



INSPIRED-SEARCH

logistics and supply chain professionals

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- ▶ Top 28 Supply Chain Executives
- ▶ Executive Interviews with:
 - Chris Tyas** – Nestlé
 - Joost Donkers** – Royal Friesland Campina
 - Sabine Simeon-Assaoui** – Schindler Group
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CONCEPT AND DESIGN

Loyals

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Supporting supply chain professionals as they develop their career

Although most CEO's traditionally come from sales, marketing or finance backgrounds, a growing number of COO's (chief operating officers) have been moving into the CEO role lately. But are supply chain professionals aware of this career opportunity, and how can they develop the necessary skills if they too want to reach the very top? Oskar Verkamman and Edwin Tuyn discuss the market developments and share their advice for people with the right drive and ambition.



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"Over recent years, we've observed that a growing number of supply chain professionals are finding their way right to the top of organizations," states Oskar Verkamman from Inspired-Search, a specialist recruitment firm with more than a decade of experience in the supply chain sector. "The most notable example is Tim Cooke, of course, who progressed from the COO role to become CEO at Apple after Steve Jobs sadly passed away." "Although no concrete research has been done into this trend so far, we're aware of various other cases of supply chain professionals developing their career to become the CEO," adds his business partner, Edwin Tuyn.

The Chief Operating Officer (COO) role itself is still a relatively new one. Until around a decade ago, it was unusual for supply chain to be represented in the boardroom at all, whereas nowadays the COO is typically

the second in command of a company. So what is driving this upward rise of the supply chain discipline? Edwin provides some insights: "Various studies reveal that the general type of professional fulfilling the CEO position has changed over time depending on the economic situation. When there has been a strong focus on finance, CFOs have been most likely to become CEO's, whereas a stronger focus on customer needs and product development has favoured CEO's with a sales and marketing background. In the current digital era, as a result of rising consumer expectations, it is crucial to get products to customers at a certain time and price – and that's what supply chain is all about, so the time is ripe for COO's."

Lack of awareness

"The fact that some COO's are now progressing to the CEO role opens up exciting career opportunities for supply

chain professionals. But, apparently, less than half of all COO's regard the CEO role as a logical next career step for them, and many have never even considered it," comments Oskar. "This could be due to a lack of ambition, but also due to a lack of awareness. It seems that the supply chain community still has to get used to idea that there's another potential step after COO."

Edwin interjects: "Ambition is a matter of personal choice, of course. Vertical growth through the ranks of team leader, supervisor, manager, director, VP, COO and potentially CEO isn't the only successful career path. There's nothing wrong with deciding to pursue excellence in a specialist role or project management role; these also offer plenty of scope for personal and professional development. But for those supply chain professionals who do have the ambition to reach the very top, it might come

as a revelation to them that the 'summit' is actually slightly higher than they realized!"

Gap in perception

A professional with the top job in their sights first has to persuade the current CEO and other board members of their capabilities. "A COO who is competently managing the

are starting to understand that cost efficiency is not their core competence; instead, it's about added value and working capital, and that's a message that resonates in the boardroom." Since this level of strategic thinking is almost a given nowadays, professionals are advised to work on their leadership qualities. "Success is the result of a team performance, even at boardroom level," says Edwin.

ambitious supply chain professionals: "Broaden your experience! If you want to move into a general management role, you need to be comfortable stepping out of supply chain for a couple of years to work in areas which also expose you to aspects of sales, marketing and finance, such as business development or procurement. Plus you need to develop the softer skills we already mentioned – and the earlier you start, the better!"

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

company's complex supply chain operations might think that they are clearly suitable for the CEO role. But the board takes it for granted that you are doing an excellent job; that alone is not enough. So there seems to be a gap between the COO's perception and how the CEO/hiring party sees things," cautions Oskar.

Leadership & communication skills

This leads onto the question of how supply chain professionals can close that gap. What extra skills and experience do they need? According to Edwin, they are already benefiting from the evolution of the supply chain management role itself, which has become a lot more strategic and nowadays covers many more aspects of the business: "With the success of so many companies in so many industries revolving around supply chain efficiency, supply chain management involves much more than logistics and transportation. It also entails purchasing, sustainability, production planning, finance, marketing – pretty much the whole package. Supply chain professionals

"An excellent CEO needs an excellent team with a diversity of people and skills." Oskar adds: "The challenge is to develop the ability and skills to lead such a complex team – which can be spread across cultures, time zones and continents and even external partners." Besides leadership, a CEO needs strong communication skills: "You need to be able to talk, but also to listen and to ask the right questions so that people open up to you."

Broaden your experience

There is no 'one size fits all' route for supply chain professionals with the ambition to progress to the rank of CEO. "From a recruitment and selection perspective, we know that different types of companies in different industries need different types of CEO's – a more sales/marketing-oriented CEO for a company that's focused on product leadership or customer intimacy, for instance, and a more finance/supply chain-oriented CEO for a company competing based on operational excellence," says Edwin. That leads Oskar to share a piece of advice that is relevant for all

Personality

"It's also a matter of personality," states Edwin. "Not everyone is cut out for the CEO role. You have to be aware of your strengths, and also what you enjoy doing." Underlining Edwin's point, Oskar adds: "The CEO is often the public face of the company, interacting at all levels with customers, suppliers, investors, shareholders, the workforce and the media. But not all supply chain professionals feel comfortable in the limelight, and they have to be realistic about that." In many recent examples of COO's becoming CEO's, the executives were promoted internally. "But it's also possible for a COO to switch to a different company to become CEO," says Oskar. "Employers generally prefer candidates from within the same industry, especially for more senior roles, but in our experience you get selected based on your functional skills, but hired based on your personality. This is where personal branding can play a role, for example, or the support of a specialized recruitment and selection partner like ourselves. Thanks to our deep industry relationships and extensive market knowledge, we can help to ensure that the right people get to hear about your capabilities so that you at least make it onto the shortlist. And the rest is up to you...!"

CHRIS TYAS, SENIOR VICE PRESIDENT GLOBAL SUPPLY CHAIN HEAD, NESTLÉ

“Soon we can expect more CEO’s to come from supply chain”

Supply Chain Management is dead, according to a recent report by Harvard Business Review. But before everyone starts polishing up his or her CV, it’s anything but, retorts Chris Tyas, Senior Vice President Supply Chain, of Nestlé. With 41 years in the business he has witnessed phenomenal change and doesn’t believe that, even in today’s digitalised global end-to-end supply chain, technological innovation can replace the human element. “Technology certainly alleviates the day-to-day hard slog, but its key asset is that it frees up supply chain people to make the next step forward. And there is still a long way to go.” He says that the era of supply chain, when more CEO’s will emerge from operations, is just beginning! We met him at Nestlé Headquarters in Vevey, Switzerland, when he was also presented with the award for No 1 Supply Chain Executive DACH (Germany, Austria and Switzerland) in recognition of his business success and contribution to the sector.

As head of global supply chain for the world’s largest food and beverage company Chris Tyas has made a career of expecting the unexpected. He joined Nestlé in the UK in 1982 when barcodes were emerging and his first computer was an Acorn. Now, on the verge of his retirement, he can

look back on how technology has improved communication, reduced error, cut costs, built processes and helps to sell more than 1 billion Nestlé products daily. Yet, as supply chain embarks on a new era and plays an extended role in the business, more than ever supply chain executives need good communication skills, sound judgement, perseverance and creativity. He says that the need to reach out across the entire supply chain, to create shared value for all partners, is the key to supply chain in future.

Supply Chain Management is not dead! Having being part of it for the last four decades how do you see it developing in future?

“It is anything but dead! The Harvard Business Review article, which predicts the death of supply chain management, is an interesting thought pattern but in my opinion it draws the wrong conclusion. It suggests that technology, such as AI and cognitive thinking, will remove the importance of Supply Chain Management. Technology does allow day-to-day tasks to be automated and reduces costs but technology in itself does not innovate and therefore does not take us forward. It just optimises the situation that we have today. However, technology does release supply chain management to do the value added tasks, which require interpersonal skills. This is what will take us forward.

I am hugely optimistic and believe there is huge opportunity for supply chain managers, firstly to optimise the end-to-end supply chain and secondly to optimise logistics as a whole. In general, we still make appalling use of vehicles, both inbound and outbound. Very few inbound vehicles are optimised for weight and cube and it becomes even worse when we go forward towards the consumer. How many different vans from different retailers deliver to different, or sometimes even the same customers in any one street? If we are going to keep logistics operating efficiently this has to change.

Also various articles have described the huge shortage of drivers in the USA and it is no longer just a matter of cost, it is actually limiting economic growth. And it will get worse: The average age of driver in the USA is 57, added to which is the recent legislation that controls drivers’ hours. Many parts of Europe face similar problems. How many drivers want to drive the length and breadth of Europe or the USA when instead, with the rise of ecommerce, they can drive for local suppliers and be home every night? It’s a similar story for inbound. We need to use technology to optimise this, for example self-driving trucks or follow-me trucks that are currently being tested for picking in DCs. These can save a lot of time in high pick environments because a driver doesn’t have to get and off the truck each time. I still see huge opportunities for supply chain management!”

But the new technology and data available today does put new demands on supply chain managers compared with 20 years ago?

“Yes, it forces supply chain professionals to be outward looking and be more collaborative in their approach. This is critically different to 20 years ago. However, we still

ABOUT CHRIS TYAS

Chris Tyas lives in Cully, Switzerland. He is planning to move back to his home in UK when he retires.

Education

Bachelor of Law, University of Kent, UK MBA, IMD, Lausanne, Switzerland

Career

Aug 2013 – present: Senior Vice President
Global Supply Chain Head, Nestlé SA

Aug 2010 – Aug 2013: Vice President
Supply Chain Head Europe

May 2003 – Aug 2010: Supply Chain and
Business Services Director, Nestlé UK &
Ireland



for our most senior supply chain managers about how to change from leading a function within a function to leading a function within the business. It can be very hard to move from reporting to another supply chain professional to reporting to a CEO: You have to change language. We invite CEO's to come along and tell us what they believe makes a good supply chain person. They say it's those that show willingness to embrace an external perspective, for example the customer: They are not just optimising what is within their control. Instead they reach out in order to understand how the processes work in the other parts of the value chain.

When I began in procurement my boss said that to be a good buyer you have to understand your vendors' manufacturing processes better than they do themselves: Ultimately it is reverse engineering and this is what allows you to see opportunities."

see that supply chain professionals focus internally, mainly on cost rather than the overall profit. Often people have come from operational research type backgrounds and still specialise in one aspect, optimising what they can control. But we need people to focus externally and reach out across the entire value chain in order to optimise it from end-to-end. This can only be done in partnership and I believe this is where the big opportunity lies. We are already going through change. If you go back through the generations you see that most CEO's in the late 19th to early 20th century were manufacturers, eg Henry Ford. The 1950s saw the start of mass consumer marketing and many CEO's were marketers. Then in 1980s and 90s investors expected more and finance people were promoted to CEO. As we

move from a value chain to a network - the way supply chain is expected to go - then the Tim Cook's of this world will become the norm. We are moving into a new era in which we can expect more CEO's to come from supply chain."

How do you get people to change their outlook and reach out across the value chain?

"I believe it is about leadership and painting the bigger picture. If you make a presentation and only talk about internal numbers, rather than the end-to end value chain, then you don't set a good example. The CEO sees value when the supply chain executive takes an external perspective and opens up people's eyes. We run a course

INTERVIEW CONDUCTED BY



EDWIN TUYN
Managing Director



MARTIJN LOFVERS
CEO & Chief Trendwatcher
Supply Chain Media

Key Boardroom Conversations for Supply Chain in 2018

Today, in mature companies, the board of directors includes a Chief Supply Chain Officer (CSCO). He – because in spite of gender diversity efforts, the CSCO is still a man in most cases – reports directly to the company's CEO, underlining the importance of the supply chain discipline as a crucial part of the business.

In the boardroom, the CSCO hears other executives' opinions on all kinds of topics. These are some of the boardroom conversations the CSCO should be having with his colleagues this year:

Chief Executive Officer (CEO): "We need to start a business transformation for our company this year, because of all the disruptive forces attacking us."

CSCO: "Yes, I agree. But we have to preserve our efficient core processes, in addition to new agility. Remember, we must be efficient wherever we can and agile where necessary."

Chief Financial Officer (CFO): "In this era of dramatic changes, business continuity is of the utmost importance for our company so that we can predict our next quarterly earnings."

CSCO: "Of course! Integrated Business Planning will help us to work with a long-term horizon and take smart and timely measures to close any gaps in our financial budget."

Human Resources (HR) Director: "There is a war for talent going on, so we have to make our company more visible and appealing to attract and retain bright new employees."

CSCO: "Let's not forget to actively improve the gender diversity in our company in order to tap into the pool of female talent and achieve better and more balanced decision-making."

Chief Procurement Officer (CPO): "Our company is facing more supply risks because of a growing number of natural disasters globally and the extensive outsourcing by us and our suppliers."

CSCO: "Yes, I know. Besides managing supply chain risks, we should also apply open innovation and listen to our suppliers more closely in order to spot innovative technology at an early stage."

Chief Information Officer (CIO): "We must address cybersecurity because of the increasing number of data breaches, while still digitalizing processes and implementing the Internet of Things."

CSCO: "That's absolutely true. And we should clean up our master data, so we don't drown in an ever-cloudier pool of data, before applying advanced analytics."

Chief Commercial Officer (CCO): "In the omni-channel world of growing competitiveness, we need to deliver customer excellence to ensure business growth."

CSCO: "Clever customer segmentation and optimization of our product and service portfolio will ensure that our company achieves profitable growth."

Besides holding these boardroom conversations, the CSCO needs to listen and respond to the challenges and the opinions of his colleagues in Planning, Operations, Logistics, Sales and Marketing. But most of all, the CSCO should communicate his own agenda for realizing sustainable and transparent end-to-end supply chains.

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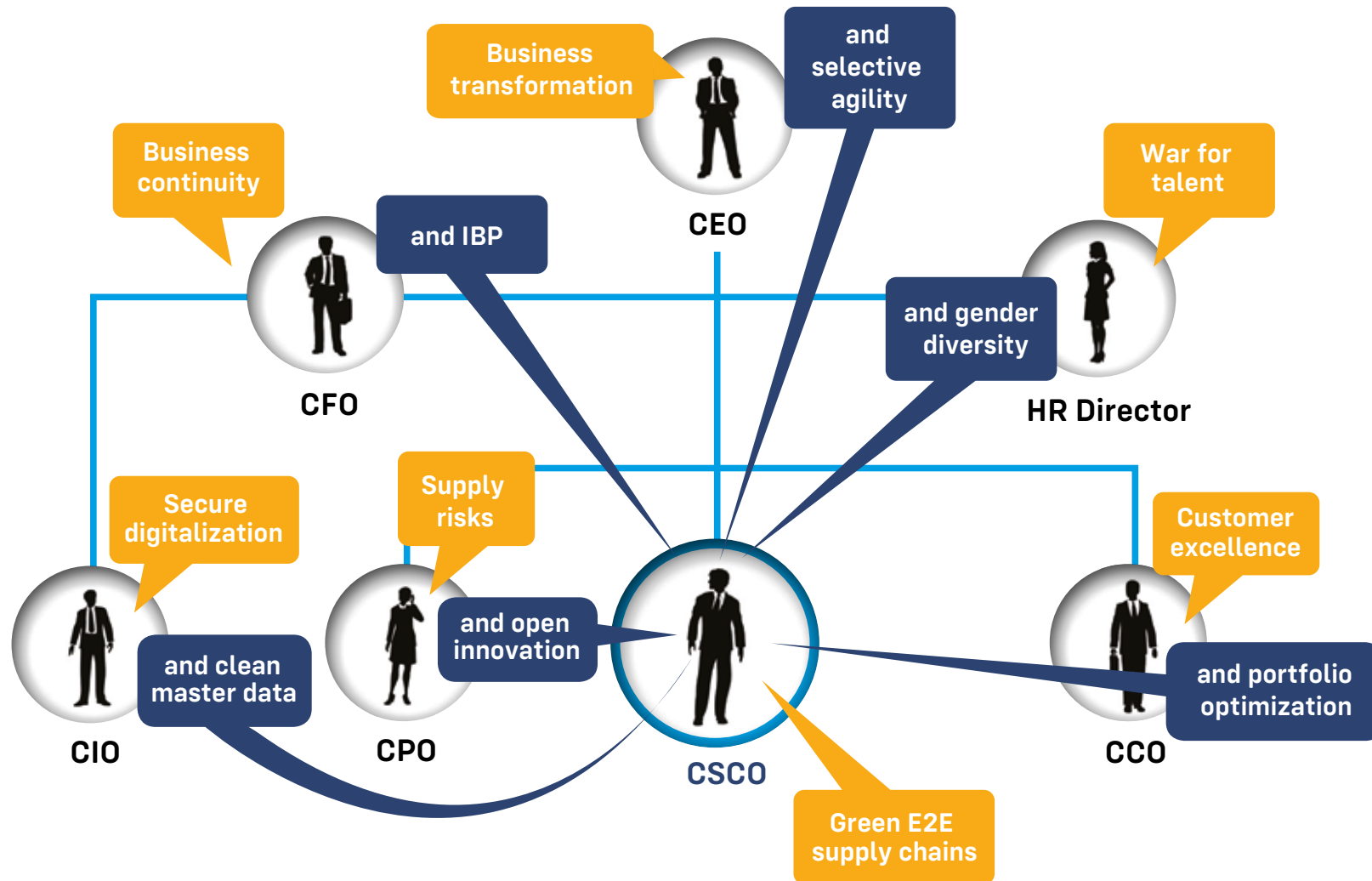
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Martijn Lofvers is founder of Supply Chain Media and Chief Trendwatcher at the Dutch Supply Chain Magazine and European quarterly Supply Chain Movement. He is a regular speaker on the topic of Supply Chain Strategy Mind mapping at international conferences.

Key Boardroom of the Chief Supply Chain Officer



SABINE SIMEON-AISSAOUI, HEAD OF SUPPLY CHAIN EUROPE, SCHINDLER GROUP

“Avoid making a transformation sound too complex”

Talented and ambitious, Sabine Simeon-Aissaoui was in full flight when an unsuccessful project, which she initiated in China, knocked her confidence. It gave her time to regroup, think, and come back with renewed energy and determination. After a short spell working for a supplier in Singapore she returned to the Swiss Schindler Group in 2014 and transformed its European Supply Chain. This led to her receiving the APICS Award for Excellence – supply chain leader, an award that honors extraordinary team and organizational leadership, mentoring of fellow professionals and contributions that advance the supply chain industry as a whole. With an operational mindset Simeon-Aissaoui prefers ‘to do’ than ‘to talk’ but enthusiastically shares her experiences in order to inspire others.



In 2000 the Schindler Group, of Switzerland, producer of elevators, escalators switched its focus from being a machine manufacturer to a service provider. A decade later it faced quality concerns and it was losing competitiveness. Sabine Simeon-Aissaoui, was appointed head of supply chain Europe in 2014 and spent two and half years reinventing the supply chain and cutting complexity. As head of supply chain Europe, she is responsible for an operating revenue of 1.2 billion CHF and runs an organization of 1200 people with 13 direct reports, four manufacturing plants and four distribution centers. This incorporates planning, strategic sourcing, material management, production, distribution to the last mile, returns and spare part management as well as service to any brand of elevator.

Founded in 1874 in Lucerne, today the company's Swiss engineered elevators, escalators and moving walkways move 1 billion people per day and it is at the forefront of optimizing urban transportation and facilitating the development of smart cities.

How did you get commitment from the board for the transformation?

“Optimization had been a topic for many years, even when I was here the first time but no one was addressing it because the company was not ready for it. In the meantime the board changed a lot. I was able to make it happen by focusing on tax leverage, rather than making it a supply chain issue, so my sponsor was in the finance department. When you go through a transformation, you need to

ensure that you don't become too complex when you explain it. It needs to be very simple to ensure people don't become scared because they don't understand it. My concept of the single entry point was written on one page, nothing very sophisticated.”

You received the APICS Award for Excellence for spearheading the “Transform to Outperform” initiative that improved the company's operational performance. What was your approach?

“In 2014 our service level, especially on-time delivery, quality and costs were not at a level that permitted Schindler to develop further. These therefore, were my starting points. I used the SCOR model as a framework for

ABOUT SABINE SIMEON-AISSAOUI

Education

1993 – 1996: Master in Mechanics and Industry, University Louis Pasteur (Strasbourg)

1991 – 1993: Bachelor in Mechanical and Industrial engineering

Career

Jul 2014 – Present: Head of Supply Chain Europe, Schindler Group, Ebikon – Luzern, Switzerland

May 2010 – Jun 2014: Sematic Spa Singapore, Director - Business Development Asia Pacific, then VP-Operations AP and COO Asia Pacific.

Feb 2007 – Nov 2009: Global Sourcing Office Director, Schindler Management AP (Shanghai) Co.

Jul 2003 – Feb 2007: Vice president - Corporate Purchasing, Schindler Group, Switzerland

May 1999 – Jun 2003: Director of Purchasing & Logistics, Schindler Group, France. Strategic and tactical purchasing for manufacturing plant.

Jun 1997 – May 1999: Industrial Manager, Hager Group, Obernai, France

able to use your smartphone to call the elevator so it is available at the moment you need it, or maybe it knows your movements already. As a facility manager you can see the status of your lifts on an app and receive a warning if something needs to be repaired in order to take preventative action rather than rely on an alarm when things do go wrong. We don't only service Schindler elevators, we service all elevators which is why it is very important for us to understand the state of each elevator and what it will need in the future. We are also looking at augmented reality helmets for use by service engineers, which goes hand in hand with digitization."

What are your next priorities?

"For me it's Industry 4.0, and how we manage and use the network of digitally collected data. If we only use it to improve customer needs it's a waste; we want to understand what we deliver, what data we can generate from the installation base in order to make us more agile in terms of spare parts availability, life cycle of components etc, and understand where the supply chain network needs to be."

end-to-end integration and went for the lean approach. My entire team, an internal organization of 152 people, was involved in the transformation. We held endless workshops and went through months of number crunching. The main problem was the enormous complexity of bringing everyone together and getting inside information from both our suppliers and internal customers: Our stakeholders and internal customers were very fragmented as every factory works independently and we deliver to branches in 55 countries. The issue in 2014 was that internal customers did not see the value of supply chain as every factory and management organisation had and still has its own profit centre. Therefore we changed the business model to a single entry point. This has given transparency to our internal customers, we are able to avoid duplication of

margin and we have improved the service level, quality and costs in the organization."

What is the next step for the Schindler supply chain?

"Schindler has been developing and investing a lot in the Internet of Elevator and Escalator (IOEE) with two main partners, GE for the strategy (using Predix) and Huawei for the technology. An elevator is an integral part of the building but if you live in an apartment it's the last thing you notice. You only notice it if it goes wrong which doesn't happen very often because it is usually well maintained. By means of digitalization we want to connect it to users and make each individual elevator visible in terms of functionality, positioning and life cycle. For example, if you are a passenger about to leave your apartment, you will be

INTERVIEW CONDUCTED BY



OSKAR VERKAMMAN
Managing Director



MARTIJN LOFVERS
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Supply Chain Media

Top 28 Supply Chain Executives in Europe

Supply chain management is about more than just moving goods from A to B. It is focused on value creation and, due to globalization, on managing complex networks through partnerships and collaboration, driven by the supply chain leader's vision and mission. This year we are pleased to present the 2018 edition of the 'Top 28 Supply Chain Executives in Europe'. These are the leaders in top supply chain management positions within multinational companies who inspire, innovate and succeed in achieving consistently exceptional results.

Explanation of methodology

Our methodology is based on a three-step approach: longlist, shortlist and ranking based on research. Initially we identified 86 potential candidates (first step: longlist), out of which we selected 40 main candidates (second step: shortlist) to be researched and ranked (third step), based on four quadrants: 1) Financial Results; 2) Personal Responsibility; 3) Personal Visibility; and 4) Peer Votes. Each quadrant has a weighting of 25%, and the scores are indexed to arrive at a total final score.

The first quadrant is the Company Success of each supply chain executive's employer. This is assessed by comparing the financial results of the fiscal year 2017 against 2016 in terms of the revenue growth, earnings before interest and tax (EBIT) and the return on capital employed (ROCE) on a

year-over-year (YoY) basis. To calculate the financial performance, the company's annual reports of the completed fiscal years 2017 and 2016 were used as the basis for comparisons. This is because 2018 is still ongoing, and using the first, second and third quarters of 2018 versus 2017 would result in an incomplete financial statement evaluation due to the peak sales of most companies occurring in November and December. The second quadrant is Personal Responsibility which measures each executive's span of control based on the SCOR model, the geographical area they manage (e.g. global or regional area of responsibility), overall supply chain complexity and their supply chain maturity level (from Stage 1 to Stage 5, based on the Gartner model). The third quadrant is Personal Visibility. The public profile of each executive is evaluated YoY (2018 against 2017) in

order to identify and quantify four sub-criteria: 1) number of press releases issued in their name; 2) total number of interviews they have given; 3) total attended conferences; and 4) total university lectures given. The fourth quadrant is Peer Voting by experts in the supply chain sector, such as executive recruiters, professors, supply chain peers and consultants. Each peer is asked to award points, ranging from one point to their tenth candidate of choice and ten points to their first preference, resulting in a personal Top 10 from the shortlist of 40 candidates. The peers award their points based on the executive's industry experience, knowledge and collaboration with them.

In the 2018 edition, Marc Engel, Chief Supply Chain Officer at Unilever, has earned the title of 'Number 1 Supply Chain Executive in Europe' for the second consecutive time.



1



MARC ENGEL
Chief Supply Chain Officer, Unilever

Marc Engel has earned the title of Number 1 Supply Chain Executive in Europe for the second year in a row, as confirmed by the financial, visibility and peer voting quadrants when comparing his individual results in 2018 versus 2017. Financially, Unilever registered an increase in both revenue (1.9%) and EBIT (3%) in 2017 compared to 2016. Accordingly, in 2018 Marc's visibility also increased versus 2017, due to the number of interviews given and conferences attended. Lastly, the peers unanimously awarded Marc the maximum number of points, with him accumulating 15.5% of all

awarded votes. He is an exceptional leader driven by innovation and continuous improvement. He has been Chief Supply Chain Officer at Unilever since February 2016, based in London, UK, and he has a master's degree in applied physics from the University of Groningen.

2



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

Susanne Hundsbaek-Pedersen has made remarkable progress to achieve second place in 2018, climbing three positions from her previous ranking as number 5 in 2017. Her progress is partly due to Novo Nordisk's slightly better financial performance in which the EBIT increased by 1.8% and ROCE increased by 1% in 2017

versus 2016. Moreover, her visibility has increased by 38% in the 2018 ranking versus 2017. This is because she earned first place in the Top 25 Danish Supply Chain Executives in 2017, but also due to the interviews and university lectures given, conferences attended and number of press releases published. She is an empowering example of a very successful woman and a strong supply chain personality. She started working as a project manager for Novo Nordisk in 2002, reaching the Senior Vice President position in 2013, with responsibilities which span the globe. She has an MBA from IMD Business School. She is currently based in Copenhagen, Denmark.

3



MARC JOSEPH GROSS
Chief Supply Chain Officer, Heineken

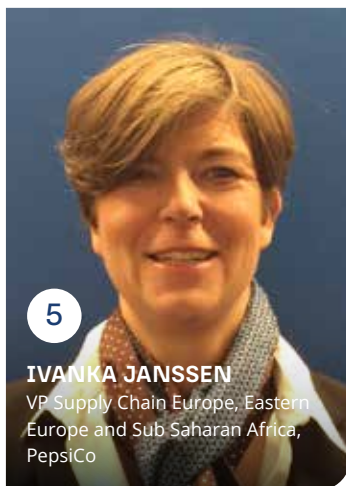
Marc Joseph Gross has achieved the third position in our 2018 ranking, climbing seven places from tenth position in 2017. Financially, Heineken had a profitable year in 2017 in which massive growth was registered in revenue (5.3%), EBIT (21.7%) and ROCE (1%) compared to 2016. His visibility increased by 36% in our ranking compared to 2017, due to frequent interviews given and international conferences attended. Moreover, the votes he obtained from peers increased significantly by 38% compared to 2017, with him amassing 8% of all the votes for all candidates. Marc started working at Heineken as Managing Director in 2002, then after three years he was appointed as Chief Supply Chain Officer, the position he has held for the past 12 years. He is also a member of Heineken's executive committee, where he is responsible for managing the global supply chain network and operations. His academic background includes an engineering degree from the Arts et Métiers in Paris, founded in 1780. He is currently based in The Hague, The Netherlands.

4



ROBERTO CANEVARI
Chief Supply Chain Officer, Burberry

Roberto Canevari has risen from 11th place in 2017 to fourth place in 2018. His successful climb of seven positions in our 2018 ranking is partly due to Burberry's growth in all indicators such as revenue (10%), EBIT (9.9%) and ROCE (5%) when comparing 2017 against 2016. Accordingly, his personal visibility has increased due to interviews given, including to Supply Chain Movement, and conferences attended in 2018. This year he received 6% of all the peer votes, similar to the percentage of votes he amassed in 2017. He started in the position of Chief Supply Chain Officer in 2012 and he is currently based London, UK. His academic background includes graduating from Politecnico di Milano.

**IVANKA JANSSEN**

VP Supply Chain Europe, Eastern Europe and Sub Saharan Africa, PepsiCo

Ivanka Janssen attained fifth place this year, rising from eighth place last year. This is partly due to PepsiCo's financial growth of 1.2% in revenue, 3.8% in EBIT and 6.5% in ROCE for 2017 versus 2016, but also because of her increased visibility through participating in conferences, often as one of the main speakers. The peers also assigned more points to Ivanka this year; she received 9.4% of all awarded points, which is an increase of 12% compared to 2017. Ivanka's impressive career includes ten years working at Philip Morris International, followed by five years at Diageo. She joined PepsiCo in 2016 as VP Supply

Chain Europe, Eastern Europe and Sub Saharan Africa. She is responsible for 20 production facilities and over 100 third-party bottling facilities, as well as for providing vision to the supply chain leadership team. She holds master's degrees from prestigious universities such as Nyenrode, Oxford and INSEAD. She is currently based in Geneva, Switzerland.

**JÜRGEN BRAUNSTETTER**

Senior VP Supply Chain Management Automotive, Continental

Jürgen Braunstetter is a new entrant in our European Top 28 ranking. He was ranked as the Number 2 Supply Chain Executive in the DACH Region 2018, coming second to Chris Tyas. His current sixth position is partly due to

Continental's financial growth of 8.5% in revenue, 11.4% in EBIT and 3% in ROCE in 2017 compared to 2016. He is active in the supply chain community by giving interviews and attending events, conferences and workshops. He is currently based in Stuttgart, Germany.

**JEAN MARC LECHENE**

Executive Vice-President & COO, Vestas

Jean Marc Lechene is also a new entrant in the 2018 list. He was recently named as the Number 1 Supply Chain Executive in Denmark 2018. His responsibility for overseeing Vestas' operations spans the globe. As a result, his personal visibility has grown exponentially, with him giving many interviews and

benefiting from numerous press releases covering his well-deserved achievement. Jean Marc is a board member at Vestas, and he has been the company's COO since 2012. He has a master's degree in engineering (1981) and he obtained his MBA from INSEAD in 1988, after which he worked for McKinsey & Company for five years. He continued his career at Lafarge for 14 years, becoming the President for North America in the cement business. Moreover, he has also worked for Michelin for three years, in the European truck tyres business. He is currently based in Denmark.

**JOHANNES GILOTH**

Chief Procurement and Supply Chain Officer, Nokia

Due to the fierce competition among our first seven candidates

based on their individual and company performance, **Johannes Giloth** has slipped to eighth place in 2018 from his previous position at number four in 2017. Financially, Nokia had 7.2% EBIT and 11% ROCE growth in 2017 compared to 2016. Overall, Johannes maintained consistent visibility in 2018 through his speeches and interviews. As a result, he obtained 12% more peer votes in 2018 than in 2017. Johannes was appointed as 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. He manages Nokia's global supply chain network including factories, distribution network, warehousing and inventory management. Additionally, he is responsible for new product introductions and sales & operations planning (S&OP). His education includes a diploma in business administration and mechanical engineering. He is currently based in Munich, Germany.



9

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

Dirk Holbach is ranked in ninth position this year, dropping down from third place in 2017. Financially, Henkel registered 7% growth in revenue and 9.1% in EBIT when comparing 2017 with 2016. Dirk maintains an active profile in the supply chain community, often being invited as guest speaker at conferences and events, which explains his 26% rise in personal visibility compared to 2017. Dirk started at Henkel in 1996 as Junior Manager Corporate Purchasing and was appointed as Corporate Senior VP and Chief Supply Chain Officer for Laundry, Home & Care Managing Director in 2015. He is the head of Henkel's worldwide

supply chain, with over 7,500 people in 31 factories across 70 logistics centres in EMEA, North & Latin America and Asia-Pacific. He is also a board member for Henkel Global Supply Chain and is actively involved in the company's new projects. His educational background includes a PhD and professional qualifications from Harvard and INSEAD. He is currently based in Laren, The Netherlands.



10

SAMI NAFFAKH
EVP, Chief Supply Chain Officer, Arla Foods

Sami Naffakh has dropped one position in this year's ranking, achieving tenth place compared to ninth position in 2017. Financially Arla Foods has grown its revenues by 8.1% in 2017

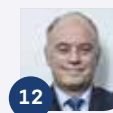
compared to 2016. Sami was one of the top candidates in terms of his personal visibility, often being interviewed about Arla Foods' current projects and future developments. This led to a 200% increase in that quadrant compared with 2017. Sami has had an impressive career working for companies such as Estée Lauder, Danone, Reckitt Benckiser and Unilever. In 2018, he was appointed as the Chief Supply Chain Officer for Arla Foods, replacing Povl Krogsgaard. He has 25 years' experience in the field of supply chain management, complemented by an excellent educational background with a bachelor's degree from SVSU Michigan and a master's in mechanical engineering from HEI. He is currently based in Denmark

TOP 11-28



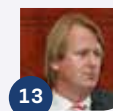
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THOMAS PANZER
SVP Head Supply Chain Management, Bayer AG



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PETER KOSSLER
Board of Management of Audi AG Production and Logistics, Audi AG



13

THOMAS SCHACHNER
SVP Global Supply Chain, Grohe



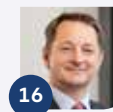
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LARS BANG
EVP Supply Operations & Engineering, H. Lundbeck



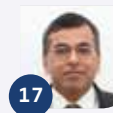
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PHILIP HODGES
EVP Group Supply Chain, Carlsberg Group



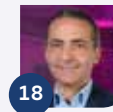
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RALF BUSCHE
Head of Supply Chain Management, BASF



17

VINEET KHANNA
Senior Vice President, Global Head of Supply Chain, Nestlé



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FARES SAYEGH
Vice-President Supply Chain Europe, Procter & Gamble



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TARIQ FAROOQ
Senior Vice President Supply Chain Global, Sanofi



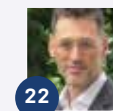
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DAN BARTEL
Group SVP, Head of Procurement & Logistics/ Chief Procurement Officer, ABB



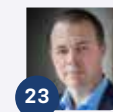
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SIKKO ZOER
VP Customer Care & Supply Chain EMEA, Medtronic



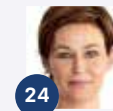
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ALEXANDER BÄHR
Director Supply Chain Information & Integration, McDonald's



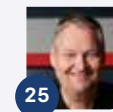
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BAS VERKOOIJEN
Senior Vice President Product Supply & Sales, OMV Downstream



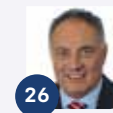
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ISABELLE CONROT
Head of Global Supply Chain Operations, Roche



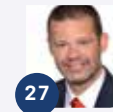
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LARS SØRENSEN
Chief Operating Officer, Puma



26

GARY CALVELEY
Senior Vice President of Supply Chain Europe including CEE & Russia and Global Manufacturing, Ecolab



27

STEFANO PICASSO
Head of Global Supply Chain Management, Franke



28

PER RUD
Senior Vice President After Sales Marine & Power Plants, MAN Energy Solutions

JOOST DONKERS, DIRECTOR SUPPLY CHAIN BUSINESS GROUP INGREDIENTS, FRIESLANDCAMPINA

"It's my dream to build a Dairy Park where we bring the supply chain together"

By Caroline Linssen

When he was younger he wanted to become a vet, but today Joost Donkers feels right at home as Director Supply Chain Business Group Ingredients at FrieslandCampina – the role in which he was also voted Supply Chain Professional 2018. His motto: try to simplify things. "In that context, we've thought up 'four times zero': zero accidents, zero quality issues, zero missed orders and zero losses. It's a nice slogan that's easy for employees to remember."

FrieslandCampina processes milk into milk proteins, whey proteins, fats and lactose. The Business Group Ingredients sells these products to the pharmaceutical industry and food manufacturers who use them to make things like specialized nutritional products and supplements for humans and animals. The raw materials are used to produce baby formula, including under the company's own label: Friso. They are also found in consumer products such as coffee creamers, bakery products and dairy drinks. The sales offices, research departments and manufacturing facilities (in the Netherlands, Germany, the USA, Brazil, Egypt, New Zealand and Asia) are grouped together in clusters: single ingredients, baby food, encapsulated ingredients and a joint venture with DFE Pharma. The four manufacturing directors report directly to Joost Donkers. Besides them, his team comprises the director of sales and operations planning, distribution and outsourcing, and the performance excel-

lence director. Donkers: "We've also grouped together other people who have similar knowledge and expertise, such as HR, finance, purchasing and quality assurance. They report to their own section head, but they also have a reporting line to me. That greatly improves information sharing. I'm not someone who manages at detail level, and I believe strongly in a model based on indirect reports."

Each of the companies in your business group used to have its own supply chain. Why has that changed?

"We discovered that we weren't the best-in-class. We closed that 10-to-15-year gap in the space of four years by bringing together people with the right passion and a shared goal. My award was recognition of that, so we've shared it among all the 120 managers in my supply chain. It was a challenge, because although our factories are spread around the world



ABOUT JOOST DONKERS

Joost Donkers (47) was born in Bathmen and now lives in Amsterdam with Julie (an entrepreneur) and their children Joey (3) and Jamie (1).

Education

Chemical Engineering, University of Twente

Career

2013 – present: Operations & Supply Chain Director Business Group Ingredients, FrieslandCampina, Amersfoort

2013: Interim Managing Director FrieslandCampina Nutrifeed, FrieslandCampina, Veghel

2011 – 2013: Plant Manager Graphics and Reflective Solutions, Avery Dennison, Hazerswoude and Alphen a/d Rijn

2010 – 2011: Operations Manager Europe, Avery Dennison, Hazerswoude and Alphen a/d Rijn

2000-2009: Various position with Heineken in The Netherlands, France, Cambodia and Serbia.

they are closely linked by the product flows. If something goes wrong in one factory, it affects a lot of others too. Our network is also pretty full, so we don't have much room to divert production. Plus we're in a growth market with annual investment of more than €150 million. It was a huge help that the then-boss was a strong advocate of business-group-oriented supply chains. The manufacturing directors initially found it hard to adapt to the new way of working, but they've now got used to managing a functional rather than hierarchical organization."

How will you make the next leap?

"We're on the cusp of making choices about groundbreaking technologies in an industry which has done things the same way for the past 60 to 100 years. Some of our powder machines are half a century old and still gas-powered, so it makes sense to invest now. Drying milk and whey is an energy-intensive and labour-intensive process. Our people have some impressive ideas about energy recovery and the use of electricity and geothermal energy instead of gas, which we're developing with external partners. Our Borculo factory has switched to using biogas from the local waste treatment plant and pyrolysis oil. And we're currently talking to a customer about supplying a product in liquid form in order to miss out the drying process completely. Alginate is recovered from our waste water for reuse. To be honest, I wish I could have made these investments earlier and in smaller doses, because there's now a lot going on all at once. Our network is so full that we have to tackle one factory at a time, because they are out of the running for weeks and sometimes months. We provide all major pharmaceutical companies with medical nutrition for hospitals and products for premature babies. Lives are at risk, so failure to supply is not an option."

Are you also using this investment period as an opportunity to improve your processes?

"In process technology, they work with centralized control rooms; an operator has to check whether everything is OK every three minutes. But wouldn't it be great if that could be reduced to once every three hours? Our factories are working round the clock. The operators are crucial because they have to make the right decisions. We're training them in factory management principles – such as to make results visible and to ask questions to prevent problems from reoccurring – with as little classroom-based learning as possible. I believe in on-the-job training, and the HR managers and line managers join the sessions. It's very rewarding to see the operators' pride in what they have achieved. We've also given them the lead in improvement projects, such as scheduling the sampling in tanks for various departments. The operators evaluate the situation themselves and then think up the most logical route. The maintenance used to be done by a separate department, but the initial responsibility now lies with the operators because they know the machines. When they've completed their course in autonomous maintenance you see them walking around the factory with a big grin on their faces, carrying their toolbox and making sure everything works again. Plus the maintenance department can now focus on strategic improvements."

You've been working on tracking and tracing over the past year. Why?

"That's important in pharma and baby food. In the wake of all the scandals, customers in China and Hong Kong want to be sure about the quality of baby food. At FrieslandCampina we have the whole chain under control, from farm to fork. A shopper can scan the QR code on the packaging and see all

the supply chain information. We also use the codes ourselves for track and trace purposes. In the case of an incident, we can withdraw specific batches from sale and provide certainty for retailers and governments alike. The pharmaceutical world demands that certainty too. If it works in China and Hong Kong – our biggest baby food market in Asia – we'll implement it worldwide."

If you could start from scratch, how would you design the processes?

"Our production facilities have often grown from village dairy companies. They have close ties with their local community, and that's a good fit with us as a cooperative, but they are often hemmed in by urbanization and are a source of nuisance in terms of traffic and noise. So it's my dream to have a Dairy Park where we bring the supply chain together. Instead of spending money on maintenance, we should perhaps dare to build something new in a central location with good HGV access where we can produce milk, cheese products, whey for baby food and so on. We could invite suppliers such as packaging manufacturers to have a base there too. I've suggested this idea internally and most of the feedback was positive. There are no concrete plans so far, but I've opened the door far enough that we now consider not only existing locations but also new ones when discussing investment plans – not because I want to, but because it's more practical. And the idea isn't to close existing factories, but to build additional ones."

Ready for the C-level seat?

In the interview elsewhere in this magazine, Edwin and I discuss the route to the very top of an organization and the fact that the CEO role has now become a potential final destination in a supply chain professional's career. Here, I'd like to explore in more detail the skills required to obtain a seat at the C-level table. But before I do, I'd just like to re-emphasize one thing: in this magazine, we're focusing on the vertical career path through line management. This might lead you to assume that this is the ultimate career route if you want to be considered successful, but this couldn't be further from the truth.

In my opinion, a career can generally take one of three routes: line management as mentioned above, development as a specialist, or a project management path. The sad fact is that, for some reason, many companies and people regard progression through line management as the ultimate goal; you only have to look at companies' remuneration packages to see that progression up the 'line management ladder' will result in the highest monetary return. Executive managers are typically on a higher pay grade, have a bigger lease car and enjoy more luxurious business travel than a specialist or project manager.

Another element that you shouldn't overlook when reaching a fork in your career path is the 'fun factor'. You need to align your role with your capabilities, of course, but don't underestimate the impact of job satisfaction on your overall well-being. It's better to be a happy specialist than a depressed CEO! So, think carefully about what truly matters

to you and include that in your decision-making process. I can hear you thinking, 'Yes, I do that all the time', but in reality, many people fail to realize how much they will miss the enjoyable aspects of their current (e.g. interesting work with a nice bunch of people) if their future job doesn't offer them the same.

So let's turn our attention back to the topic of this article: C-level skills. In my work as an executive recruiter, I've observed that functional experience and qualifications will typically enable a candidate to be considered in the initial selection process, but whether they are actually chosen to fill the vacancy comes down to personality and leadership style. If we're recruiting for a COO position at an international manufacturing company, all candidates will need to have a relevant background in manufacturing and supply chain at an international level, but the CEO will ultimately select the person with the right personal profile, combined with communication and leadership style.

You can find various online lists of the main skills required at C-level, but here is my top three based entirely on my experience as an executive recruiter within supply chain management:

Strategic thinking and planning: the ability to oversee the day-to-day operation while also planning for the longer term. It is also important to stay informed about market trends and competition, and to develop multiple operating scenarios in parallel.

Decision-making and a focus on results: a relentless drive to achieve results in terms of output, combined with flexibility on the input side. One of the things we have learned from the recent recession is that companies need to be flexible and scalable (both up and down). This agility depends on continuous measurement of performance and results.

Employee development: today's workforces are very different than a decade ago, and employees' expectations have changed. Nowadays, it is essential for leaders to be visible, approachable and have excellent communication skills. Even in these days of automation and AI, we still depend on people to deliver the results. Without a strong team, you won't stand a chance. This demands continuous attention, because there is no status quo.

WRITTEN BY



OSKAR VERKAMMAN
Managing Director

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About Oscar Verkamman

Oskar Verkamman is Managing Director of Inspired-Search and co-Founder of the Inspired-Group. Since becoming involved with Inspired-Search in 2011, he has excelled in placing the right people in the right positions; always with the cultural fit in mind. Oskar is an active outdoors sports man and adventurer.



Edwin Tuyn hosting an interactive discussion with Maureen O'Shea, Christele Galpin and the audience at the 3rd BME Pharma Supply Chain Congress in Frankfurt.



Oskar Verkamman, Chairman at the European Supply Chain Summit Düsseldorf



Mariëlle Wester between Susanne Hundsbaek-Pedersen (2017) of Novo Nordisk and Jean Marc Lechene (2018) of Vestas at the award ceremony of the Top 25 Supply Chain executives in Denmark.



Supply Chain Professional 2018 winner Joost Donkers receives Inspired-Search cake to celebrate with the team.



Oskar Verkamman speaking at the Asian Supply Chain Summit in Singapore



Chris Tyas of Nestle and Edwin Tuyn during the interview and recognition of Chris at the Nestle HQ in Switzerland.



Edwin Tuyn opening and chairing the European Supply Chain Excellence summit hosted by the BME in Dresden



Oskar Verkamman moderating a panel session with Mark Messow, Kees Reurekas and Yann Le Derf



Edwin Tuyn and Mariëlle Wester hosting a talent management round table at the EFT summit in Düsseldorf



Edwin Tuyn chairing the Annual Supply Chain Innovation Leaders Summit in Barcelona.



Profile (excerpt)

ROBERTO CANEVARI, CHIEF SUPPLY CHAIN OFFICER, BURBERRY

“It’s in Burberry’s DNA to act responsibly and with integrity”

You quickly realise that Roberto Canevari feels very privileged and exceptionally happy to be working in supply chain, especially for the global luxury brand, Burberry. The Italian joined the British fashion house six years ago to bring its global supply chain up to the next level during a fast moving period of innovation, growth and digitalisation. His enthusiasm reflects the Burberry culture that is based on strong social values and a special British heritage that empowers the brand to drive forward. “We truly believe in the power of our heritage to positively influence our future and to lead by example,” he says.

Burberry has pushed the boundaries on innovation and design since Thomas Burberry invented gabardine in 1879. This waterproof, breathable material formed the basis for the iconic trench coat that was first worn by military officers serving at the beginning of 20th century. Like the trench coat the brand has evolved yet still maintains its distinctive British identity. During the last decade Burberry took on massive momentum as it transformed into a modern luxury retailer of apparel, accessories and beauty products with some 10,000 employees and over 400 retail locations worldwide.

The company recently responded to a couple of years of sluggish growth by announcing ambitious goals for 2022. These aim to re-energise products, communication and customer experience across Burberry’s entire footprint and at the same time drive new approaches to some of the most pressing problems faced by the industry. Roberto

Canevari’s job is to ensure continued focus on transparency and traceability throughout the supply chain. He also has to ensure that distribution, including true omnichannel services and personalised experiences, are consistent with brand positioning.

How did you arrive in your current position?

“I studied industrial engineering in Milan before joining Nestlé in general operations as part of young talent program. That led to me joining the Nestlé productivity team to work on factory improvements. This partly involved an internal audit of end-to-end factory operations which gave me experience and the opportunity to meet the head of supply chain for the Italian business. He invited me onto his team and I fell in love with supply chain. I moved around different industries covering almost every area of end-to-end supply chain. I then moved to Reckitt Benckiser to take on the Supply Operations. I was then asked to move into a

ABOUT ROBERTO CANEVARI

Roberto Canevari (51) was born in Asmara, Eritrea. He currently lives in London with his wife, Ilaria, and daughters, Gaia, 20, and Lisa, 12.

Education

Graduated in industrial engineering,
Politecnico di Milano

Career

Sept 2012 – Present: Chief Supply Chain
Officer, Burberry, London, United Kingdom

Apr 2011 – Sept 2012: Group Supply Chain
Executive Director, Carrefour, Paris, France

Nov 2007 – Apr 2011: SVP Supply Chain &
Procurement, Nestlé Waters, Paris, France

Feb 2005 – Nov 2007: Head of Supply
Chain Nestlé Waters Italy

2001 – 2005: Head Supply Service,
Reckitt Benckiser, Italy

1996 – 2001: Various supply chain roles, Nestlé, Italy

commercial role, while also implementing two IT projects. Looking back, this was a facilitating factor because managing customers makes you understand the requirements of your colleagues. I learned the language and I now understand their problems which we in supply chain can help to solve. After that I returned to Nestlé Water, first in Milan and then in Paris to run the global supply chain. I loved it and was not planning to leave but after around four years I got a call from Carrefour. I was attracted to the retail supply chain, the next part of the chain after manufacturing.

Although I was torn to leave Nestle I realised that few people get the opportunity to do both so I accepted the job. It was a big surprise when a couple of years later I got a call from Angela Ahrendts the then CEO of Burberry. She wanted someone with manufacturing and retail experience and someone who was a good leader. That was how I ended up in the luxury fashion industry."

In previous jobs you were managing commodities. Is the supply chain approach to luxury products any different?

"Supply chain is so critical to the business that if you don't understand the business you cannot be a good supply chain person, even if you are good technically. The business directs the route to market, the rate of development, procurement, agility, etc, etc. These are all levers that, if you have experience, you can move around. So the first thing I needed to do was understand the Burberry business. Then the basic rules of supply chain still apply. What are the priorities? At Reckitt Benckiser it is the rate of innovation; at Nestlé Water it's the efficiency of distribution. In another industry it could be regulatory compliance and if you don't recognise that it could be a disaster for the company. It's not difficult to move between industries if you recognise the business needs. Throughout my career I have experienced many different priorities and so I know, for example, where I need to have an expert in the team."

What improvements did you need to make when you joined Burberry in 2012?

"We had a supply chain but it needed taking to the next level. The company was on a journey of expansion; it was elevating the brand and moving from being a company with

wholesale-based sales into a company that is now around 80% retail. Both upstream and downstream things needed to be completed and I was given all the scope I needed. If I can over-simplify I joined together what I did at Nestlé and Carrefour into a complete end-to-end supply chain with product and service being the two key drivers. Now we really touch the customer."

In recent years the fashion industry has been tainted with scandals of modern slavery and unsustainable practises. How do you respond?

"Because we have such a vast variety of categories covering apparel, accessories and beauty we outsource some of our production and use raw material suppliers from around the world. However, it's in Burberry's DNA to act responsibly and with integrity. We feel it's our duty - and we have a public commitment - to have a positive impact both on products and the communities in which we operate."

INTERVIEW CONDUCTED BY



EDWIN TUYN
Managing Director



MARTIJN LOFVERS
CEO & Chief Trendwatcher
Supply Chain Media

What does it take?

Over the past few years, I have had the pleasure and privilege of interviewing several top supply chain executives including Chris Tyas (Nestlé), Marc Engel (Unilever), Susanne Hundsbæk-Pedersen (Novo Nordisk) and Roberto Cannevari (Burberry). Key topics of discussion during all these interviews included which career path they have taken, how they lead their teams and how they became successful leaders, or in other words: 'What does it take?'. Although they each answered differently, there are some similarities between all their stories and I'd like to share them here.

The first is that they have not planned their career in detail, but have always been open to seizing opportunities that arise. Some of the senior executives call this 'luck', but I believe it is more than a matter of being in the right place at the right time. It also takes courage to accept new assignments since there is usually no guarantee of success.

Another notable similarity is that top executives often have broad experience, not only within the SCOR model (plan, source, make, deliver) but also beyond the supply chain scope – e.g. as a regional managing director, a finance position or in a customer-facing role in a sales environment – and often abroad. Working in different roles and/or

different countries calls for adaptability to changing environments and an excellent capacity for learning.

The executives have all achieved success through a lot of hard work – but working hard does not necessarily mean long days. Instead, it is about being there when required, setting the right priorities, focusing on delivering results and creating impact. It also requires creativity and innovative thinking to try a new and different approach. In my view, hard work stems from a passion for what you are doing. This is echoed by many of the executives, who emphasize the importance of fun. They all realize that job satisfaction and celebrating successes play a key role in the performance of both the supply chain organization and the company as a whole. Clear enjoyment of your role not only creates a flow for yourself, but more importantly it inspires others in your team to go the extra mile.

That leads me on to another topic that regularly came up during the interviews: inspiration. Unlike motivation, which is aimed at influencing people's behavior through positive encouragement (e.g. a bonus, salary rise) or negative threats (e.g. fear of being fired), inspiration is the result of a leader's own authentic behaviour and actions. Besides inspiring the people around them, successful executives

challenge and support them to grow and become successful in their own right, including by encouraging them to grasp the opportunities available to them.

Last but not least, all successful leaders communicate their expectations clearly. They have high standards in terms of integrity (they are willing to do 'what' it takes, not 'whatever' it takes) and expect nothing less from the people around them. So now you know what it takes, why not aim for the top too?

WRITTEN BY



EDWIN TUYN
Managing Director

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About Edwin Tuyn

Edwin Tuyn is Managing Director and Founder of Inspired-Search. Along with Oskar Verkamman, he is the co-Founder of the Inspired-Group. A passionate and driven entrepreneur, Edwin favours candidates that can mirror both their business/leadership acumen and in-depth supply chain knowledge.

Overview propositions

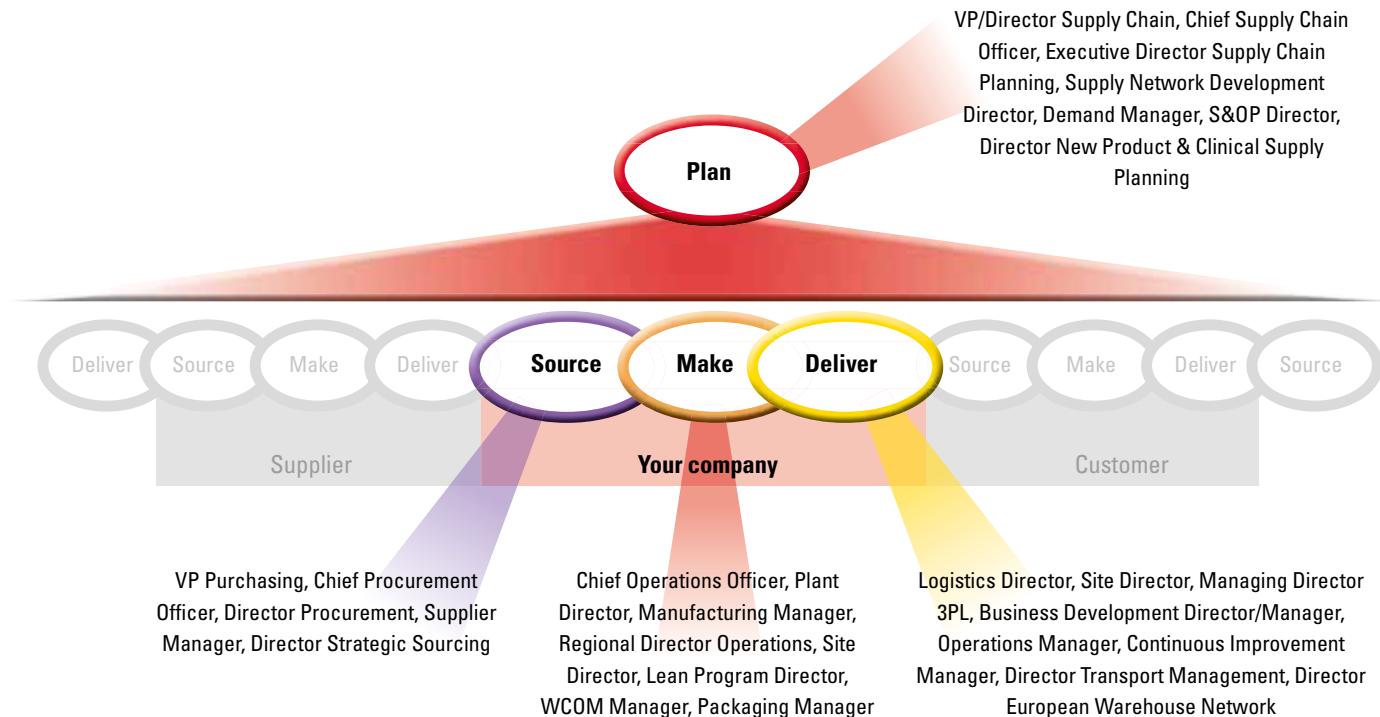
Inspired-Group is active with various labels based on geographical scope and seniority level of the position.

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.

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



A man and a woman are captured in a dynamic dance pose. The man, wearing a black suit and black shoes, is in the foreground, leaning back with his arms raised. The woman, also in a black suit and wearing a black hat and gold high-heeled sandals, is positioned behind him, holding his arms. They are standing on a grey stone step in front of a vibrant red wall and a black door. The scene is lit with dramatic, low-key lighting, creating strong shadows and highlights.

**Professionals
require passion**