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2018

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- Perry Buenen: "It starts with establishing a strong leadership team"
- Europe's Top Supply Chain Executives
- Susanne Hundsbaek-Pedersen: "I try not to get trapped into managing by metrics"
- Patrick Dittli: "Continuing to help the countries with my team"
- Highlights of two conferences
- Anouk Wissink: "Joint decision-making and setting targets together"

Beyond the match in supply chain



Professionals require passion

Working together requires trust



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Personal ecosystems



Ecosystems are becoming increasingly important in today's rapidly changing world. Consultancy firm McKinsey predicts that, over the next ten years, companies will face less competition from their traditional opponents and much more from rapidly emerging ecosystems made up of companies from different sectors. Analysts at Gartner also expect ecosystems to play an ever-greater role in supply chains and supply chain digitization. When a seed producer and a tractor manufacturer both connect their customer commu-

nities – including data, knowledge and advice – to the online platforms of raw material suppliers, the associated farmers are estimated to stand to benefit from 8-12% higher harvest yields.

An ecosystem is defined as a biological community of interacting organisms and their physical environment. Nowadays people often talk about company ecosystems, but such networks are actually ecosystems of people, either within one and the same company or within different ones.

Edwin Tuyn and Oskar Verkamman of Inspired-Search – and I, too – form part of a worldwide ecosystem of supply chain executives. I work together with Edwin or Oskar when preparing the cover interview for almost every edition of Supply Chain Movement. The interviews enable us to provide deeper insights into the supply chain executive ecosystem. Since 2015 we have also published an annual ranking of the Top 28 Supply Chain Executives Europe based on business results, personal responsibility, personal visibility and peer voting. We applied the same methodology to prepare the Top 25 for Denmark in 2017, and a similar ranking is planned for Germany, Switzerland and Austria in 2018. These various overviews of supply chain executives paint an interesting picture of the ecosystems in the relevant countries and regions. In conjunction with the cover interviews, this results in a dynamic representation of what's going on in supply chains today. The exposure is also good for the executives' careers. According to the American management consultant and author Harvey Coleman, 60 percent of a person's career success is determined by personal exposure. A further 30 percent is down to image, and performance accounts for just 10 percent, which clearly underlines the huge importance of personal branding. This Inspired-Search special edition not only creates valuable exposure for Edwin and Oskar as well as my own company in the supply chain executive ecosystem, but also feeds into supply chain executives' own personal ecosystems.

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- 3 | PREFACE MARTIJN LOFVERS, SUPPLY CHAIN MEDIA
- 4 | INTERVIEW EDWIN TUYN AND OSKAR VERKAMMAN
- 6 | PROFILE PERRY BUENEN, SVP OF CANON BUSINESS OPERATIONS & CANON UNITY PROGRAMME
- 8 | EDWIN TUYN ABOUT LEADERSHIP
- 10 | PROFILE SUSANNE HUNDSBÆK-PEDERSEN AT NOVO NORDISK
- 12 | TOP 28 SUPPLY CHAIN EXECUTIVES 2017
- 16 | PROFILE ANOUK WISSINK, DIRECTOR OF SUPPLY CHAIN & NEW BUSINESS AT ROYAL VEZET
- 18 | SNAPSHOTS, HIGHLIGHTS OF 3PL SUMMIT & CSCO FORUM EUROPE
- 19 | OSKAR VERKAMMAN ABOUT TALENT
- 20 | PROFILE PATRICK DITTLI, GLOBAL DIRECTOR SUPPLY CHAIN MANAGEMENT AT METRO
- 22 | RECRUITMENT OF TALENT
- 23 | OVERVIEW OF PROPOSITIONS

COLOPHON

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CONCEPT AND DESIGN

Onnink Grafische Communicatie

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Looking ahead to the next decade

International expansion and value-added services

For Edwin Tuyn and Oskar Verkamman, the 10-year anniversary of Inspired-Search is a fitting time to not only reflect on the past decade, but above all to look ahead to the future. What plans do Edwin and Oskar have for their company? How is technology affecting the labour market, and what does that mean for supply chain and logistics industry professionals?

By Lynn Radford

In November 2017, it was exactly ten years since Edwin Tuyn founded Inspired-Search in 2007. Oskar Verkamman joined forces with Edwin in January 2011, and today the company has an impressive reputation as a search and selection partner specialized in the supply chain industry. That reputation is built on strong relationships with the companies and professionals within the industry; rather than merely serving the market it operates in, Inspired-Search actually forms part of the logistics and supply chain community.

International dimension

That approach has enabled the Inspired-Search organization to really grow in recent years. Having established a strong foothold in the Netherlands and with a rising number of assignments abroad, Edwin and Oskar have now set their sights on further international expansion. "Through activities like conferences, not only here in the Netherlands but also in Germany and Singapore, we're gaining a more international profile. We've been building it for the past ten years and are definitely aiming to grow globally from now on," says Edwin. "Over the past five years we've seen our international busi-

ness grow strongly year after year, not only throughout Europe but also in Asia, the USA and Brazil. But we're firm believers in 'think global, act local'. Recruiting local candidates for local entities abroad calls for local knowledge. So rather than doing everything ourselves, we prefer to have people on board who have a local network and local knowledge – they add value for us, and we can add value for them."

Local presence

"That's why we already have a local presence in Singapore; Asia is an interesting market for us. And we're currently actively looking at setting up Inspired-Search subsidiaries in other strategic markets," reveals Oskar. "We wanted to have a certain level of maturity in terms of processes, support structures and experience before starting to expand. Different companies have different growth models, but this is the one that suits us best. The timing feels right for us now. So, if all goes according to plan, during 2018 we will have a local Inspired-Search presence in Germany and Switzerland. But despite our expansion activities we will always remain focused on positions within the SCORE model, in the supply chain/logis-

tics manufacturing area – just with even better geographical coverage and even closer to our network."

Technological impact

The talent shortage in supply chain and logistics roles has become a major factor in recent years, and it remains a seller's market. "Good candidates can often choose which companies they want to work for. A lot of employers still don't appreciate the need to position themselves properly, and I believe that employer branding will remain important," comments Edwin. However, looking at the evolution of the labour market in general, technology is clearly having a tangible impact. "Today's talent shortage in supply chain and logistics is unlikely to last forever. According to some projections, 50% of today's current occupations will no longer exist by 2025," states Oskar. "We're already seeing disruption in various industries, such as Amazon and Picnic shaking up the food sector, Uber and Lyft transforming transportation, Udacity making waves in online education, fintech applications changing the financial world, robotics and automation in manufacturing, and the growing use of artificial intelligence (AI). Supply chain and logis-

“Increasing added value has been at the heart of the Inspired-Search approach for the past ten years, and we don’t intend to change that” ◀



Edwin Tuyn (l.) and Oskar Verkamman: “Leveraging the network for further international growth.”

your social media profile, you’ll lag behind when you actually need it.”

“We can leverage our network to help increase people’s professional visibility – such as by arranging for them to be interviewed by magazines or to speak at conferences,” continues Edwin. “In fact, that’s one of the reasons why we are involved in organizing some conferences, both nationally and internationally,” adds Oskar. “Through these conferences we encourage knowledge-sharing – between manufacturers, logistics service providers and researchers/analysts. On top of that, we stimulate networking and we aim to inspire people – after all, we didn’t call the company Inspired-Search for nothing!”

The Inspired-Search network is the core asset in terms of matching people to vacancies too, of course. Oskar: “Our experience and in-depth understanding of the industry means we know what to look for, and where. Plus the Inspired-Search brand has a high level of credibility. Many candidates have already heard of us, and know that we’re industry experts rather than just ‘recruiters’. Even if they haven’t heard of us, a quick online search soon reveals how involved we are in the industry.”

Boutique approach adds value

“This fits with the trend we’re seeing of clients preferring to work with small ‘boutique’ kinds of companies like ourselves – rather than generalist recruitment firms – because they know they’ll get the attention they need,” explains Edwin. “Bigger clients with a corporate recruitment department of their own know how to use the latest techniques such as AI to search for candidates. But what they don’t have is in-depth knowledge of the industry and the discipline, a real understanding of the roles they are hiring for, and direct access to a community of skilled supply chain professionals. That’s how we add value. In fact, increasing our company’s added value – rather than just increasing the monetary value – has been at the heart of our approach for the past ten years, and we certainly don’t intend to change that.” ◀

tics-related applications are already being developed for IBM’s Watson, the self-learning supercomputer that can extract meaningful insights from huge volumes of data. So even supply chain jobs related to complex planning and predictive analytics could soon become obsolete. That’s why lifelong learning is so essential; professionals need to continually develop their skill sets to stay interesting to employers.”

Personal branding

Advancements in AI and machine learning are already affecting search and selection activities too, according to Edwin: “The internet plays an ever-greater role in people’s personal and professional lives nowadays, and recruiters search for potential candidates online using algorithms via social media. In addition to interviewing candidates for specific positions, we increasingly work with industry professionals in an advisory role about

their long-term career direction. In such discussions, we often discover that they can’t be found online using their chosen keywords. Providing the right, industry-relevant and career-related information online will help to get you noticed on the first few pages of search results. That’s why personal branding is so important for industry professionals nowadays.”

“If you become unemployed, it may be due to an industry shift in which case the job market will be flooded with people with similar skills and experience,” states Oskar. “That’s where personal branding kicks in to set you apart from the pack.” However, a personal brand is not something you can create overnight, emphasizes Edwin: “In the past, it was enough to update your CV just before applying for a job. Today, personal branding is a continuous process to make sure you will stand out when the time comes for you to make your next move – even if that’s a few years down the line. If you don’t keep adding to

Perry Buenen, Senior Vice President of Canon Business Operations & Canon Unity Programme

“Create a dream team to execute major changes”

“Implementing a major change only makes sense when the company is ready for it,” says Perry Buenen, of Canon Europe. He joined the company nine years ago and soon recognized the need to transform the logistics orientated supply chain into an integrated business operations function. It was a long journey, however, with top level agreement from the EMEA board he was able to position the transition within Canon as a company programme not just a supply chain programme. He created a team, with the right mind set and attitude, representing all main functions in the offer to cash process. “To make it work it’s critical not to only focus on process and systems but create your ‘dream team’ that can take care of change management throughout the transformation,” says Buenen. “Strategy is one thing; but a successful execution makes the difference.”

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

Perry Buenen is responsible for overall supply chain management at Canon Europe, the EMEA arm of Canon Inc., a global provider of digital imaging technologies for people, businesses and industry. Currently he has a dual role. While he is primarily responsible for transforming the business operations function he is also heading up a company programme, integrating two companies, that is resulting in a single set of consistent business processes, supported by a single set of applications. In this role he partners with the CIO, who takes responsibility for the IT component.

What triggered the supply chain transformation?

“In the recent past, three factors came together. We noticed that our traditional market for cameras and copiers was becoming mature and there was a shift to higher value propositions. Adding to that were a series of acquisitions and mergers including Océ for high-end printing, Axis for security cameras and video software, and more recently Toshiba Medical Systems which increased complexity. As a result of these two factors, our portfolio became increasingly diverse. The third change was a shift in customer behaviour which triggered us to adapt to support these needs and develop new routes to market which then needed to be installed. At that time, we had different processes and solutions within the supply chain for different business pockets, for example for

consumer products and B2B. The acquisitions made it increasingly difficult to manage these processes from both an organizational and IT perspective. Just adding additional capabilities to an already complex system would have further complicated matters. The complex IT infrastructure to support all these processes was also costly and somewhat inflexible making it difficult to adapt to changing circumstances. What also did not help was that responsibilities for the different functional areas were scattered throughout the company, and in combination, there was an imbalance in EMEA between activities offered centrally and locally. Quite simply, all of this needed to be addressed.”

At that point, in 2010, did you know what you wanted to achieve?

“Yes, we wanted to improve the customer experience and drive efficiencies for the company at the same time. We believed both objectives could be reached and were not necessarily conflicting, as long as we approached and evolved in the right way and sequence. Our goal was to transform the logistics orientated function into an integrated business operations function which we decided to do in three phases. In the first phase, we had to consolidate and optimize our logistics footprint across EMEA. We consolidated the majority of our operations into one distribution centre (DC) in Rotterdam. In the second phase, we focused on bringing the essential planning and administration processes into Business Operations; the ‘users’ of



Perry Buenen (52) lives with his wife, Désirée, and three children in the Netherlands

Education:

1989 – 1992 MBA Henley Business School, University of Reading, UK
1985-1988 Bachelor HR Hogeschool van Arnhem en Nijmegen, the Netherlands

Career:

2015 – present: Senior Vice President Canon Business Operations EMEA, Canon Europe Ltd.
2007 – 2015: Chief Supply Chain Management & Canon Unity Programme Canon EMEA, Canon Europe N.V.
2005 – 2007: VP Integrated Supply Chain EMEA, Pitney Bowes
1998 – 2005: VP Manufacturing and Supply Chain Europe, Xerox
1998 – 2000: Manager Service Supply Chain, Xerox
1995 – 1997: Head European Manufacturing, Xerox
1992 - 1994: Head Procurement, Xerox
1988 – 1991: HR Manager, Xerox

the previously consolidated physical network. In the third phase, we fundamentally changed the way we operate as a company.”

How do you manage and coordinate operations across the region?

“It obviously starts with establishing a strong leadership team. We appointed Business Operations directors (BusOps) who act as the single points of contact for their respective country. Because they are part of the local management team they can act as the business partner for the local sales companies and form the linking pin between the local and the central organization. This collaboration is crucial when it comes to providing input to the central team for strategy development and ultimately local alignment and implementation. In our central team, each director represents a functional area (e.g. planning or logistics). He or she acts as the Business Process Owner (BPO), to ensure consistency of the process, policies and organizational set-up across EMEA and to manage the required changes in a transparent manner. My central team (BPO’s) connects with the surrounding businesses and functional areas not part of Business Operations. This is to ensure end-to-end optimization and full alignment across the whole organization. The link with IT is especially crucial, as we are developing and implementing a ‘single set of applications’ supporting our business processes.”

How did you gather a team to implement the changes recommended?

“As mentioned, establishing a great team is essential to drive success. Attitude and mind-set are equally critical next to capabilities. The Managing Directors in individual countries played a crucial role in pre-selecting the right candidate. They work on a day-to-day basis with this community, so their support and trust is a must. As a result, my team members already have the complete support of their MDs. The result is fantastic; mid 2015 we could present a new team, leading a new function, ready to develop our next steps and drive the implementation of our ambition. We all know the balance between Strategy development and Successful execution... you need both and you need a great team to do it.” <>

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Oskar Verkamman
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From sharing
INFORMATION

EXPERIENCE

DATA

CONTACTS

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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How strong is your personal brand?

Not so long ago, a good CV – and sometimes a recommendation – was sufficient to secure an invitation for an interview. Nowadays, however, as a senior professional you need to do more to get yourself noticed for an interesting position. Personal branding is the key to advancing your career, whether within your current organization or by switching to a new employer.

Corporate recruiters and executive search consultants all scrutinize social media such as LinkedIn for appealing profiles. Prior to inviting you for a first interview, they also ‘google’ your name to see if any additional information is available. So even if you have an excellent CV, an impressive career track record and are able to tick most – or even all – of the boxes in terms of the requirements for the position, if your profile is insufficiently visible or lacks appeal, you won’t be considered. Personal branding is becoming more and more important, and that means actively developing and maintaining your online profile.

Conveying your professional reputation and experience, career path and industry involvement, your personal brand sums up what you have to offer. In that sense, it holds a promise of what you are able to contribute to an organization in terms of both your future performance and the values you hold. Branding your online profile encourages the recruitment decision-makers reviewing it to take you seriously; the aim is to make them feel that they must meet you in person. Highlighting your personal brand characteristics in your profile – your energy, uniqueness, determination and drive – will give recruiters a clear sense of where you can add value and whether you are a good match with the company culture. Setting yourself apart from other candidates vying for the same position will attract positive attention, increasing the likelihood that you will be placed at the top of the interview list.

Personal branding is not only about the contents of your CV, but is also about being visible to decision-makers. In order to appear on the first few pages of a particular LinkedIn or Google search, it is important to have a strong LinkedIn profile with the right keywords in your elevator pitch or brand statement. Another step you can take to increase the value of your personal brand is to boost your level of activity, such as writing blogs, giving guest lectures at universities and speaking at conferences (preferably also making and posting video clips of your appearances).

In this day and age, you have a personal brand whether you like it or not; in today’s connected world, every action you take transmits some kind of personal message. If you fail to play an active part in improving your industry, people will start to notice – and it is unlikely to influence their professional opinions of you in a positive manner. So take control of your personal brand and invest in your image...and hence your future.

If you’d like to know more about how we can help you to develop and increase the value of your personal brand, we are just a phone call away.



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

Susanne Hundsbæk-Pedersen, Senior VP, Devices & Supply Chain Management, Novo Nordisk A/S

“I would rather that people stretch themselves than play safe”

Until a few years ago the global health care company, Novo Nordisk, had a fragmented global supply chain. That changed when Susanne Hundsbæk-Pedersen broke down the silos and integrated the necessary corporate functions into a centralized supply chain set-up. The Senior VP of Devices & Supply Chain Management says adjusting her management style to ensure that digital natives entering the workforce have the freedom to fulfill their talents is necessary to drive optimization further. “If we only take the traditional linear approach to optimizations and there is no space for mushrooming and experimentation, then at the end of day you build a culture where predictability takes priority and that does not always stimulate innovation.” She was recently voted Denmark’s Best Supply Chain Executive 2017.

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

Novo Nordisk has been producing insulin and helping people cope with diabetes for more than 90 years. Today it supplies half of the world’s insulin and serves 28 million patients in around 170 countries. It also offers treatments for other serious chronic diseases such as haemophilia, growth disorders and obesity and is at the forefront of designing proteins and innovative prefilled injection pens and needles. Headquartered in Bagsværd, Denmark, the company employs approximately 41,400 people globally. Susanne Hundsbæk-Pedersen has played a central role in orchestrating a centralized supply chain which includes a single global release centre for critical raw materials, standardization of the planning platform and harmonizing process and policies. Her responsibility reaches across the value chain from sourcing to manufacturing and distribution of these high quality products. A good dose of selfawareness and collaboration with colleagues to design the supply chain up front is helping ensure that it does not become a victim of circumstance.

What is your role and responsibilities?

“In a nutshell, plan, source and deliver the full portfolio of Novo Nordisk products and manage part of the manufacturing operation - if outsourced or if related to devices. Central supply chain reaches from upstream - so that means strategic sourcing of any material used in any of our products and ensuring the contractual frames for collaboration. The Supply Chain organization

manages the ERP platform and establishes planning principles and overlooks the flow of products. We drive the S&OP and orchestrate product launches. Moreover, we take the lead in supply chain design for new products and new capacity investments. The manufacturing set-up is a mixture of internal factories and external contract manufacturers. My organization looks after the design of mechanical processes and packaging process in the company. The manufacturing of the pharmaceutical drug is managed by my peers at Novo Nordisk and the products are then integrated into the device for convenience of patients. I am responsible for factories in Denmark, Japan, Russia, Algeria and Iran in addition to the many external manufacturers across the world. Distribution, until recently, was cut off after primary distribution in countries. We are currently looking at how we can consolidate and optimize secondary distribution.”

How did you arrive at your current position?

“With a background in industrial engineering and electronics Novo Nordisk invited me to set up an electronics manufacturing division. However, having studied the case I recommended that the company did not establish an internal operation because the critical mass of electronic production did not warrant the size of investment required and so it was better to outsource. Having basically put myself out of a job luckily I could switch to device development, and leverage previous experience in taking new

Susanne Hundsbaek-Pedersen, 49, lives in Denmark North of Copenhagen with husband Lauritz and their four children Emil, Aske, Anine and Alberte.

Education:

Industrial engineering, Copenhagen University College of Engineering, Denmark
Executive MBA – IMD, Switzerland

Career:

1992 - 1995: United Parcel Services, Scandinavia, Industrial Engineering Supervisor – optimization of operations and establishment of new hubs

1996 - 1999: Olicom A/S, Director of Supply Chain Management, Supply Chain Management responsibility for outsourced manufacturing, procurement, planning and distribution.

1999 - 2001: Intel Corp., Customer Programme Manager, Network equipment division Project Manager for bringing and maintaining new products into the global supply chain

2002 - present: Novo Nordisk A/S, Project Manager, Director of Strategic Sourcing Divisional CFO for Product Supply, SVP Devices and Supply Chain Management

products from design to market. After some time in this area I joined a newly established central Strategic Sourcing unit and we consolidated the global direct spend and established a professional procurement function. I was then asked by head of global product supply to take responsibility for finance and IT as we wanted to build a stronger bridge between business aspects and central staff functions. That was a super interesting period because we were looking at standardizing and harmonizing our IT and MES platform; we upgraded the ERP platform for the manufacturing environment to SAP, established an organisation for master data, etc. It gave me the opportunity to see the link between operations and corporate finance and speak the language of both sides. Having people in the supply chain team who relate to operations as well as people who understand finance provides the strongest combination in my mind.”

What supply chain projects are on your current agenda?

“One is how to segment and optimise our distribution. Until recently, our downstream responsibility stopped at the local warehouse. Every country has its own solution and the set-up is fragmented. I feel it was a missed opportunity. The distribution system warranted a completely different set-up so we are in the process of redefining and redesigning, especially looking at postponement and consolidation.

Another major project is to establish transparency on cost-to-serve and how to get a true picture about profitability on a single SKU

in a specific market. We are trying to see what happens in reality on the manufacturing floor by going as far back in the chain as it makes sense. Even with the IT applications available to handle all the data, there is value in getting down to a granular level upstream in manufacturing. Establishing a highly granular understanding of cost-to-serve allows us to be much more targeted as we address optimisations or discuss trade-offs with the markets. There are many dimensions and we need to see how we can place this into the decision processes. In addition to getting into factories to see what drives complexity and cost, we are working with our finance and sales affiliates to gain transparency. We now have a level of knowledge that we never had before and we are introducing data that can potentially become an interesting driver for prioritisation and optimisation focus.”

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3rd Edition of European Supply Chain Leaders Ranking

Top 28 Supply Chain Executives in Europe

Supply chain management is a people's business. Like chess, it requires strategy, resources and most importantly, competent and visionary leaders behind the board making the right decisions. For the 3rd consecutive year Supply Chain Media evaluated and created in collaboration with Inspired-Search a ranking of the Top 28 Supply Chain Executives in Europe.

By Martijn Lofvers, Marieke Lenstra and Christian Plesca

EXPLANATION OF METHODOLOGY

The ranking of the Top 28 Supply Chain Executives in Europe is based on four quadrants each weighing 25%.

The 1st quadrant is **"Company Success"** which is based on the financial performance of the executive's company, such as the yearly revenue, revenue growth, EBIT and EBIT growth.

The 2nd quadrant is **"Personal Responsibility"** which measures the executive's span of control based on the SCOR model, the geographical area he or she manages, supply chain complexity and supply chain maturity based on the Gartner model.

The 3rd quadrant is **"Personal Visibility"** which measures the executive's public media presence created through press releases, interviews, keynote presentations and university guest lectures.

The 4th quadrant is **"Peer Voting"** which is the ranking given by experienced people involved in the SCM sector such as executive recruiters, professors, supply chain peers, supply chain consultants and suppliers and vendors.

Adding up the results for each of the four quadrants derives the final ranking of the top 28 supply chain executives.

Marc Engel, the Chief Supply Chain Officer of Unilever replaces Chris Tyas,

Senior Vice President Supply Chain of Nestlé, as leader of the 2017 ranking.

Want to know more about the Top 28 supply chain executives' journey to success?

See our website for the complete Top 28 ranking.



1

MARC ENGEL
Chief Supply Chain Officer,
Unilever



Marc Engel has been Chief Supply Chain Officer at Unilever since February 2016. He started working for Unilever in 1990 as an Operations Manager. He stayed for three years, worked for Shell for two years and then returned to Unilever where he has worked in various roles ever since. He is the #1 SCM Executive based on company performance, with an EBIT growth of 3.45% in 2016, and a very active presence, both online with press releases and offline through interviews and attending conferences. Additionally, he is a Board Member of Unilever. Headhunters and professional peers in the SCM industry also voted him number 1.

2 | CHRIS TYAS
Senior Vice President Supply Chain,
Nestlé

Chris Tyas is ranked #2 in our 2017 ranking. He started at Nestlé in 1982 moving up to become Supply Chain and Business Services Director. In 2010, after 28 years with the company, he was appointed Senior Vice President Supply Chain. Since 2013 he is responsible for all the global and locally managed business for the Nestlé Group, of Vevey, Switzerland. His has great personal visibility in the field of SCM by participating at conferences, giving interviews and lecturing to students as a visiting Professor at Sheffield University School of Management.



3 | DIRK HOLBACH
Corporate Senior VP, Chief Supply
Chain Officer, Henkel

Dirk Holbach started at Henkel in 1996 as Junior Manager Corporate Purchasing and was appointed Corporate Senior VP and Chief Supply Chain Officer for Laundry, Home & Care Managing Director at Henkel in 2015. He is head of worldwide supply chain, a business with net sales of € billion, an EBIT growth of 8.5% in 2016 compared to 2015, and over 7,500 employees in 31 factories across 70 logistics centers in EMEA, North & Latin America and Asia-Pacific. He is also a Board Member of Henkel Global Supply Chain, is actively involved in the company's new projects, gives speeches, interviews in SCM magazines, attends annual conferences and lectures at universities.



His educational background includes a PhD and certifications from Harvard and INSEAD.

4 | JOHANNES GILOTH
Chief Procurement and Supply Chain
Officer, Nokia



Johannes Giloth was appointed CPO and Senior Vice President Operations at Nokia in 2013 after five years as VP Supply Chain & Logistics. His role includes all procurement and operations for Nokia globally, a business with revenue growth of 89% in 2016 compared to 2015, and with over €2 billion spent in direct, indirect and service procurement. He manages the global supply chain network of Nokia including factories, distribution network, warehousing and inventory management. Additionally, he is responsible for new product introductions and sales & operations planning (S&OP). His public presence and personal visibility include participating at numerous conferences and giving interviews related to new product launches and innovation projects. His education includes a Diploma in Business Administration and Mechanical Engineering.

5 | SUSANNE HUNDSBÆK-PEDERSEN
Senior VP - Devices and Supply Chain
Management, Novo Nordisk

Susanne Hundsbaek-Pedersen was ranked #1 in the Top 25 Danish Supply Chain Executives at Copenhagen Busi-



ness School, Denmark on 6 September. She started work as a Project Manager for Novo Nordisk in 2002 and reached the Senior Vice President position in 2013, with responsibilities that span the globe. The company registered 4% revenue growth and 10% EBIT growth in 2016 compared to 2015. Additionally, Ms. Hundsbaek is involved in the implementation of new developments and thus is often cited by specialized supply chain magazines. Furthermore, she attends conferences and lectures at universities.

6 | **PAUL KEEL** Senior Vice President Supply Chain, 3M



Paul Keel joined 3M in 2004 as Vice President Business Development and was appointed Senior Vice President Supply Chain in 2014. He has global responsibili-

ties including innovation projects such as the "Digitization of Supply Chain". The company financial performance, measured in EBIT, increased by 4% in 2016 compared to 2015, with sales of \$30 billion. Mr. Keel is a well-known keynote speaker at conferences and often gives interviews particularly on risk management issues.

7 | **SIKKO ZOER** VP Customer Care & Supply Chain EMEA, Medtronic



Sikko Zoer started working for Medtronic in 2006 as Manager Supply Chain Development and was appointed VP Customer Care & Supply Chain EMEA in 2014. Medtronic registered a revenue growth of 42% and an EBIT growth of 32% in 2016 compared with 2015, the most successful company based on finances in our Top 28 ranking. He is a successful leader with 23 years experience in supply chain, operations, IT and marketing, among others. His personal visibility is well developed and he maintains an active presence in the field of SCM, being involved in technological developments within Medtronic about which he gives interviews and attends conferences. He has a Master in Mechanical Engineering from TU Delft.

8 | **IVANKA JANSSEN** VP Supply Chain Europe, Eastern Europe and Sub Saharan Africa, PepsiCo



Ivanka Janssen's impressive career includes 10 years with Philip Morris International followed by five years at Diageo and, since 2016, working at PepsiCo as a VP Supply Chain Europe, Eastern Europe and Sub Saharan Africa. She is responsible for 20 production facilities, over 100 third party bottling facilities and provides vision to the Supply Chain leadership team. PepsiCo had 3.46% revenue growth and 8.52% EBIT growth in 2016 compared with 2015. She is a well-rounded SCM Executive who attends conferences and gives interviews about the company progress. She has Masters degrees earned at prestigious universities such as Nyenrode, Oxford and INSEAD.

9 | **SAMI NAFFAKH** SVP Supply Chain EMEA, Estée Lauder



Sami Naffakh has an impressive career working for companies such as Unilever, Reckitt Benckiser, and Danone. In 2014 he was appointed Senior Vice-President Supply Chain EMEA for Estée Lauder. He is expected to join Arla Foods as a Chief Supply Chain Officer and replace Povl Krogsgaard in January 2018. Estée Lauder returned 26% EBIT growth in 2016 versus 2015. Sami is well-known in the SCM sector, voted by fellow peers as one of the top Supply Chain Executives. He has built his personal image through interviews and conferences. He has 25 years' experience in the field of SCM complemented by an excellent educational background with a Bachelor from SVSU Michigan and Master in Mechanical Engineering from HEI.

10 | **MARC JOSEPH GROSS** Chief Supply Chain Officer, Heineken



Marc Joseph Gross joined Heineken as Managing Director in 2002. After three years he was appointed Chief Supply Chain Officer, a position he has held for the past 12 years. He is also a member of the company's Executive Committee with responsibility for managing the global supply chain network and operations. In addition he promotes the brand through press releases and by giving interviews. Throughout the year he is often invited to be a keynote speaker at SCM conferences. His educational background includes an Engineering degree from the Arts et Métiers ParisTech in Paris.

TOP 11-28

- | | | | | | |
|----|---|---|----|---|--|
| 11 |  | ROBERTO CANEVARI
Chief Supply Chain Officer, Burberry | 20 |  | STEPHAN GOTTHARDT
Senior Vice President Supply Chain Europe, Teva |
| 12 |  | FARES SAYEGH
Vice President Supply Chain Europe, Procter & Gamble | 21 |  | DANIEL HELMIG
Head of Supply Chain Management/CPO, ABB |
| 13 |  | JAN ROODENBURG
Vice President Enterprise Group - EMEA Supply Chain & Operations, HP | 22 |  | EDWIN VAN DER MEERENDONK
Vice President European Operations, Walt Disney |
| 14 |  | INGRID EBNER
Director EU Supply Chain, Amazon | 23 |  | PHILIP HODGES
Executive Vice President Group Supply Chain, Carlsberg |
| 15 |  | RALF BUSCHE
Chief Supply Chain Officer, BASF | 24 |  | HENRI-XAVIER BENOIST
Vice President Logistics Supply Chain Management, Bridgestone |
| 16 |  | PATRICK DITTLI
Global Director Supply Chain Management, Metro | 25 |  | ALEXANDER BÄHR
Director Supply Chain Information & Integration, McDonald's |
| 17 |  | THOMAS SCHACHNER
Senior Vice President Global Supply Chain, Grohe | 26 |  | PHILIPPE FRANÇOIS
Vice President Global Supply Chain, Novartis |
| 18 |  | MOURAD TAMOUD
Executive Vice President Global Supply Chain Operations, Schneider Electric | 27 |  | WIM VAN AALST
Chief Supply Chain Officer, Waitrose |
| 19 |  | BERNARD AMOURY
Vice President WW Supply Chain, Sanofi-Aventis | 28 |  | CHRISTIAN PATRAS
Senior Vice President Supply Chain/Operations, PepsiCo |

Anouk Wissink, Director of Supply Chain & New Business, Koninklijke Vezet

‘People really do make all the difference here’

“A developer and innovator” and “a strong personality striking the right balance between head, heart and hands” is how the judging panel described the qualities of Anouk Wissink, the tenth winner of the Dutch Supply Chain Professional Award. In a market where versatile supply chain professionals are scarce, she is keen to draw attention to Vezet’s challenging supply chain: fresh natural products, supply and demand levels that are strongly affected by the weather, and never more than half a day’s worth of stock. Who has the courage to rise to the challenge?

By Caroline Linssen, translation by Lynn Radford

The journey to the Dutch village of Warmenhuizen leads past fields with an abundance of cabbages in splendid shades of green and purple. It’s as if little has changed since a century ago, when those fields provided raw materials for the Verenigde Zuurkoolfabrikanten company. That firm evolved into Koninklijke Vezet BV, where today the fourth generation of the Kramer family heads up a 1,300-strong workforce. As the Dutch market leader in fresh-cut fruit and vegetables, every week Vezet turns 1.6 million kilos of fresh produce into convenience products, salads, soups and pizzas. The old brick-built factory has been replaced by a 34,000m² facility, the lion’s share of which houses 72 production lines sub-divided into pre-processing (cutting), consumer convenience (washing, mixing and packing) and fruit and convenience food (pizzas and ready-meals). The modest offices situated next to the production facilities almost seem like an afterthought.

At Vezet, Wissink is responsible for the supply chain of the production facilities and for new business, such as the ‘Allerhande Box’ meal kits. Her team comprises a supply chain manager and project manager (heading up 17 employees) and the manager of the Heerhugowaard location (30 FTEs).

You knew from a young age that you wanted to become a manager of an Albert Heijn (AH) distribution centre (DC). How come?

“I got the chance to look around various distribution centres as a student, and that was so cool. They were so huge, dynamic and purposeful – and all those trucks! I did my graduation project at the AH DC in Zwolle. Apparently, during my interview I said that

I wanted to be the boss of a DC before I turned 45.”

You succeeded even sooner than you thought.

“Ahold offers real opportunities to high potentials. I was put in charge of 25 people when I was still just a trainee, and of course I succumbed to plenty of pitfalls. It wasn’t all plain sailing, but it did result in leadership becoming the common thread running through my career.”

According to the judges of the Dutch Supply Chain Professional Award, you not only have insight into the full breadth of the organization and the supply chain, but you can also look beyond it. Do you agree?

“Supply chain is often seen as the operational set-up, but in reality it’s the enabler of the whole organization. You should make sure the entire company understands the link to ‘who are we doing it all for?’ and adapt your supply chain to that, rather than having an internal focus on planning and transport. Many departments have their own interests: Sales wants a high turnover and big promotional campaigns, Production wants low costs and efficiency, and Purchasing wants predictability. The customer wants everything to be possible and 100% delivery reliability. In order to do that well, you have to look at integrality and aligning all the goals. That starts with my immediate colleagues – listening carefully to one another, doing things together, joint decision-making and setting targets together. At Vezet our targets are 98.4% delivery reliability and cost management. We convey that clearly both in the MT and in the S&OP, so that everyone knows.”

Anouk Wissink (41) was born in Hengelo and currently lives in Amsterdam.

Education

Master of Science (MSc) in Industrial Engineering and Management, TU Twente

Career

2013 – present Director of Supply Chain & New Business, Vezet BV, Warmenhuizen
2012 – 2015 Interim and Consultant Manager, AV Consultancy, Amsterdam
2010 – 2012 Site Manager of Distribution Centre, Albert Heijn, Pijnacker
2009 – 2010 Site Manager of Distribution Centre, Albert Heijn, Nieuwegein and Utrecht
2008 – 2009 Manager of Transport & Logistics, Albert Heijn, Zwolle
2006 – 2008 Operational Manager of Distribution Centre, Albert Heijn, Zwolle
2005 – 2006 Project Lead (Logistics and IT), Ahold, Zaandam
2003 – 2005 Category Manager for Beer and Soft Drinks, Gall & Gall, Beverwijk
2002 – 2003 Team Leader of Stores and DC, Albert Heijn, Tilburg



You're keen to put Vezet on the map among potential new recruits. What makes your supply chain so interesting?

"Most planners want to join Philips or Heineken, just like I used to. Vezet isn't a household name, so no one realizes that we have such a highly challenging supply chain. If something goes wrong it always affects me, no matter where it happens in the supply chain – problems with raw materials, the weather, machine breakdowns... everything impacts on the chain and the planning. It's tremendously hard to achieve that target of 98.4%, so we have to do it together. People really do make all the difference here, so I need the very best. To be successful in our supply chain you need a diverse skill set: a combination of thinking and doing, analytical people who understand logistics and who can also work with and bounce ideas off Production and Sales. Here, the end result comes down to more than just your own efforts. We place high demands on your horizontal leadership skills because the Supply Chain target isn't just for your own department – it's shared by everyone."

What does the future hold for those new recruits?

"In a word: climate change! The weather used to be a lot more

stable, but now we're seeing more and more volatility on the supply side, which means we have to get even better at forecasting. There's a growing amount of big data about the weather that we can link to sales data.

And when we reach the point that the whole world wants organic produce only, things will have to be done differently; we'll have to ensure the availability of raw materials through methods such as vertical farming or hydroponics. There's talk of using drones for deliveries, but I don't see that as an option. At Vezet, we sell between five million and six million bags each week. Even in boxes of three, that still amounts to over 1.5 million shipments a week, and that's just for one of our product segments. The airspace would become clogged with drones."

And what does the future hold for you?

"In my dream scenario I will be working for a sustainable company. I don't mind a more general role, as long as I'm in an environment that truly adds value to society. That's why I've also got sustainability in my portfolio here. Luckily Vezet already contributes to a sustainable society by providing healthy and convenient products."



3PL Summit & Chief Supply Chain Officer Forum Europe

De Maaspoort, Venlo – 16-18 October 2017



Henk Folmer (Prologis) and Edwin Tuyn agree to attend the conference again in 2018.



Tom Schmitt (DB Schenker), Edwin Tuyn (Inspired-Search), Paul de Swaef (Stryker) and Anouk Wissink (Vezet) are smiling for the camera while Rene Richters (Flex) seems more interested in the menu.



Edwin Tuyn (Inspired-Search) reflects on 10 years of working with passion.



Annemiek Gelder (interim manager), Maarten Witte (Bugaboo), Oskar Verkamman (Inspired-Search), Kerry Eby (Johnson Controls), Anita Arts (Liberty Global) and Jaap Willem Bruining (Xenos) are all full of anticipation about what's in store.



Even during the conference, it's business as usual for Edwin Tuyn and Oskar Verkamman (both from Inspired-Search).



Ivanka Janssen (PepsiCo) shares an interesting anecdote.



Stephan Satijn (Alderman of Economic Affairs of Venlo), Nicolas Crespín (COO of Michael Kors) and Wim Heylen (Heylen Group) raise a glass to toast 10 years of Inspired-Search.



Nina Antilla (Reima) listens attentively to what Oskar Verkamman has got to say.



Martijn Lofvers (Supply Chain Media) and Anita Arts (Liberty Global) suspect that 'you had to have been there'.



Bart Beeks (MD of Ceva Logistics Benelux) sums up what it's really all about: 'People'.

Networking the floor.



Deactivate autopilot and engage thinking mode

Humans are very good at figuring out how to complete tasks and activities with the minimum amount of effort. Supply chain and logistics professionals are even more skilled in achieving a predictable and maximized output in the leanest possible way. There are numerous situations in which this is perfectly fine, but – and it's a big 'but' – there are also situations in which this is absolutely counterproductive. I'm referring to when we use our brains in the leanest possible way. This, in combination with the complete lack of human intuition in the field of statistics, can lead to disastrous results.

According to the latest cognitive research described by Daniel Kahneman in his book *Thinking, Fast and Slow*, the human brain typically operates in two different modes. The mode of preference is System 1: fast and almost automatic operation requiring little to no effort and with almost no sense of control. Then there is System 2 mode, which deals with situations that demand some real thought effort. In other words, System 1 is autopilot mode and System 2 is thinking mode. Driving a car on the open road can be done by System 1. However, parking that very same car in a tight spot requires System 2 to kick in.

System 2 consumes much more energy and effort than the autopilot mode. As I mentioned above, humans have learned to manage their energy levels very effectively, and most of us will be in System 1 mode most of the time. And therein lies the danger: an over-reliance on automatic mode, and failure to activate System 2 from time to time. In fact, I've succumbed to this pitfall many times in the past. To force myself to engage System 2, I've put a comfortable chair in my office that I call my 'thinking chair'. It's somewhere for me to actively sit and think about situations and problems, without jumping to conclusions and rushing to find solutions while still in System 1 mode.

Things get even worse when the lack of thought in System 1 mode is combined with very poor, or even absent, intuition in the field of statistics. Generally speaking, people place too much confidence in statistics, even when a sample size is way too small to draw any relevant conclusions. In addition, statistics seem to suggest causal explanations – but the effect of coincidence is very much underestimated. Believing that you understand the rational or root cause of the situation while you are 'thinking' in autopilot mode can produce disastrous results.

So, my advice to you is, get yourself an equivalent of my thinking chair and actively think about situations. In a day-to-day example, even properly reading an email rather than just scanning it provides so much more insight. While thinking, be critical about the data presented, the sources and definitions used, and any obvious conclusions drawn. I've found my chair to be very valuable, although every now and then I reach the end of the week and realize that I haven't used it...

To me, the next best thing to thinking is listening. It's amazing where discussions can go if you truly listen to people, think about what they have said and react to it. That's a very different approach from just using the time while they speak to formulate what you want to say next.

Happy thinking and listening!



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

Patrick Dittli, Global Director Supply Chain Management, Metro

“Supply Chain in many cases is the mediator in challenges”

Global wholesaler metro/makro Cash & Carry launched in October 2015 a new operating model, appointed an operating board and embarked on a new strategy: Its global headquarters in Germany largely decentralized operations and gave a higher degree of responsibility and autonomy to the countries in order to bring value creation even closer to the customer. New sales channels opened including food distribution, which previously was not a core priority for the business. Patrick Dittli (44) was appointed in 2014 to support and coordinate the supply chains around the world. His end-to-end mindset and understanding of the impact that supply chain has on procurement, customer facing, finance, systems, and personnel has been essential as metro is building up its multi-channel competence. “We are in middle of a broad transformation programme to become a more customer demand-driven organization across the various route-to-markets and sales channels,” explains Dittli.

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

Last year the Metro Group announced that the organization was to demerge into two companies: a Wholesale and Food Specialist Company, operating under the Metro brand and a consumer electronics company (Ceconomy). The reason was to enable the two companies to become faster, more focused and more agile to independently achieve sustainable growth. For the wholesale business, the operating model of decentralization introduced in 2015 gives countries more entrepreneurial freedom to deliver value, and transforms the wholesaler into a systematic partner for its professional customers with multi-channel and business solutions. Patrick Dittli, global director supply chain management, is there to support the supply chain part of this transformation.

What is your role?

“The Metro Cash & Carry Operating Board consists of so-called Operating Partners. Each of them manages between two to five countries, whereas on the other side they have the functional mandate for one or more operational areas. I report directly to the Operating Partner overseeing supply chain management and I have functional responsibility for 25 countries as well as three recently acquired food service companies. The countries have their own local supply chain organization with a solid line to the local board and a functional dotted line to me.”

Has Metro Cash & Carry been too slow in responding to market disruption and new technologies?

“Since 1964 Metro has had a very successful business model in the B2B wholesale which relies on trading in bulk to realise economies of scale and reduce costs. Over the years, Metro Cash & Carry has been adjusting its business strategy and priorities constantly to focus on the changing customer demands. In 2015 the board of Metro AG made a strategic decision to decentralize, to give more responsibility and autonomy to individual countries as we believe value is created locally with their customers. We are in the middle of a broad transformation programme to become a customer demand-driven organisation across the various route-to-markets and sales channels.

Our strength is that we understand and can meet the very different needs of individual customers all over the world. Our ambition is to be the ‘Champion for Independent Business’. People may still perceive Metro Cash & Carry as a traditional wholesaler but this is changing, including for example food delivery which used to be a difficult subject to address in the past.”

So does this mean that supply chain is responding to demand signals from customers, whereas in past this was the responsibility of sales and marketing?



Patrick Dittli, was born in Switzerland, and currently lives in Düsseldorf with his wife Alma and their two children (Seraina 9, and Mattia 7).

Education

1994 – 1999: Master of Arts HSG, University of St. Gallen, Switzerland

1997 – 1997: Participation in Exchange Program with Hitotsubashi University, Japan

Career

2014 – present: Global Director Supply Chain Management
Metro AG Wholesale & Food Specialist
Company, Düsseldorf, Germany

2012 – 2013: Head of Supply Chain Nestlé Waters
Europe, Mainz, Germany

2010 – 2012: Group Demand & Supply Planning Director,
Nestlé, Paris, France

2007 – 2010: Director Supply Planning, Nestlé Canada,
Toronto, Canada

2003 – 2006: Supply Chain Project Manager, Nestlé S.A.,
Vevey, Switzerland

2003 – 2003: General Manager Nufatron AG Gueitingen,
Switzerland

2002 – 2003: Logistics Analyst Nestlé S.A., Vevey,
Switzerland

1999 – 2002: Consultant Accenture, Zurich, Switzerland

“Previously the main focus of supply chain was on warehousing and transportation. One of my first tasks was to help change people’s perception of supply chain and create an understanding about where the supply chain starts and ends. It takes a lot of explanation as supply chain management is a comparatively new function and it requires a profound understanding of the end-to-end complexity of supply chain. You need to have a good knowledge of procurement, store operations, marketing, finance and production to recognize the impact on systems and personnel throughout the company as you optimize processes along the value chain. However, we know that companies that have an integrated end-to end supply chain are better able to meet consumer needs and embrace new technologies. I believe that having end-to-end understanding of all the processes helps massively because the sum of the pieces is greater than the whole.”

How did you manage to implement this cross-functional initiative to create end-to-end optimization?

“We started with a pilot in Poland where we connected different functions on a horizontal level, in other words we broke down the historical silos in order to create a value chain right up to the customer. This required a lot of change management as we started a new journey. We established a supply chain department and we reassigned responsibilities to different people. As a result supply chain has become largely involved in procurement. What is also new is that we now think about demand planning differently and we talk with procurement, our store colleagues, market-

ing about the assortment and we make the planogram.”

What are your ambitions?

“Continuing to help the countries with my team, but also with the federation, is what keeps me going and where I get my energy from. I see countries as our internal customers, and if we deliver value to them, then we have reasons to be happy too. Secondly, we need to increase the awareness and coherent perception of the supply chain function across the organization. Moreover, I wish to bring Supply Chain up to a level so that good Supply Chain professionals are more often considered for top managerial positions. Supply Chain in many cases is the mediator in cross-functional challenges and is able to speak the language of other departments. Last but not least, we still need to know the internal capabilities and strengths as a key to foster organizational development.”

Interview conducted by:



Martijn Lofvers
CEO & Chief Trendwatcher
Supply Chain Media
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Oskar Verkamman
Managing Director
Inspired-Search
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RECRUITMENT OF TALENT, HIGH POTENTIALS & MID-CAREER PROFESSIONALS

Besides the global Executive Search activities of Inspired-Search, there are two other activities which take place with The Netherlands and Belgium.

INSPIRED-CAREERS

With a focus on Bachelor and Master Degree professionals, Inspired-Careers recruits professionals who are making their 2nd, 3rd and sometimes 4th career step in the logistics, supply chain and manufacturing environment. Candidates vary from high potentials to professionals with 5-10 years of experience.

Typical recruitment assignments are:

Supply Chain Planner, (Senior) Demand Planner, Supply Chain Analyst, Supply Chain/ Logistics Engineer, Supply Chain Manager, S&OP Manager, Demand Planning Manager, Operations Manager, Business Development Manager, Project Manager, Continuous Improvement

Manager, Logistics Manager, Production Manager, Customer Service Team Lead / Manager.

INSPIRED-TALENT

Managing the supply chain has become more complex in the last decade. Identifying and nurturing upcoming supply chain talent is therefore essential for keeping supply chains effective. Good coaching is then key in meeting this challenge. Inspired-Talent focuses on a specific group within the supply chain: Supply & Demand Planners, and Supply Chain & Business Analysts. These professions are instrumental in supporting the supply chain from strategy to operations. Inspired-Talent offers young talents a 3-year traineeship program that involves multiple 6-12-month placements. In this program they will receive the mentorship and experience needed to realise their potential and make real change within an organization.



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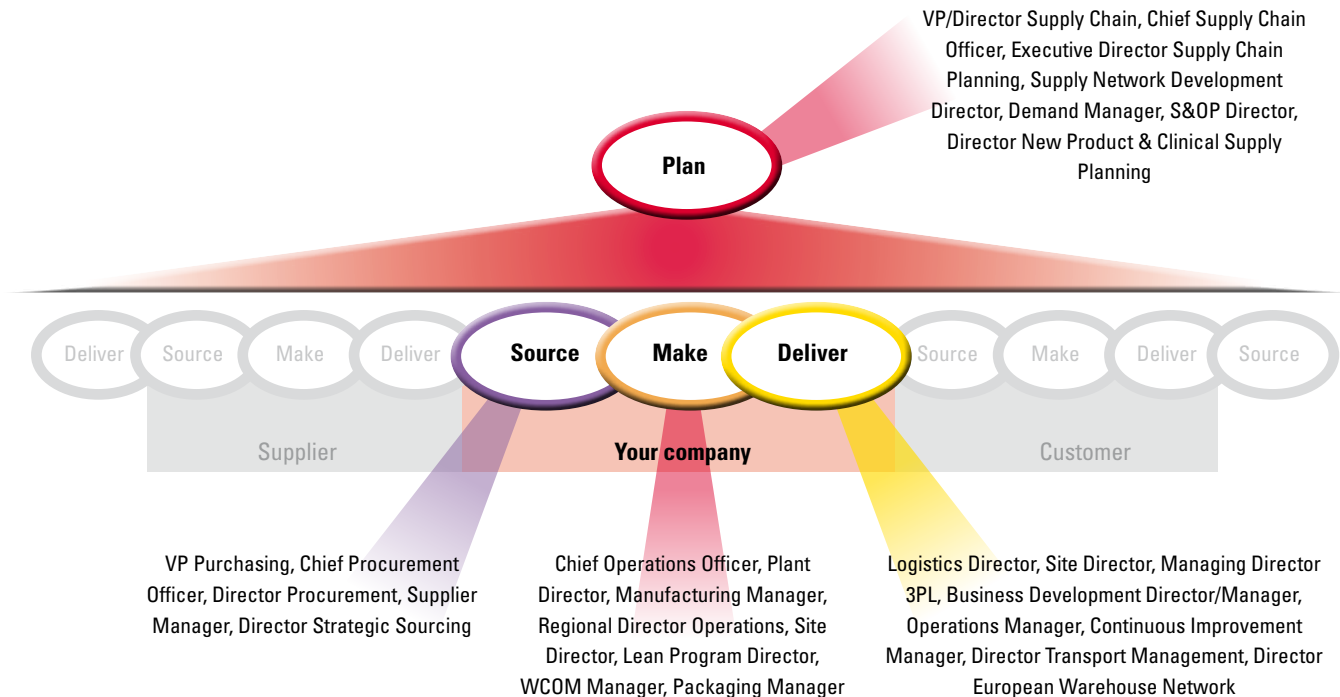
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Beyond the match in supply chain

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

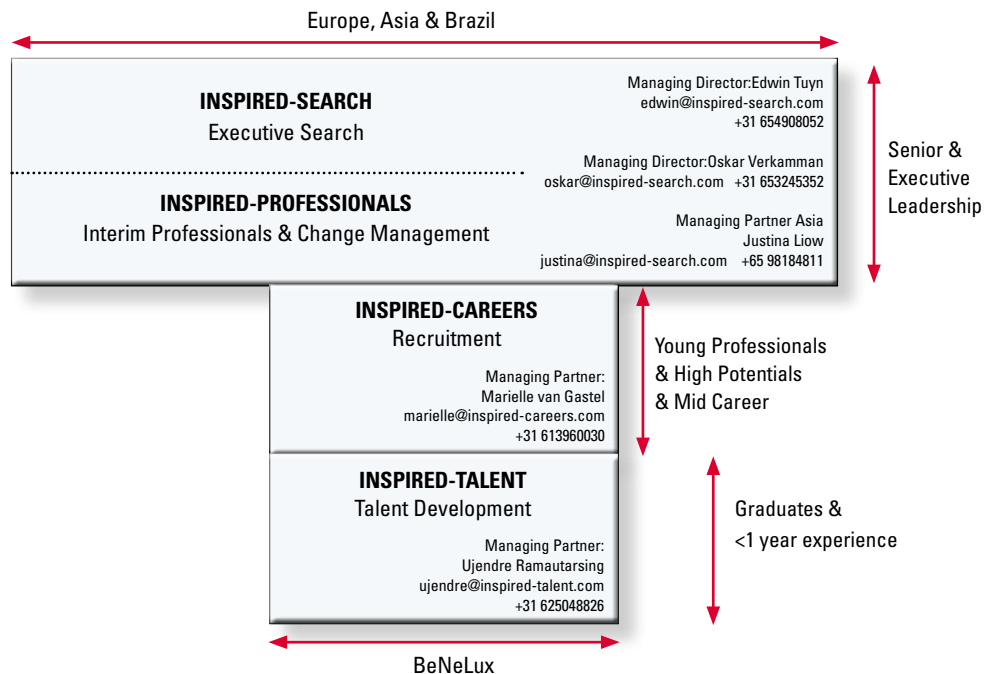


Inspired-Group is active with various labels based on geographical scope and seniority level of the position.

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 organizations as management trainees. These graduates are coached by Inspired-Talent management.





Professionals require passion



INSPIRED-SEARCH

logistics and supply chain professionals

Executive Search | Interim Management | Recruitment | Talent Development

Beyond the match in supply chain

www.Inspired-Search.com