term development of the think tank.

The role of the Board is to help ensure that Club 100 remains independent, professionally credible, and aligned with its broader mission of strengthening procurement leadership within the Nordic business environment. The founder of Club 100 is responsible for the ongoing curation and facilitation of the

think tank's activities, including the development of themes, the structure of gatherings, member dialogue, and the protection of the principles and culture that define the environment.

The governance structure is further supported by an Advisory Council consisting of selected member representatives who contribute perspectives on thematic priorities, organisational relevance, and the continued development of the think tank.

The Advisory Council helps ensure that Club 100 remains closely connected to the realities and challenges faced by senior procurement leaders across the Nordic region.

The development of Club 100 is guided through ongoing dialogue, reflection, and evaluation with participating organisations. The ambition is not rapid expansion, but the careful and responsible development of a long-term executive think tank built on trust, relevance, and professional integrity.

13.

Membership Fees and Practicalities

Participation in Club 100 is organised through an annual company membership structure.

The membership includes participation in the four annual gatherings, access to the PELI and PEROI assessment frameworks, selected Club 100 materials and reflections, and participation access to the annual PXC conference.

Gatherings are typically hosted by participating organisations or selected Nordic venues. Practical information and logistical details are communicated well in advance to ensure continuity and effective

planning for participating members.

If a participating CPO or senior executive is unable to attend a gathering, another relevant senior leader from the organisation may participate in their place, provided they operate according to the same principles of confidentiality, professionalism, and active participation that define Club 100.

The operational structure of Club 100 is intentionally kept simple. Administrative complexity is minimised in order to maintain focus on executive dialogue, reflection, and meaningful interaction between participating organisations.



14.

Culture and Principles

The culture of Club 100 is deliberately shaped by Nordic leadership traditions characterised by trust, professionalism, humility, directness, and thoughtful dialogue.

Discussions are expected to remain serious, respectful, and grounded in practical organisational realities rather than personal positioning or performative debate. Club 100 values openness in discussion, intellectual curiosity, and the willingness to challenge assumptions constructively.

Members are encouraged to contribute candidly, engage respectfully with differing perspectives, and support the quality of the collective dialogue through professional generosity and active participation.

The environment is intentionally kept calm, reflective, and non-commercial in character. The purpose is not visibility or self-promotion, but meaningful executive exchange between leaders who share significant organisational responsibility and a common interest in strengthening procurement leadership.

Trust remains the foundation of Club 100. The quality of the discussions and the long-term value of the think tank depend on the shared understanding that conversations are conducted with discretion, seriousness, and mutual respect.

The principles outlined throughout this handbook ultimately exist to protect and strengthen that trust over time.

15.

Offboarding and Termination

Participating organisations may step out of Club 100 over time due to organisational changes, shifting priorities, leadership transitions, or other circumstances.

When this occurs, the process is handled respectfully, professionally, and through direct dialogue to ensure continuity and clarity for all parties involved.

In situations where participation remains consistently limited, or where the principles of confidentiality, professionalism, or conduct are

not upheld, participation in Club 100 may be paused or terminated.

Such decisions are made carefully and with the intention of protecting the integrity, trust, and long-term quality of the think tank environment.

All confidentiality obligations remain in force after participation in Club 100 has ended. The trust established within the think tank is considered a long-term professional responsibility shared by all participants.

16.

Contact and Support

For questions related to participation, gatherings, governance, or the ongoing development of Club 100, members are encouraged to reach out directly.

Club 100 is built on long-term professional relationships, trust, and ongoing dialogue between participating organisations. Direct and open communication remains an important part of maintaining the quality and integrity of the think tank environment.



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