



SUPPLY CHAIN
MOVEMENT



INSPIRED-SEARCH

logistics and supply chain professionals
Executive Search | Interim Management | Recruitment | Talent Development

2017

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- ▶ Daniel Helmig: "Moving to virtual centres of expertise" ▶ Europe's Top Supply Chain Executives
- ▶ Rhiannon Davies: "We are changing completely"
- ▶ Highlights ten years Inspired-Search ▶ Dirk Holbach: "Success depends on people" ▶ Carlos Rodriguez: "Growing a company requires the right cultural fit"

Beyond the match in supply chain



Professionals require passion

Working together requires trust



INSPIRED-SEARCH

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Executive networking skills



During a European conference in 2008 Edwin Tuyn, founder of Inspired-Search, and I jointly led an interactive discussion about supply chain skills. I referred to the scientific existence of specific masculine, feminine and neutral characteristics. I claimed that the traditional logistics role revolved around the masculine characteristics of analytical skills, courage, physical strength and technical competence, as well as the neutral characteristics of intelligence and sense of responsibility, and feminine organisational skills. Mean-

while, supply chain management demanded new characteristics, many of them feminine: communication skills, curiosity, mindfulness and the ability to listen.

In the same discussion, Edwin emphasised that, due to the diversity of competences required, a supply chain team should be made up of people with complementary skills. Hence, team balance and team building were crucial. Besides that, we both saw a shift in the supply chain world, from hard negotiation to partnerships, and the emergence of innovative alliances with competitors. It has become a matter of who you know and who you can trust, and that demands networking skills.

Since 2011 I have worked regularly with Edwin and his colleague Oskar Verkamman to interview a whole host of supply chain executives for my quarterly European magazine Supply Chain Movement, asking them about their vision of supply chain management and about what motivates them. These lengthy conversations have provided many inspiring features for the magazine. Whereas I prepare for the interviews by reading up on the executives' current supply chain projects, Edwin and Oskar always ask questions of their own relating to the executives' leadership style and approach to talent development. So I have up-close experience of how Edwin and Oskar search for talented supply chain executives.

Thanks to the countless interviews that I've done together with Edwin and Oskar, I've gained much better insight into the various ways companies are organisationally structured and why. We have also built up sufficient knowledge to compile and publish the annual Top 28 Supply Chain Executives in Europe ranking in conjunction with Inspired-Search since 2015. So it gives me great pleasure to have co-produced this special edition sharing Inspired-Search's insights into supply chain skills for the second consecutive year.

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CONCEPT AND DESIGN

Onnink Grafische Communicatie

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“Supply chain companies underestimate the importance of employer branding”

The recession has led to more companies handling much of their recruitment themselves, but executive search is still growing. Especially in the supply chain sector, which requires professionals with the right combination of skill set and mindset, external recruiters can play a valuable role – providing they have specialised knowledge of the industry and understand the specific needs of the companies and candidates alike.

By Lynn Radford

Following a brief dip during the recession, the global executive search industry is now growing again. However, whereas in the past numerous large companies outsourced all their recruitment activities to external partners, pressure on costs has led to many of them now taking a ‘do it yourself’ approach. HR departments leverage tools like the internet, social media and employee referral schemes to promote vacancies. “External recruitment firms have become the second stage,” comments Oskar Verkamman, co-owner of Inspired-Search in the Netherlands. “Around 60 to 70% of the clients who contact us say ‘We tried it ourselves but it didn’t work for this specific position’. Of course, internal recruiters can’t be expected to have the same specialised industry insights that we have, which can make it hard for them to interpret the needs of senior roles. But we don’t blame them for trying to save themselves some money!”

Furthermore, the DIY approach often

only reaches candidates who are actively searching for a new job. “But for any specialised role, the network of ‘passive’ candidates is increasingly important too,” adds Edwin Tuyn, co-owner of Inspired-Search which is celebrating its tenth anniversary in 2017. “The art lies in triggering the interest of those professionals who aren’t actually looking for a new challenge right now.” “Senior professionals receive so many ‘cold calls’ from headhunters that they’re reluctant to speak to unknown recruitment firms,” explains Verkamman. “So the best way to approach them is through an existing relationship.” “And that’s the difference between Inspired-Search and generalist firms or in-house recruiters who often don’t have such high-quality networks,” adds Tuyn. “We’re not only specialised in the industry... we’re actually part of it. We know the right people and they know Inspired-Search, we have regular interaction with them and we can judge whether they are a good fit for a particular role. Even if we don’t know a

candidate personally, they are willing to talk to us because of our strong reputation in the industry. Plus, thanks to our knowledge of company structures, we usually know whether the position a candidate currently holds really is as senior as it seems.”

Candidate-driven market

The talent shortage means that the market is becoming increasingly candidate-driven. To make a good impression, companies should improve their responsiveness, suggests Verkamman: “The traditional process of submitting your CV and waiting to hear more can take weeks. Modern-day life is so fast-paced and people – especially young executives – are generally impatient. They expect an answer yesterday! That’s a little unrealistic, of course, but companies can at least strive for the current best practice, which is seven days from initial contact to hiring decision.” In recent years, employer branding has become another important

“As an employer, you have to convince candidates that you can add value to their career.” ◀



Oskar Verkamman (l.) and Edwin Tuyn: “Executive search for supply chain roles goes beyond merely finding suitable candidates.”

aspect in attracting talent. “Some brands have a strong reputation in the labour market so it’s not hard to find candidates willing to work for them,” he continues. “But many logistics and supply chain companies underestimate the importance of employer branding. They need to have an ongoing presence – a good website, visibility on university campuses and in the media – and invest time and energy in their brand continuously... not just when they have a vacancy. Talent attraction demands ongoing effort.” Tuyn adds: “Some companies haven’t sufficiently realised that recruitment is a two-way street. We can make the first introduction, but the client has to put the effort in afterwards too. As an employer, you have to convince candidates that you can add value to their career. It’s no longer a one-sided discussion.”

Complexity of senior roles

The supply chain industry presents hiring managers with extra challenges. Tuyn:

“As supply chains have become more complex over the past decade, so too has the role of the senior supply chain executive. This makes it difficult for companies themselves, let alone external recruiters, to understand the vacancy profile if they don’t have sufficient industry expertise. So a lot of our energy is spent on working with the customer to gain clarity first, defining the actual role and requirements, including the personal profile. Only then can we go in search of someone with the right background and personality.”

The rise of big data is also affecting the supply chain role. “Supply chain activities have always been heavily data-driven, but there is so much data available today that supply chain professionals increasingly need strong analytical skills. Otherwise they will face a roadblock in their future career,” states Verkamman. As the supply chain role evolves, transferable skills and the right attitude are also important, as Tuyn explains: “Other disciplines within the company are focused on

improving the cash position, sales or margin rather than focusing on cost and efficiency. So supply chain professionals need to learn to speak the ‘language of growth’ to communicate properly with them. We’re increasingly seeing new entrants to the supply chain industry from more commercial backgrounds.”

Openness

The ultimate aim of any recruitment process is to find a perfect match. “But you can’t have it all,” states Tuyn. “Companies often want the very best candidate for the job but want to pay just under the market rate. Based on our contacts and knowledge of industry dynamics, we know that’s not going to happen! So we embark on that process with our clients, have open discussions with them to assess their wants and needs, and examine their options. And we back up our suggestions with insights and experience. Meanwhile, candidates are often looking for a well-paid job, ideally for four days a week, with a short commute and minimal travel. It’s all about balance and compromise based on what’s most important to you.” “And actually, mobility is a growing trend,” adds Verkamman. “Not only geographically, but also in terms of long-term employability. Executives need the right mindset in terms of flexibility and continuous personal and professional development.”

Partnership

“Executive search for supply chain roles goes beyond merely finding suitable candidates,” concludes Tuyn. “At Inspired-Search, as industry specialists, we work in close partnership with HR professionals, internal recruiters and hiring managers. Together, we are able to identify and attract the best candidate for each organisation and also to ensure that the candidate is making the best possible career move at that moment. Only then will you achieve the truly perfect match.” ▶

Daniel Helmig, Global Head Supply Chain Management, ABB

“We are moving to virtual centres of expertise”

One year ago global technology company ABB launched the second stage of its Next Level Strategy. This is a huge company-wide transformation that will put more focus on its customer offering as it aims to become leaner, faster and more agile. Daniel Helmig, head of ABB's Supply Chain Management, is currently busy implementing supply chain transformation throughout the company as the company consolidates back end processes and establishes ten global transportation management centres. “I'll be fully committed to this for the next two years.”

Interview conducted by Martijn Lofvers and Oskar Verkamman, written by Helen Armstrong

What are your responsibilities?

“I am the Global Head of Supply Chain Management (SCM) in some companies referred to as the Chief Procurement Officer. My job entails procurement as well as transportation and logistics. Sales and operations planning and material planning are run by a different function. The total supply chain spend is US\$ 20 billion, plus another US\$ 8 – 10 billion on the internal supply chain as many operations support our business. I'm responsible to the Executive Committee for the overall performance of SCM, and all systems and processes that come with it. The SCM teams of the company's three regions report to me directly and our four divisions - electrification products; discrete automation and motion; process automation; and power grids - report to me functionally. Under the divisions we have 20+ business units and on top of that we have 126 different product groups, 450 production plants and a similar number of projects such as sub-stations, laying power cables across continents and seas, or providing the infrastructure to manage the electricity grid of entire countries.”

What are the main projects on your agenda?

“I am fully committed to our ABB Next Level Strategy which will in the SCM area transform the supply chain and optimise productivity. It includes integration into our so-called 1,000-day projects which were kicked off by our Executive Committee in 2015

to bring us even closer to the customer. Even though individual plants and business units had been operating very successfully, we saw an opportunity to drive three main transformational levers to bring SCM to the next level: consolidate transportation management into transport management centres (or control towers), establish Global Business Services for back end processes in procurement, and increase the degree of collaboration inside and between business units in the area of strategic sourcing via virtual Centres of Expertise. Focusing on the transport & logistics; we are establishing ten Transportation Management Centres (TMC) worldwide that will be located on the Arabic peninsular, China, Singapore, India, Poland, Italy, Switzerland, Finland, Brazil and the USA. They will coordinate and carry out network optimisation for everything we do in terms of transport, logistics, trade and customs management. It is a massive project that impacts most employees in this field, and opens up new career opportunities for professionals. Getting these process and systems in place will certainly be one of my priorities for the next 18 months.”

How did you create momentum to start the transformation?

“Smart leadership introduces change when you're doing well, not when you are already in trouble. The ABB EC started very early and made sure that everyone in the company understood



that this was not optional. In a company that celebrates its 125th anniversary in Switzerland, the good news is we can build on many good processes that have already been in use in our company for years – just expand them to the whole organisation. From a supply chain perspective we brought the 200 SCM leaders together in Riga and involved them and their teams in the blue print phase for processes and solutions. We shared what is being done in other companies and explained how much more proficient and effective we as a team can work. It is not rocket science. Our colleagues have an intrinsic motivation to be more productive, so most of them were pleased to make the change happen.”

What are your thoughts about Big Data in the supply chain?

“My generation is used to thinking in terms of finite data. I call it the Excel sheet generation: Small amount of data drive our decisions. We usually come up with some good solutions, but now with the volume, variety, velocity and veracity of Big Data we can start baselining our thinking on reality rather than an inherent incomplete set of selected information. I think this is a massive opportunity for supply chain management.”

How do you drive innovation into the supply chain?

“The company has five value pairs and one is innovation and speed. We are always looking to drive innovation into the com-

pany and you need to look outside too to be ready for the next big thing.

For example, the first trials on warehouse hi-bay inventory checking were done using drones equipped with scanners. This is even from a health & safety perspective interesting, since falls from height are in all manufacturing industries one of the most prominent areas of risk for employees. Even 3D printing offers a lot and is already used extensively in our company today. I read the other day that Fisher Price is offering a DIY 3D printer for young adults; I still remember building cranes with Fisher Price - technology has come a long way.”



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2nd edition of European supply chain leaders ranking

Top 28 Supply Chain Executives in Europe

Who are the most influential supply chain executives in Europe? Which leaders are truly shaping their organisations and can be seen as a poster child of the supply chain universe? For the second consecutive year, Supply Chain Media and executive search agency Inspired-Search present a ranking of Europe's supply chain leaders.

By Martijn Lofvers, Onno Beijers and Marieke Lenstra

The ranking of the top 28 supply chain executives in Europe is based on several criteria including business impact, span of control, visibility and awards won. This year, for the first time, this list of executives also takes into account the annual Supply Chain Top 25 by analyst firm Gartner, which identifies leading companies in global supply chains. Headhunters from other European executive search companies have also cast their personal votes to contribute to this year's ranking. This brings several newcomers to the list, such as Ralf Busche who moved into the position of Senior Vice President of Global Supply Chain Strategy & Performance at BASF Group in January 2016. Furthermore there are notably more women in this year's list, which is positive news for the gender diversity of European supply chain teams.

However, the most important change in this list of Europe's top supply chain executives is that Chris Tyas, VP Supply Chain at Nestlé, has replaced Pier Luigi Sigismondi as captain of the ranking. Who do you need to know in supply chain executive search in Europe? See our website for the full list.

18 | JANET KROES Senior Vice President of Supply Chain Planning & Distribution, The Lego Group



In April 2016 Janet Kroes was appointed SVP Supply Chain Planning & Distribution at Lego. Before that she was Vice President Lego Continuous

Improvement. Over her new role she stated: "Personally, I feel privileged to work in a company where I can bring my whole self and I contribute through supporting the Supply Chain Planning & Distribution organisation to delight customers with the right Lego box shipped to the right store at the right time."

Kroes started her career in 1997 as Port and Transportation Consultant at Royal Haskoning. Later she became Senior Associate at Booz Allen Hamilton before she moved to TNT, where she ultimately became Global Director Strategy.

17 | BERNARD AMOURY VP Global Supply Chain, Sanofi-Aventis



Bernard Amoury started his career in 1985 as an engineer in the areas of energy and military research at Serete and then Technip. He joined Sanofi in 1989 to develop the company's energy policy. Bernard subsequently held various roles of growing importance

RANK 19-28

-  **28 | ENRICO MISTRON**, Corporate Business Services EVP, Luxottica
-  **27 | STEPHAN GOTTHARDT**, SVP Supply Chain Europe, Teva
-  **26 | PERRY BUENEN**, Senior Vice President Business Operations EMEA, Canon
-  **25 | ALEXANDER BÄHR**, Director Supply Chain Information and Integration, McDonald's
-  **24 | SIKKO ZOER**, VP Customer Care & Supply Chain EMEA, Medtronic
-  **23 | EDWIN VAN DER MEERENDONK**, VP European Operations, Walt Disney
-  **22 | HENRI-XAVIER BENOIST**, VP Logistics and Supply Chain Europe, Bridgestone
-  **21 | JOHANNES GILOTH**, Senior Vice President Operations, Nokia Networks
-  **20 | MARC GROSS**, Chief Supply Chain Officer, Heineken
-  **19 | STEFANO PICASSO**, Head of Global Operations and Supply Chain, Siegwark

within Sanofi including in the finance, purchasing and manufacturing departments based in France and in the USA. In 2001, he joined Sanofi's supply chain department as Head of the Core Products Team. In 2006, he was promoted to Head of Sanofi Global Supply Chain. Bernard holds a master degree in engineering from Arts et Métiers ParisTech and a master degree in finance from the University of Paris XV.

16 | **ADRIAN KACZMARCZYK** Corporate Vice President Global Supply Chain, Henkel



Adrian Kaczmarczyk has been in charge of the global supply chain activities for Henkel's Adhesive Technologies business unit since January 2013.

In this role, he is responsible for the organisational areas of customer service, demand & supply planning, S&OP, service strategy, supply chain development and logistics. After graduating in mechanical engineering, Adrian Kaczmarczyk started his career at Procter & Gamble. Five years later, he moved to Avery Dennison where he served in various roles related to supply chain, manufacturing and purchasing, including in the Netherlands and Australia. During this period he completed his MBA at the University of Surrey (UK). He subsequently moved to Siegwark Druckfarben AG, where Adrian Kaczmarczyk became responsible for the supply chain and operations in the EMEA region.

15 | **INGRID EBNER** Director EU Supply Chain, Amazon EU Sarl

Ingrid Ebner is head of the Continental European Supply Chain Operations Teams, member of the WW/European Senior Operations Team, in charge of managing the end-to-end supply chain operations of a multibillion company in an e-commerce logistical environment and she is leading EU-wide initiatives like the launch of central inbound locations and the We Pay programme. Ebner studied at the Munich University of Applied Sciences.

14 | **WIM VAN AALST** Chief Supply Chain Director, Waitrose



Waitrose's Supply Chain Director, Wim van Aalst, joined the business in August 2016 and is responsible for supply planning and distribution of operations. He was previously the Chief Supply Chain Officer for Landmark Group, a retailing group headquartered in Dubai with 2,000 stores in 20 countries. Wim has also had experience working in supply chain roles for Adidas and TNT. He has an extensive knowledge of end-to-end supply chain management and has spent 20 years in the industry working in a variety of senior roles across Europe, the Middle East, Asia and the USA.

13 | **NINA ANTILA** Chief Supply Chain Officer, Reima Oy



Nina Anttila is a customer-focused supply chain management expert with several years of international experience. She has worked for over 20 years in various areas of supply chain and held operative responsibilities for areas ranging from Sales to Material Management and Strategic Sourcing. For the past two years she has been heading Reima's supply chain globally. During her career she has been actively looking for innovative ways to improve the end-to-end (E2E) supply chain planning and execution. The key driver has not been to move the costs to someone else but to move them out of the value chain completely. Cross-functional collaboration and connecting extended supply networks together are her key competence areas. She considers digitalising the E2E supply chain and using the real-time data for accurate decision-making as the most important initiative on her roadmap right now.

She has worked both in multinational and global corporates like Nokia Mobile Phones, Alcatel, Finnair and Konecranes as well as in small and medium-size enterprises like Reima.

12 | **PETER ERNSTING** EVP Group Supply Chain, Carlsberg Group



Peter Ernsting joined Carlsberg as Senior Vice President, Group Supply Chain, and a member of Carlsberg's Executive Committee in June 2011, taking over from Kasper Madsen. During Madsen's leadership Carlsberg's supply chain underwent significant changes – starting with the Operational Excellence projects in 2003 and continuing with implementing Lean and optimising the brewery structures in Europe – and the supply chain became increasingly more efficient. Ernsting has continued this process, taking the next steps to ensure that Carlsberg reaches the service and efficiency levels of the best-in-class fast-moving consumer goods. Previously, Ernsting was Chairman of Unilever Supply Chain Company, where he led the total end-to-end supply chain of Unilever in Europe. He was responsible for around 20,000 people located across 69 factories and with an overall profit & loss responsibility of EUR 8 billion.

11 | **DANIEL HELMIG** Head of Supply Chain Management/CPO, ABB



Daniel Helmig has been with ABB since 2009. His experience spans roles in the electronics/semiconductor industry and the automotive industry. Prior to joining ABB, he was the Chief Procurement Officer for Infineon Technologies AG and Qimonda. Helmig holds a bachelor degree in business administration from the Business Academy in Cologne, Germany. He also has an MBA with honours from Michigan State University.

10 | **IVANKA JANSSEN** VP Supply Chain Drinks Europe, PepsiCo

Ivanka Janssen was appointed VP Supply Chain Drinks Europe at PepsiCo in 2016. She has extensive experience in strategic sourcing, supply chain management and



logistics and procurement. She joined Diageo in October 2010 from Philip Morris International where she directed global integrated planning, sourcing and logistics operations, implemented lean supply chain management across its affiliates globally and developed and rolled out a comprehensive supplier collaboration programme. Janssen was appointed Supply Chain Director for Europe of Diageo in July 2011. Her focus is to ensure that the European supply chain is the integrated business partner to Diageo and its customers by fulfilling Diageo's consumer demand through a customer-driven, end-to-end segmented supply chain that is efficient, responsive and agile. In 2010 she founded the 'Female leaders in Supply Chain Network'. This network aims to increase the number of women in senior Supply Chain positions.

9 | **PATRICK DITTLI** Global Supply Chain Director, Metro



Prior to joining Metro Cash & Carry in 2014, Patrick Dittli spent ten years at Nestlé, initially serving as an internal consultant before assuming the role of Supply Chain Manager Ice Cream, then becoming Head of Supply Chain Zone Europe. Previously, Dittli has worked as a consultant at Accenture, based in Zürich, and served as CEO of Nufatron. Dittli holds an MBA from the University of St. Gallen, Switzerland.

8 | **DIRK HOLBACH** Corporate SVP & Head Supply Chain Laundry & Home Care, Henkel



Dirk Holbach, Corporate Vice President, is in charge of international production for the Laundry & Home Care business sector at Henkel. Prior to that he led global purchasing and supply chain of the same business sector for a four-year period and occupied various leading positions in purchasing and sales. He studied business and mechanical engineering at the Technical University of

Kaiserslautern and holds a PhD in information management from the University of Duisburg-Essen.

7 | **RHIANNON DAVIES** Vice President Supply Chain, GrandVision



Rhiannon Davies, born in Cambridge, Massachusetts, grew up in Canada and now lives in the Netherlands. Since September 2012 she has been Vice President Supply Chain and member of the GrandVision management. Davies, educated in civil engineering and politics (Montreal, Canada) started her career as Senior Consultant/Manager at Deloitte in Toronto and switched in 2000 to the Netherlands. In 2003 she became Director Central Supply Chain Europe at Numico, and four years later Vice President Global Strategic Product Sourcing at Groupe Danone. In 2011 she was made a member of the Supervisory Board at Fairfood. She describes her management style as follows: "I am a collaborative manager and I set strong targets and have high expectations but I believe I do this in a motivational way. I want to develop and work with people where possible. You need to trust people and give them space to create something of their own."

6 | **SAMI NAFFAKH** SVP Supply Chain EMEA, Estée Lauder Companies Europe



Sami Naffakh is Senior Vice President Supply Chain at The Estée Lauder Companies for the EMEA region, which covers both Western Europe and emerging markets. This is a vast region with 17 affiliates and more than 80 countries. Sami leads the integrated end-to-end supply chain for this region and is accountable for safety, quality, service, cost and working capital. Since his arrival, Sami has led numerous transformational projects and initiatives on planning processes and systems, material sourcing, manufacturing and distribution networks as well as organisational design. Before joining the company, Sami was Vice

President of Operations for Danone Early Life Nutrition in Asia-Pacific. He has more than 20 years of supply chain experience in blue-chip companies across a wide variety of fields and countries. Sami holds a master degree in industrial engineering from École des Hautes Études Industrielles in Lille, France.

5 | **RALF BUSCHE** Senior Vice President Global Supply Chain Strategy and Performance, BASF Group



Ralf Busche has been Senior Vice President Global Supply Chain Strategy & Performance at BASF Group since January 2016. He is responsible for the areas of supply chain strategy, planning and process development, supply chain service and network optimisation as well as for managing supply chain performance for all the BASF business units. He ensures the availability of sufficient supply chain capacity and supply chain differentiation in each area of the business, maintaining an optimal balance between differentiation and standardisation.

4 | **BERT STEVENS** VP Europe Operations, Nike



As Vice President Operations Bert Stevens is part of Nike's most senior directors team in Europe. In 1994 he joined Nike as one of the key players to build Nike's European Logistics Campus in Belgium. Starting from scratch, it grew into one of Nike's biggest Distribution Centers in the world. In 2001 Stevens was awarded a Fellowship at the University of Leuven because of an innovative approach of general management that creates shared value for all stakeholders: investors, customers, employees, communities and the environment. In 2005 he moved to Nike's European Headquarters in the Netherlands to become Vice President Europe Operations, being responsible for Supply Chain, Transportation, Demand & Inventory planning, Nike store and Digital supply chain, Innovation, Customer Operations, Lean thinking, Operations Technology.

3 | **MARC ENGEL** Chief Supply Chain Officer, Unilever



Marc Engel joined the Unilever Leadership Executive (ULE) as Chief Supply Chain Officer on 1 January 2016. His appointment followed on from his position as Executive Vice President in Unilever's East Africa business where he was responsible for laying the foundations for accelerated growth in emerging markets. In his 20-year career with Unilever, Engel has worked in Singapore, the Netherlands, UK, Brazil, Switzerland and Kenya. He has extensive experience in supply chain operations, covering procurement, logistics, finance and strategy development. He moved into the supply chain operation in 1998 and held various positions in the UK, Latin America, the Netherlands and Switzerland until becoming Unilever's first Chief Procurement Officer (CPO) in 2008. He was in charge of the worldwide procurement of third-party goods and services with a budget of EUR 26 billion and a team of 1,500 people across 67 locations.



2 | **ROBERTO CANEVARI** Chief Supply Chain Officer, Burberry



Roberto Canevari is Chief Supply Chain Officer at Burberry. Previously Canevari was the Executive Director of Corporate Supply Chain at Carrefour and member of the Company Executive Committee. In his current role, Canevari is responsible for driving end-to-end performance across all aspects of the supply chain and delivering shareholder value through efficient supply chain management. Canevari has been working in the fast-moving consumer goods sector for 20 years covering a variety of roles in supply chain, at both market and corporate level.



1 | **CHRIS TYAS** Senior VP Supply Chain, Nestlé



Chris Tyas has been working in the food industry for 35 years, having begun his career in procurement with the Mars Group. He has been working at Nestlé for 30 years, initially across manufacturing roles throughout Europe but also in human resources. Having joined Nestlé's supply chain organisation at its inception in the mid-1990s, Tyas helped to establish the function in the UK before going on to lead supply chain, IT and business services in the UK & Ireland. Tyas then assumed responsibility for Europe, a role he served for three years, before becoming Head of Group Supply Chain on 1 July 2013. During his time with Nestlé UK, Tyas commanded several initiatives with retailers to improve their on-shelf availability and increase efficiency. He has also used his skills outside of the supply chain business and several non-profit organisations have benefited from his expertise. He co-chaired at Efficient Consumer Response (ECR) UK and was Vice-Chairman at Global Standards One (GS1). According to Wayne Brophy, Managing Director of Cast UK, Tyas has also put much effort and time into encouraging others to improve themselves and he uses his knowledge in the area to help develop talent in the sector.





10 YEARS

INSPIRED-SEARCH

logistics and supply chain professionals

Executive Search | Interim Management | Recruitment | Talent Development

JANUARY

Oskar Verkammen joins Inspired-Search as Managing Partner



MAY

Oskar & Edwin participate in the EFT Hi-Tech & Electronics SC Summit. Inspired-Search remains a loyal partner/ sponsor of this event to this day.

2007

NOVEMBER

Inspired-Search is founded by Edwin Tuyn



2008

MARCH

Launch of LinkedIn Group - Inspired Supply Chain & Logistics Executives



APRIL

Presentation of T-Shape Supply Chain Manager

DECEMBER

Living Supply Chain Summit with Dr John Gattorna at Kasteel Heeswijk



2009

OCTOBER

Inspired-Careers, with a focus on young professionals, starts and is managed by Marielle van Gastel



2010

NOVEMBER

Edwin Tuyn chairs the 1st EFT Healthcare & Life Science SC Forum in Brussels

2011

JULY

Inspired-Group is founded by Oskar Verkammen & Edwin Tuyn

JULY

Inspired-Professionals is founded with a focus on Senior Interim Executives

SEPTEMBER

Oskar Verkammen leads a workshop on Talent Development & Retention at the Hi-Tech & Electronics SC Summit in Singapore

MAY

Interview Mick Jones,
VP Global Logistics,
Lenovo



JUNE

Start of Inspired-
Search Asia based in
Singapore and
managed by
Justina Liow



2012

AUGUST

Oskar Verkamman
speaks on 'Global
Employment Trends'
at Dutch Supply Chain
Trend Dinner



SEPTEMBER

Interview Neil
Humphrey, EVP
Supply Chain
Europe, Unilever



NOVEMBER

Interview Steve
Hochman, Sr. Director
Supply Chain
Planning, Nike



MARCH

Inspired-Search
LinkedIn Group grows to
over 30,000 members

Interview Ross
Kavanagh, CP
Procurement,
Supply Chain &
Merchandising
Europe, Office Depot



MAY

Interview Claude Laurent,
VP Supply Chain & Manu-
facturing, Astellas Pharma
Europe



2013

AUGUST

Oskar Verkamman holds
presentation on 'Genera-
tion Y entering the work-
space' at Dutch Supply
Chain Trend Dinner



NOVEMBER

Oskar Verkamman
chairs EFT Asian Hi-Tech
Supply Chain Summit in
Singapore

DECEMBER

Edwin Tuyn presents
Employment Market
Survey at the EFT 3PL
& CSCO conference in
Amsterdam

Publication of the
Employment Market Sur-
vey of over 2,000
participants



MAY

Inspired-Search
completes first
assignment in Brazil



JULY

Inspired-Search
completes first
assignment in
Mainland China



2014

AUGUST

Oskar Verkamman holds
presentation on 'How to
design maximum perform-
ing teams' at Dutch Supply
Chain Trend Dinner



SEPTEMBER

Interview Lars Syberg,
Director Supply Chain,
Flying Tiger



DECEMBER

Oskar Verkamman chairs
EFT Asian Supply Chain
Summit in Singapore

JANUARY

Inspired-Talent, with a
focus on Master degree tal-
ent, starts and is managed
by Ujendre Ramautarsing

AUGUST

Over 50% of revenue is
generated internation-
ally, while the home base
remains in The Netherlands

SEPTEMBER

Interview Henri-Xavier
Benoist, VP Logistics &
Supply Chain, Bridgestone



2015

NOVEMBER

Interview Ivanka
Janssen, Director
Global Sales Operational
Excellence, Diageo



DECEMBER

Oskar Verkamman chairs
EFT Asian Supply Chain
Summit in Singapore



Inspired-Search
LinkedIn Group exceeds
50,000 members

JANUARY

Publication of first
Corporate Magazine
featuring the
Top 28 European
SC Executives 2015



FEBRUARY

Oskar Verkamman
moderates BME Pharma
Conference Europe

MARCH

Interview Rhiannon
Davies, VP Global Sup-
ply Chain, GrandVision



Launch of new website
for Inspired-Search &
Inspired-Professionals

2016

JUNE

Launch of new
website for Inspired-
Careers & Talent

SEPTEMBER

Interview Daniel
Helmig, Group Head
Supply Chain &
Chief Procurement
Officer, ABB



NOVEMBER

Interview Dirk Hol-
bach, Corporate SVP
& CSCO Laundry &
Home Care, Henkel
Global Supply Chain



DECEMBER

Oskar Verkamman
chairs EFT Asian
Supply Chain Summit
in Singapore

2017

JANUARY

Publication of
2nd Corporate Maga-
zine featuring the
Top 28 European SC
Executives of 2016



NOVEMBER

10 years
of Inspired-Search

Interview with Rhiannon Davies, Vice President Supply Chain, GrandVision

“We are changing completely as we become demand driven”

GrandVision has grand plans. The world's largest network of optical retail stores is far along the path from historically being supplier-led to having a strong demand driven supply chain. Rhiannon Davies, joined in 2012 to implement the new supply chain, brings about global compliance and leverage potential efficiencies to drive the strongest conditions and service to customers.

Interview conducted by Martijn Lofvers and Edwin Tuyn, written by Helen Armstrong

What is your current responsibility?

“My role includes purchasing, product development, product management, category management, supply chain and manufacturing. Until a few years ago we were a very supply driven company. After the merger of GrandVision and Pearle the team was busy with BOB (best of both), trying to rationalise global contracts for the lowest price and offer the best service as we globalised. We are now changing completely as we become demand driven. As VP Supply Chain I am responsible for implementing this transformation in strong collaboration with my commercial, finance and supply chain colleagues both locally and globally. Instead of people in individual markets being focused on suppliers and product selection, they now focus on merchandising, sellout patterns and positioning product as a real differentiator. It is a huge change for the supply chain and a huge cultural change for the company.”

What does the change from supplier driven to demand driven mean for the supply chain?

“We recently set-up the GrandVision Supply Chain company in the Netherlands to centralise purchasing and operations in order to become more efficient. For example, we used to have

46,000 SKUs, 250 suppliers and 350 different brands in our private label frames and sunglasses portfolio. Now we have 4,000 SKUs carefully segmented into 21 exclusive high quality brands, which we sell globally, and 16 suppliers that are currently in China and Italy. We are transitioning our Chinese supplier base to other regions such as Bangladesh and Vietnam for labour cost and quality reasons. Together with Kuehne & Nagel we have built consolidation centres close to production where we do quality checks on-site rather than wait until the product is in Europe. Now all our exclusive brands - 60% of our frames - come via these consolidation centres to a central warehouse in Rosenberg via our consolidated supply chain flow and are distributed to all GrandVision countries. It is a very significant change. The new operations team that runs the consolidated flow of exclusive brands are fully managing the rolling order forecast, order management, product availability, transportation and quality control. As we implement SAP in each of our countries we are also starting to take over transactional purchasing of other categories, such as lenses, contact lenses and international brands. We have already set up SAP systems in the UK and the Netherlands, two of our largest markets, and 65% of business will be on SAP by first quarter 2017.



We have grown from seven people to 45 in three years. This is because in addition to increasing the strategic capability, it also includes for example, order management, supplier management customer service which used to be executed in each countries.”

What have been the implications of centralising manufacturing?

“Historically, the customer selected a frame that was in the store and the lenses were fitted in the store. But it is not handy having your manufacturing in 6100 stores when you can centralise it. As well as managing costs and reducing store inventory - 60% of stock was in store - it allows personnel to focus on selling rather than having to perform a technical exercise as well. Also, if you are limited to selling what is in the store you can't upsell on different coatings and lenses and so you are not providing the customer with the best eye care. We are even moving our stores over

to showroom models for frames. We opened four new GrandVision Tech centres in France, Portugal, UK and Germany. These are high tech, fast facilities that manufacture several million products per year. We can ensure machines are calibrated in a consistent way and the quality of processes is better so we serve multi-operating companies in Europe with a consistent level of quality and speed of service. We are finalising a study with Districon, which has found that in Europe regardless of location we can turn a product around within 24 hours as it is a very simple manufacturing process: The lenses are matched with the frame, cut, mounted and shipped.”

The global assortment has gone from 46,000 SKUs to 4,000. How does this align with a demand driven company?

“Historically the industry has been supply led and purchasers in local operating countries bought what they thought would sell. We had limited demand planning capability. Now we follow the Gartner demand driven value process. Purchasing has been divided into categories and purchasers have become category managers so they are much more commercially minded. They analyse what sells well in each market and based on that they select an assortment and put appropriate products in stores based on category. 60% of our portfolio is our own exclusive brand which is designed by development teams in Italy and France. The other 40% is designer brands which we are free to pull in and out depending upon product performance. I believe we still need to present some brands like Chanel, Gucci and Ray-Ban because they increase consumer perception of our entire assortment. We have very clear guidelines about communicating these brands. If there is a particular differentiating campaign for a product that is unique to GrandVision then we will present that in store but we always manage the communication. Overall it is the analytically driven category management and harmonisation of the assortment that drives value and transitions us to demand driven. This enables us to significantly shorten our leadtimes and increase service levels.”



Interview conducted by:



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From sharing
INFORMATION

EXPERIENCE

CONTACTS

DATA

KNOWLEDGE

to time-sharing
RESOURCES

PEOPLE

SOFTWARE

FACILITIES

PROFITS

DEEPEN YOUR PERSONAL SUPPLY CHAIN NETWORK

The SCM Executive Club Europe provides VP's Supply Chain EMEA an exclusive and confidential peer network through Time-Share sessions. A membership guarantees more relationship-building and practical answers to professional questions regarding strategic and operational supply chain issues.



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Executive search insights

Long and illustrious careers can appear very impressive when you look back on them. At Inspired-Search, in our daily practice of executive search (headhunting) for global supply chain and logistics positions, we have spoken to many C-level executives over the years. This has taught us that most of those executives, at the outset of their working life, had no idea how their career would develop. In hindsight it might look like a carefully planned career path, but the reality is that they just took things step by step – and quite often they decided on each next step based on what appeared to be the best option at the time. Since people with less successful careers are rarely asked to share details of their journeys, we only have the success stories to go on. Personally I believe that one cannot underestimate the power of luck: being in the right place at the right time, joining the right company at the right moment, being born in the right area, being blessed with intelligence, etc. Sheer hard work is not enough; lots of people are working very hard on a daily basis so this alone will not set you apart.

However, in my boardroom discussions on career development and by listening to personal stories, I've collected three essentials that are extremely important in helping you to get luck on your side. They might sound obvious, but the obvious is often true...

1 - Do your job as well as possible

Regardless of the job you're in and the position you hold, you need to do your job as well as possible and be better than anyone else. It doesn't matter if you're the CEO or the junior clerk on the reception desk: do what you need to do and do it better than people expect. There should never ever be a discussion about underperformance, full stop. Go all out to exceed expectations, go that extra mile, make sure your company has the most successful employees, your customers are the happiest, your peers love to work with you and your team, your suppliers deliver top performance, etc.

2 - Help others

Help others, make a habit of taking ownership of actions that are not necessarily part of your job description. This might involve a little extra effort on your part but it can have a big impact on others. If you're in the logistics department you could be sitting on some data that could help your sales colleagues to secure a large deal. Spend time to retrieve that data and help your sales colleagues to understand it and to seal the deal. They will get the

credit (and the bonus) but that's absolutely fine. People will recognise the fact that you went beyond the scope of your duties to help someone else. Apart from the fact that this is good for your career, it's also a lot of fun, it will make you feel good and it's very good for business across the board.

3 - Ensure that people know what you and your team have achieved

Make sure that people know what you and your team have achieved. Celebrate successes and ensure that people understand how you contributed to them. In some cultures this might feel a little uncomfortable, but remember that if no one knows what you've accomplished you will never reap the benefits. The way you communicate is essential, however; just proclaiming how great you are will not do the trick. Make sure your dashboards are always seen by the right people (including the layers above your manager), give credit where it's due, never claim successes that are not yours, nominate your employees for awards, speak at conferences, get your team featured in the corporate magazine, create a section for your department on the intranet, etc. It's also important to recognise other people's achievements – strive to be the first to congratulate others in public for their outstanding performance, for example.



Oskar Verkamman is Managing Director of Inspired-Search, a specialised international executive search and interim management firm for supply chain, manufacturing and logistics positions which is active in Europe, LATAM and Asia.

‘Growing a company requires the right cultural fit’

“It’s not hard to find a dozen people who could in theory be suitable for a position, but an excellent track record isn’t enough,” says Carlos Rodriguez, European President of Agro Merchants Group. Around four years ago, the supply chain and logistics professional spotted a gap in the market for a truly international cold-chain warehousing company focused on food commodities. While searching for financial backing, it became apparent that Oaktree Capital had identified the same growth opportunity. They joined forces and Agro Merchants Group was born in 2013. It marked the start of a global expansion journey based predominantly on mergers and acquisitions. Executive search company Inspired-Search, a specialist in recruitment for senior-level supply chain and logistics positions, has been supporting Carlos ever since.

By Lynn Radford

“A few years ago, based on our experience in the logistics industry, an ex-colleague (Neal Rider) and I spotted a gap in the market for a global company focused on temperature-controlled logistics,” explains Carlos. “At the same time, Oaktree Capital, a 90-billion-dollar-plus investment firm based in Los Angeles, USA, was looking to diversify its investment portfolio. It had conducted its own research into high-potential sectors and was interested in the cold chain. So it was a parallel process – we were looking for a sponsor and they happened to have an interest in the same sector.” In 2013, Carlos helped to lay the foundations for Agro Merchants Group to supply specialised cold-chain logistics services for perishable food products based on locations all over the world. “The ultimate aim is to realise a truly international end-to-end supply chain – to provide existing and new customers around the globe with the infrastructure, solutions and services to facilitate their national and international product flows and minimise the number of third parties, in order to

improve their quality, performance and efficiency,” adds Carlos.

Agro Merchants Group’s strategic plan is based on the following theory: “The past data and future forecasts indicate a sustained increase in the global movement of all food commodities – meat, fish, dairy, fruit, vegetables, etc. – between countries and between continents. That’s a fact,” states Carlos. “The second fact is that the players in the international food industry – i.e. the producers, processors, traders and retailers – are also becoming increasingly global. Plus to safeguard quality retailers are becoming more involved in the origin of their products and hence the cold chain. Thirdly, the temperature-controlled logistics and cold-storage industry is very fragmented. The world’s top 15 biggest players are on average active in no more than three countries. There is no truly international/global player. So that’s the opportunity we saw. And now, three and a half years down the line, we’re even more convinced that there’s a clear gap that Agro Merchants can fill.”

After defining the strategy, Carlos and

Neal prepared a ten-year plan based on key countries and regions with either adequate existing infrastructure or the need for improved infrastructure. The next step was to identify suitable companies for potential acquisition based on certain criteria: “The most important aspect for us is cultural fit. Agro Merchants is a very hands-on company, our culture is quite direct and based on key human values. We found that many family companies share the same views and principles: their entrepreneurial and responsive nature is very much aligned with our ideas, views and approach.”

Quality focus

“Secondly, in addition to storage, value-added services through both manual and automated repacking, blast freezing, tempering and so on are a fundamental component of our business model. A third element we’re focused on is quality and sustainability, both of services and infrastructure; we want to be recognised as a high-quality partner. This is clearly visible in the investments we’ve made to date and in future plans (acquisitions, expansions,

“Based on the current pipeline of projects, we expect to triple the size of the business in the next three years” ◀



Carlos Rodriguez,
European
President of Agro
Merchants Group

upgrades and greenfield projects) – just ‘average’ or ‘mediocre’ is not acceptable. Product specialisation is also important for Agro Merchants; we want clear commodity expertise instead of just being a generalist. And last but not least we always explore growth possibilities. Many family companies have great opportunities or ideas to expand but often lack either the resources or the ambition to do so alone at an international level, in which case Agro Merchants has proven itself to be a sound and valuable partner.”

The company then went into ‘acquisition mode’. In his European role, Carlos travelled extensively to identify and meet with potential partners. Understandably, many family companies had reservations about becoming part of a large corporate group. Carlos overcame this by paying special attention to the cultural and organisational aspects: “In view of the diversified geographical and cultural spread, we believe this project can continue to be successful if we take a relatively decentralised approach. Moreover, compared to other industries,

the food industry is quite decentralised; many large international players also give the local countries or regions a high degree of autonomy. So we’ve focused on finding companies that excel in serving the local or national market and share our strategy for combining with similar players in order to create a network to support customers in multiple locations and with a wider range of services. In fact, there were around 20 companies in Europe that we could have partnered with but decided not to – not because of price or valuation, but purely because the culture within those companies wasn’t the right fit for us.”

Expansion plan

Agro Merchants Group has already expanded successfully in nine countries around the world since mid-2013 and has ambitious plans for the future, as Carlos explains: “Based on the current pipeline of both acquisitions and greenfield projects, we expect to triple the size of the business in the next three years – in Europe, the US, South America, Asia Pacific, Africa, the

Middle East... the list goes on. Our latest acquisition was a company in Brisbane, Australia, at the end of November – and that’s just the start of our expansion in Asia Pacific.”

Sooner or later, rolling out such a vigorous expansion plan creates a need for new people. Carlos recalls that Inspired-Search became involved in the very early stages of the process, even before the first acquisition had been made: “It’s not hard to write a job description and find a dozen people who could in theory be suitable. But an excellent track record isn’t enough. Maybe there are only a few candidates or perhaps ultimately just one who can be a good fit, based on our culture, their personality and other HR-related aspects. Thanks to regular meetings, continued dialogue and open discussions, Inspired-Search have been able to anticipate and understand our needs – not only the theoretical part of the job specification but also the type of company and culture we’re trying to build. We’ve already successfully hired a number of people who have been excelling in our organisation for several years based on being the best fit. If it wasn’t for that personalised service, we wouldn’t be where we are today as a company.”

Career development

Clearly, Agro Merchants Group is not involved in this project for the ‘quick win’. Summing up, Carlos underlines the company’s long-term approach: “Around 80% of the companies currently in the group weren’t actually for sale when we approached them, but we convinced them to join us and I’m honoured to say that they are fully engaged and excited to be a member of the group to this day. We are sharing best practices and knowledge such as technology, systems and solutions between all the group companies. We are also a great vehicle to facilitate career development for the people that want to grow, whether in their original company or at other companies within the group and whether at home or abroad. We’re very happy with how things are going so far, but this is still only the beginning for us!” ◀

Interview with Dirk Holbach, Corporate Senior Vice President & CSCO Laundry & Home Care, Henkel

“Success depends to a large extent on people”

On September 1, 2016, Henkel purchased the laundry and home care company, The Sun Products Corporation, in the USA, an acquisition that took it to second position in the North American laundry care market. Playing a major role in the integration of the new company will be Dirk Holbach, Corporate Senior Vice President & CSCO Laundry & Home Care. For several years he and his team have been driving operational excellence in the supply chain by making processes faster and more standardized, focusing on cost-efficiency as well as end-to-end optimisation.

Interview conducted by Martijn Lofvers and Edwin Tuyn, written by Helen Armstrong

What is your responsibility?

“I am head of end-to-end supply chain for our Laundry and Home Care business unit which has net sales of more than EUR 5 billion. The acquisition of Sun Products will take this towards EUR 7 billion. Each business unit has a similar supply chain operation and each unit has its own Executive Committee of which the supply chain head is a member. I have end-to-end responsibility from net demand planning, manufacturing and procurement of materials to delivery to customers. We also have six regional hubs, as well as 31 factories and more than 70 warehouses within my business unit.”

Why centralise global supply chain operations in Amsterdam?

“With the centralisation of our global supply chain activities we foster the harmonisation of processes across the entire company. This will lead to higher process standardisation, improved customer service levels and enhanced efficiency. Logistically it is very well located. We are 10-12 minutes from Schiphol which is one of the best airports in Europe for global connections. Also, Amsterdam is a hub for many supply chain companies so you find talent here. But we also search for people globally and Amsterdam is an attractive loca-

tion to move to. Our company headquarters in Dusseldorf is just a couple of hours away which is another advantage. Last, but not least, the local environment provides the necessary infrastructure when setting up a business. We now run global operations for all three business units out of Amsterdam. The big advantage of a central office is that it fosters communication between the departments. A lot of people are travelling so we have shared desk space which not only is more efficient, it creates movement. We have seen a significant increase in interaction between the three supply chains and our purchasing colleagues based on a joined agenda.”

Looking at the financial figures, it is remarkable that supply chain is always mentioned. How does it impact the top line?

“Laundry and Home Care can impact the business in two principal ways: Agility and Efficiency. We produce fast moving consumer goods so our ability to react quickly to market demand – which can change for a specific item by a few hundred percentage points within a few days - is of the essence. Also our ability to launch new products fast and reliably is very important. Agility is one of our USPs. Secondly, the laundry business produces high volumes in the main categories so, next to speed, efficiency



is a very important competitive factor. Our networking capital is pretty lean, too. Hence our contribution to the business has been very significant over the last five years.”

Another of the company's strategic priorities has been to simplify operations. How do you count the cost of complexity?

“We initially ran complexity reduction initiatives and since 2008 we have been following very clear strategies in different areas such as: clearly defined make-or-buy strategy, limited number of packaging formats per filling line; combined production and warehousing so no replenishment to warehousing; a central warehouse concept, co-packing on site etc. The strategy and approach has to be right and then it has to be followed very consequently. It takes time but over a long period you reap the benefits and we can prove it. We can see on our cost curve that the savings have been very significant; we have cut millions on an annual basis.”

So what is your approach in supply chain to gathering a talented, inspired and diverse team?

“I am a strong believer in diversity whether it be age, social background, capability, or education. You cannot stipulate the exact

mix within a team but what I am doing, in collaboration with our HR manager, is to build the team in a balanced way. I want a mix of internal and external candidates to gather specific know-how and spark the dynamics within the team. In the past we had movement across the supply chain. Now we look systematically across the globe and regions to see who we have in the pipeline, based on annual performance evaluations.”



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Inspirational Leadership

Since the very start of Inspired-Search, we have always valued both the knowledge (hard skills) and the personality (soft skills) of each candidate during our assignments. The human aspect is often even more important than someone's business experience. That is one of the reasons why we call ourselves not only 'head hunters' but also 'heart hunters'.

Over the years we have developed a model called the 'T-Shape Supply Chain Manager' in which we distinguish, besides the functional and industry experience, three top layers: General Management Knowledge, General Executive Experience, and Leadership Development. The Leadership Development layer is made up of four blocks, one of which is Inspirational Leadership. We regularly have interesting and inspiring discussions about leadership in the supply chain with our clients and candidates. These discussions help us to continuously further enhance our thinking for the benefit of selecting the best candidate for each position.

As an addition to our T-Shape model we use the recently developed Inspirational Leadership model by Bain & Company. This model comprises four quadrants with various characteristics.

1 - Developing Inner Resources

In our view, this is where leadership starts. As leader of an organisation or supply chain you should have the characteristic of Emotional Self-Awareness; in other words, you should understand your emotions, their causes and their impact on others. The other person's reaction is caused by your action, so if you want to get a different reaction you need to act differently. As a supply chain director, you should be aware of your own behaviour and your effect on others.

Another characteristic in this quadrant is Flexibility; in an ever-changing supply chain you have to be able to adapt your responses to the dynamic circumstances.

2 - Connecting with Others

Supply chain management is very much about connecting activities, but it is also about connecting people involved in these activities. Characteristics in this quadrant like Empathy, Listening and Vitality are obvious, but Expressiveness, i.e. the ability to convey ideas and emotions clearly and compellingly, is often underdeveloped – especially if this must be done outside the traditional supply chain environment.

3 - Leading the Team

As a senior manager, it is clear that you have to lead your team and often also various projects. Some of the characteristics in this

quadrant, such as Vision, Empowerment and Focus, are generally familiar and applied when leading a team. Characteristics like Sponsorship (engaging to help others achieve their career aspirations) and Servanthood (investing on behalf of others and finding joy in their success) are often less well developed. One of the reasons for this is a focus on short-term results instead of long-term success.

4 - Setting the Tone

The characteristics in the fourth quadrant overlap with our T-Shape model on some points like Openness and Worldview (global citizen). Openness, being curious, creative and receptive to input from others, is a very important asset to supply chain leaders as they often have to work outside their own area of expertise to enhance supply chain management into an integrated business process. Having Openness also triggers another characteristic in this quadrant, namely Unselfishness (putting team needs above short-term personal benefits). This often appears to be very hard to do, not only for supply chain professionals but also for leaders in general.

Whereas the key characteristic in the T-Shape model is Authenticity, the Bain Inspirational Leadership model focuses on Centredness. It is true that an excellent leader is a balanced and centred person, but we believe that the leaders should still be authentic. Supply chain managers and directors require authenticity and soft skills in order to incorporate the other characteristics of the model into their leadership behaviour.

To see the Bain Inspirational Leadership model and the T-Shape Supply Chain Professional model, visit our website:

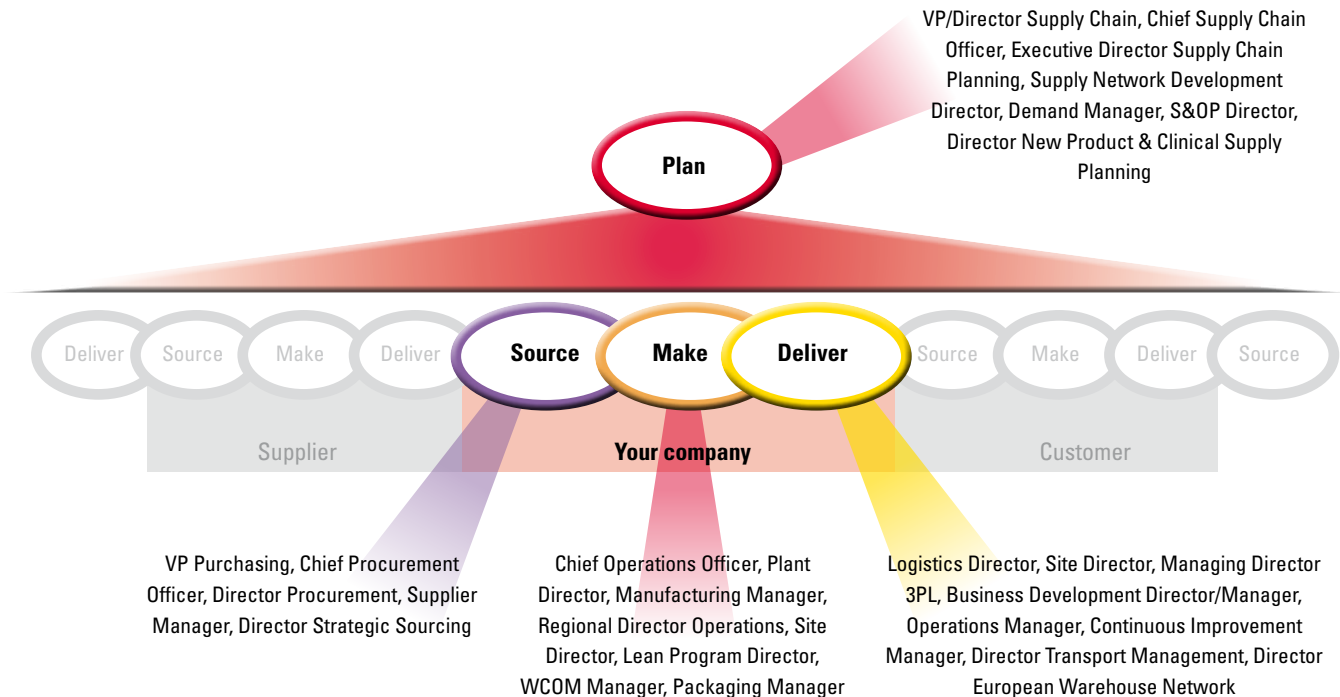
www.Inspired-Search.com



Edwin Tuyn is Managing Director of Inspired-Search, a specialised international executive search and interim management firm for supply chain and logistics functions which is active in Europe and Asia.

Beyond the match in supply chain

As Inspired-Group we are able to match professionals working within the Supply Chain Operations Reference Model (SCOR). Typical positions are:

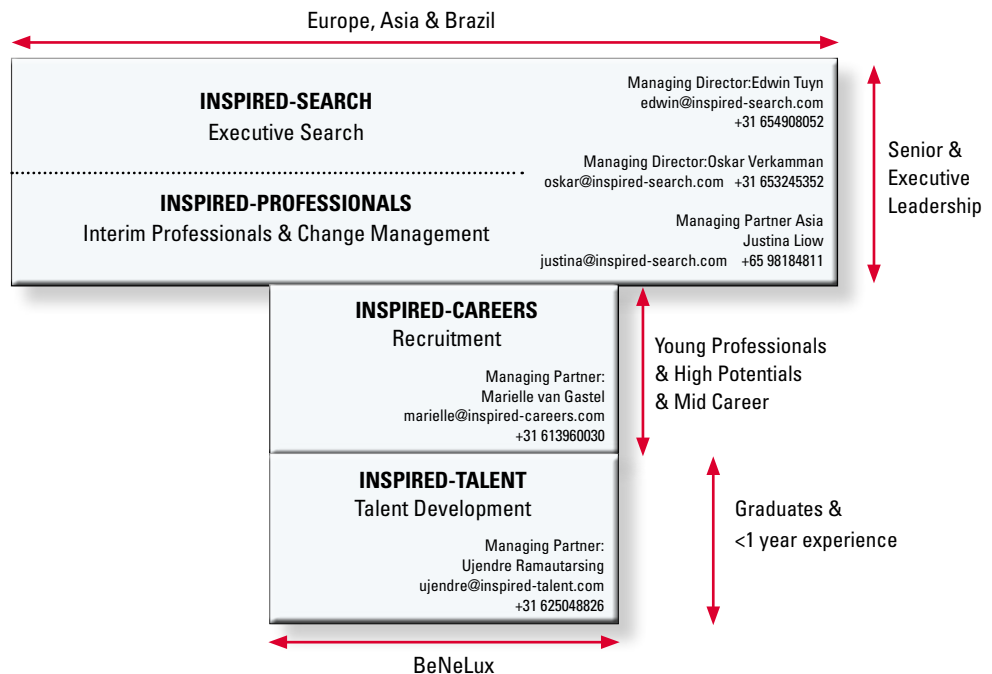


Inspired-Group is active with various labels based on geographical scope and seniority level of the position.

INSPIRED-SEARCH and **INSPIRED-PROFESSIONALS** are both active in Europe, Asia and Brazil for Executive Search and Senior Interim Assignment.

INSPIRED-CAREERS is focused on Recruitment for Young Professionals, High Potentials and Mid Career positions within the BeNeLux region.

INSPIRED-TALENT is active in the BeNeLux region and is focused on (master) graduates in supply & demand planning who support organisations as management trainees. These graduates are coached by Inspired-Talent management.



A man and a woman are captured in a dynamic dance pose. The man, in the foreground, is wearing a black suit and has his arms around the woman. The woman, slightly behind him, is also in a black suit and is wearing a black fedora hat. They are positioned in front of a vibrant red wall on the left and a large, ornate black door on the right. The lighting is dramatic, highlighting their forms against the contrasting background.

Professionals require passion



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Beyond the match in supply chain

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