



INSPIRED-SEARCH

logistics and supply chain professionals

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- ▶ Top 28 Supply Chain Executives
- ▶ Executive Interviews with:
Jean Marc Lechêne – Vestas
Marc Engel – Unilever
Carsten Rasmussen – The Lego Group
Gustavo Burger – Kraft Heinz Company
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CONCEPT AND DESIGN

THECONCEPTABLES

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Impact of digitalisation on tomorrow's professionals

What do all the new digital technologies mean for current and future supply chain executives? How are they changing the traditional management structure and how does supply chain keep up to date? There are no clear answers but a few trends and developments are emerging.



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Artificial intelligence, machine learning, Internet of Things, 5G, robotics, blockchain ... the list goes on. Digital technologies can be overwhelming but the most successful supply chain professionals are pragmatic about what they choose and learn fast, says Oskar Verkamman, of specialist executive search firm, Inspired-Search. "Digital transformation is now at a stage that people start to understand that there is a sequence to the process. There is no holy grail. The most successful companies are transforming step by step. They do something, learn from it and move forward again in a structured way," says his business partner Edwin Tuyn. "For example, a lot of people think big data can solve a lot of problems but only if it's refined and used properly. "I heard recently of big data being compared to oil. You first have to find it, then extract it and then refine it. But you can't refine everything in one go. That too is a process. And not one process fits all. As a senior manager at high level you have to understand that," he says.

Pragmatism

Oskar currently sees three different types of people in their approach to digitalisation. Firstly, there is a group that is so overwhelmed with the new technologies that they are almost paralysed and end up doing nothing.

The second group is the opposite: So enthusiastic that they create an all-embracing system that attempts to solve everything in one go.

Thirdly, there is a group that implements elements of technology in a down-to-earth way. For example instead of applying artificial intelligence throughout the entire supply chain they use it to improve visibility or enhance customer care service teams. If that is successful they extend it to a different element.

"It's likely that more of the last group will emerge because we believe that successful supply chain executives will be those who can define a digital strategy and apply the technology in a pragmatic way," he says.

Ability to share

Nevertheless, making a decision about where to invest and what elements of the technologies will bring the best return can be daunting. Executives need to keep themselves up to date and the key is sharing information in order to learn from each other, they say.

"Ability to share is a characteristic that will define whether you will be successful in future. If you are not able to share you won't learn and you are unlikely to go as far," says Edwin. In that respect continuous (lifetime) learning is as relevant today as ever. Reaching middle age does not mean that you can rest on your laurels until retirement. When leading a digital transformation you need to be open and curious in order to keep up to date.

Learning comes in many forms and one of the most beneficial ways is to talk to the new generation and share information.

Leaders are recognising the need to move away from command and control leadership and instead be flexible and empower employees to make judgements. This would have been unheard of a few decades ago when hierarchy separated senior management from new recruits and information flow was in one direction. The trend is certainly moving towards 'what can I learn from you and what can you learn from me?'

"The most competent executive officers are talking to the newcomers because they are the ones with new information and often have a different vision," says Edwin. "These leaders have an open mind and recognise that there are people around them who are smarter than them. In this way they learn about the new technologies and possibilities even if they don't understand all the details," says Edwin. Also, the current executives need to know that if they don't keep up to date they will be passed by the younger generation. Coincidentally, this sharing of knowledge is often a good way of keeping talent on board, he says. So just like digital technologies are creating extensive networks that connect, communicate and self-learn, supply chain professionals need to do the same. While learning from within the organisation is extremely valuable, conferences offer further opportunities to share information and extend networks. "We hear many people say that they don't have time to attend but if you want to keep up with the pace of technology, to learn, share knowledge and discuss problems attending a couple of conferences a year is a good idea," he says.

Digital dexterity

Industry 4.0 will certainly change the structure within an organisation and the skills required. In the past the supply chain was managed within the four walls of the organisation with some interfacing with suppliers

and with customer. These days, businesses not only have to interact with the ends of the chain but increasingly have to integrate with the outside world. The entire operation is becoming transparent to anyone and everyone, which is not something that supply chain people are used to. Quite often this means that they need different and adaptable skills, both technical and social. While leaders need to have done the mileage, in future a good set of social skills and being able to bring people together for the common goal will be vitally important.

Yet, at this stage in the digital transformation, trying to define these precise skills is complex. "Companies are seeking people with more data analytical skills. However, when we ask exactly which skills are required the answer is vague and is often condensed to 'digital dexterity'," says Oskar. "We do find that young talent is more data driven yet dexterity requires training; skills need to be honed, expanded and developed to adapt to new technologies."

Specialisms

Also as teams are divided over several (international) locations a project-based career structure is emerging. Each team comprises different skills, works in different time zones, has different backgrounds and cultures. The team of today might be completely different to that in 12 months. This will be a logical step for many young people who, especially at university, learn to work in teams, develop networks and experiment more. These matrix-type organisations will make the traditional training plans, which were created for the development of current line management career paths, irrelevant. Instead, employees will have an individual contributor type of approach. They will need to develop and train themselves in order to stay mobile

through the company and the industry.

"Our advice is that young people should become very good in one aspect by developing specific skills. You need to dive in deep and fully understand the details of a particular aspect and then be very comfortable at moving around in different areas," says Edwin.

"But specialisms can change, which is where we reiterate the need for constant learning: One skill will not stay relevant forever."

Demise of line management

If these new organisations are a logical consequence of the new digital tools available, line management will soon be obsolete, says Oskar. "We already see many more matrix-like organisations than 10 years ago. The consequence of digitalisation is cross-functional collaboration, with many stakeholders able to deliver data and thus many more people influence the decision-making."

It means that in future, companies, which still better reward line management positions, will need to base salaries on different criteria, such as specialisms.

Changing the way employees are rewarded could also help satisfy the impatience often seen in young talents. In a fast moving world it's easy to think prematurely that it's time to move on.

Often that impatience is towards a line management career path with command and control leadership. Successful executives in the future will be those with vision, who progress by being open and sharing skills. By being inclusive, leaders too should find it easier to cut through the digital noise, join the dots and pragmatically map out a digital strategy.

JEAN MARC LECHÊNE, EXECUTIVE VICE PRESIDENT & COO, VESTAS

“Everything boils down to one unique challenge: changing people’s mind-set”

Love them or hate them, wind turbines have become part of the modern landscape. As global demand for renewable energy increases as it becomes cheaper and more efficient, wind systems providers such as Vestas are striving to keep up with the relentless growth and fast pace of new product introduction. “It’s an industry that naturally and constantly pushes you out of your comfort zone,” says Jean Marc Lechêne, Chief Operating Officer, for the world’s largest supplier of wind energy systems. Besides technological leadership, what has kept Vestas one step ahead of competition in the past seven years is its cross functional three-phase transformation program called “Accelerate Earnings”, that culminates in end-to-end, full value chain optimisation. “We’ve changed from silo mentality to working as a cross-functional team and have developed an open book relationship with many of our strategic suppliers. After all, we’re all on the same boat,” says Lechêne.

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

What is your responsibility?

“I am responsible for Global Procurement, Manufacturing, Safety, Quality and Environment. It comprises over 14,000 employees in 22 factories over 5 continents and EUR 8bn of spend. We also have eight additional factories that we sub-contract, for both blades and nacelle assembly. It is noteworthy that Supply Chain Planning is a separate function and sits between Sales and Manufacturing, so the Head of Planning is on the Sales Management Committee as well as the Manufacturing Management Committee in order to ensure full alignment. Also, Sales is in charge of Construction in order to ensure the most effective dynamic optimization with customers.”

How have things transformed since you joined in 2012?

“When I arrived seven years ago we launched the program “Accelerate Earnings”, the aim of which was to reduce the cost of purchase by 15% in two years (2013-14). Vestas was not very lean at that moment and purchasing was scattered. So, the name of the game was to optimize commercial terms: we consolidated purchases, reduced the number of suppliers while implementing A, B, C segmentation. We also ensured we were fully prepared for negotiations with respect to estimated cost, cost of inputs, margins etc. By discussing mostly prices with our suppliers, we achieved our target. Then, we launched the second phase of the program,

“Accelerate Earnings Pro”, which was a three-year, cross-functional program. The name of the game was to reduce the cost of wind turbines components by reducing waste in the supply chain in conjunction with suppliers. So we started to work with categories centred around components, gathering people from Technology, Manufacturing, Procurement and Quality. This approach enabled us to reduce the cost of components and achieved significant savings at a similar pace to the first phase. We are now in the third phase of the program, “Accelerate Earnings 3”, which runs until 2020. It’s end-to-end, full value chain optimisation, from design right through to service. It starts with the fact that the cost of the wind turbine components (on which we had focussed on the first two phases of AE) is only 50% of the full cost of a wind energy system project, the rest being transportation, construction, infrastructure and service. So, we realized there was still significant untapped potential for cost reduction in these areas. But achieving that potential required that we stepped up the cross-functional work at the next level. In essence, the designers need to know the requirements of each activity across the value chain, among which cost structure and drivers, in order to find the sweet spot between achieving performance and full cost optimization. It is essentially an organizational and executorial challenge.”

How does Vestas incorporate supply chain requirements into R&D?

“We are entering a new way of developing products that is centred around modules; each module encompasses the entire supply chain. The objective is to get it right the first time so that we don’t have to redesign due to mistakes or shortfalls. By taking into account the full value chain we are becoming more effective and reducing time to market. Suppliers are also involved in R&D because we want to

ABOUT JEAN MARC LECHÊNE

Jean Marc Lechêne (60) was born in Paris, France and currently lives in Denmark with his wife. They have four grown-up children.

Education

1988 MBA, INSEAD, Fontainebleau (FR)

1981 Master Degree in Engineering, École des Mines de Paris (FR)

Former positions:

2011-2012 President, Lechêne Consulting (FR)

2008-2011 Executive Vice President, Truck Tires Europe, Michelin (FR)

2002-2008 Executive Vice President & President, Cement Operations North America, Lafarge (USA)

2000-2001 Senior Vice President & President, Canadian Cement Operations, Lafarge (CA)

1996-2000 Executive Vice President, China Cement Operations, Lafarge (CN)

1993-1996 Senior Vice President, Cement Strategy, Lafarge S.A. (FR)

1988-1993 Senior Manager, Manager and Associate, McKinsey & Co (FR)

1986-1987 Deputy Technical Director, Dassault Systemes S.A. (FR)

1984-1986 Technical Sales Engineer, Dassault Systemes S.A. (FR)



benefit from their expertise and good ideas: we have more than 2,000 engineers and technicians but our suppliers combined probably have over 30,000. Each time we purchase a part, about 3% of the purchase price goes towards the supplier's R&D department so it makes sense to use their skills too! However, it is a journey: gradually our engineers are realising the benefits. It means we can focus our scarce resources where it makes a greater difference and creates more value for Vestas."

What were the biggest challenges during the Accelerate Earnings programs?

"Everything boils down to one unique challenge: changing

people's mind-set and ways to operate, from vertical functional silos into horizontal cross-functional teams working on a wider and wider scope. It means that everyone opens his or her mind, is more curious, develops networks across the value chain and ensures quick flow of relevant information, in order to eventually make better decisions and choices.

It is about inspiring and sharing stories, so that people see the value in working together. And, it's also about each individual deciding to change his or her behaviour to eventually achieve a much richer and more satisfying work experience."

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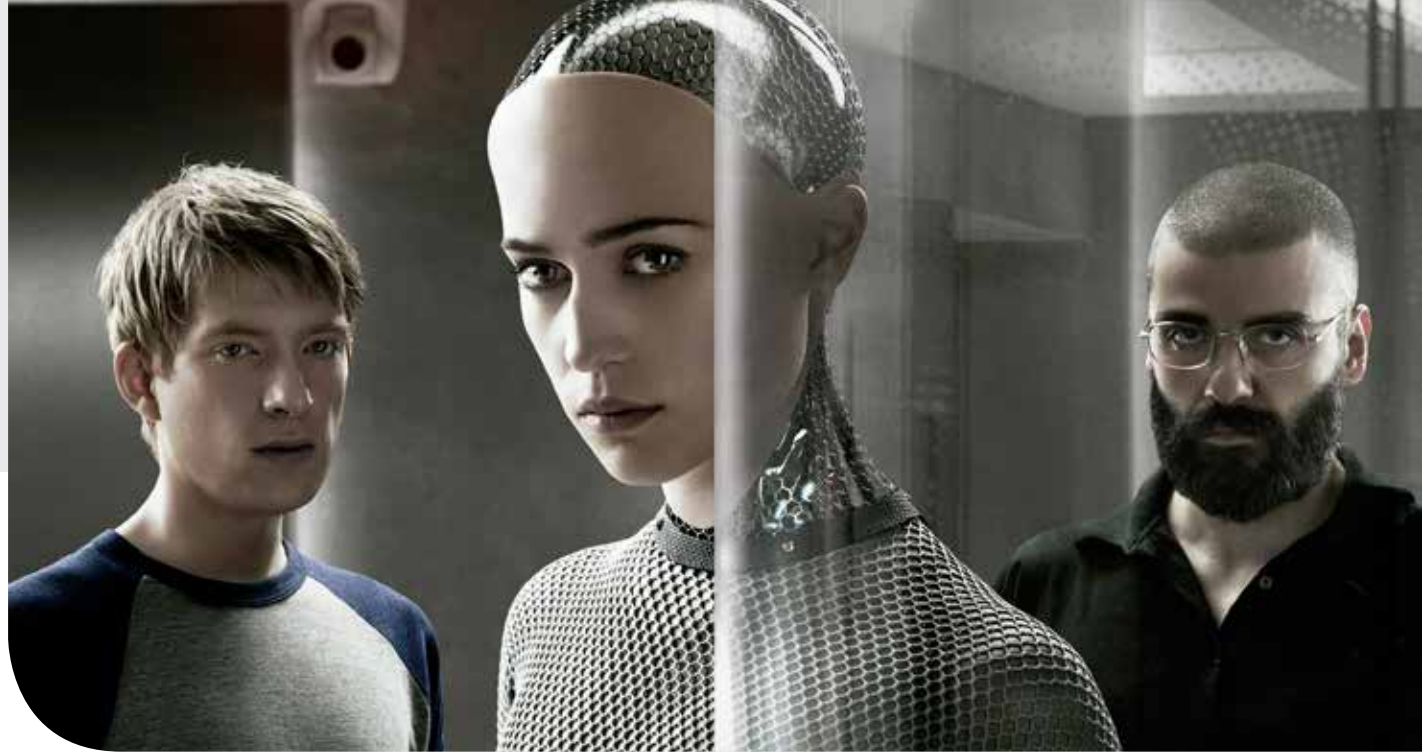


MARTIJN LOFVERS

CEO & Chief Trendwatcher
Supply Chain Media

Machine learnings from the film industry

Countless companies are exploring the potential use of artificial intelligence and machine learning in their supply chains. Five films could help them to better understand these technologies and their implications. How could AI solve specific supply chain problems?



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Companies need smart systems to help them turn the ever-increasing volumes of big data into useful information. Having said that, numerous companies still struggle to manage their 'small data', i.e. the structured output of internal systems such as ERP, CRM, WMS, APS, TMS, etc. When it comes to big data, companies are keen to make use of artificial intelligence (AI) and machine learning, but many managers are still unclear about the differences between the two. The term artificial intelligence (AI) originates from computer science and refers to the capacity of machines to perform human-like tasks on their own. AI covers all kinds of computer intelligence such as speech recognition, computer vision, virtual assistance, graph analysis, robotic process automation, chatbots and, last but not least, machine learning. Machine learning is a form of AI. It uses algorithms and statistical models to recognize patterns and perform tasks without explicit instructions. Smart inventory management software recognizes the probability distribution of individual products based on historic demand. Advanced forecasting software can predict how the weather

will affect the demand for specific products. Another practical application of machine learning is the use of traffic information to estimate actual journey times and delivery times.

Learning from the movies

Hollywood movies can sometimes come close to predicting the future. The film *Back to the Future 2* (released in 1989) featured a whole range of futuristic technologies (including augmented reality, hand-held computers, fingerprint recognition, videoconferencing and wearables) that have since become reality. Since the start of the millennium, several movies have dealt with the topics of complex mathematics, artificial intelligence and self-learning systems. The films listed below put this technological evolution into a historical perspective and show how things might develop in the future.

1939-1945: *The Imitation Game* (2014)

During the Second World War, the eccentric mathematician Alan Turing joins the British secret service to crack the codes

of Germany's military encryption device called Enigma. Turing and his colleagues develop a mechanical computer to decipher the millions of possible permutations of the Enigma codes. This problem can be compared with the business challenge of planning the shortest route when visiting multiple destinations.

1950s: *A Beautiful Mind* (2001)

John Nash, a mathematics student at Princeton University, explains to his fellow students why a cooperative approach will achieve more success when flirting with girls in a bar than 'every man for himself'. Ultimately, this insight leads to Nash winning the Nobel Prize for Economics for his revolutionary work on governing dynamics and game theory. The key takeaway for supply chain professionals is that collaboration with competitors can result in success.

2001-2002: *Moneyball* (2011)

Billy Beane, manager of the professional baseball team

Oakland Athletics, is forced to look for replacements when a number of top players leave. Together with a young economics student from Yale University, he develops sabermetrics (the empirical analysis of baseball statistics) to identify undervalued players in order to build a successful team. This illustrates that, to create a successful supply-chain team, it is essential to match the various roles with the right diversity of profiles.

Near future: Her (2013)

In Los Angeles in the not-too-distant future, a lonely introvert who writes letters for a living buys an operating system that includes a virtual assistant. He ends up falling in love with that 'female assistant', who can learn and grow psychologically thanks to artificial intelligence. Nowadays, companies are increasingly using smart chatbots to handle customer service enquiries.

Near future: Ex Machina (2014)

Computer programmer Caleb Smith, who works at an internet company, wins a company competition to stay at the CEO's remote country house. When he arrives, he discovers that the eccentric boss has built a robot in the shape of a woman, equipped with artificial intelligence. Caleb's task is to investigate whether the robot woman is capable of developing thoughts and consciousness, i.e. real intelligence. The question is, will smart systems ever be able to completely take over the supply chain planning role?

Machine learning and AI have become popular topics in films and TV series, but the entertainment industry is taking things a step further. For example, film studio 20th Century Fox uses machine learning to predict what people will want to see. An automated system analyses film trailers frame by

frame and compares them against data from other movies, including about their financial performance. The system initially seemed able to establish a successful visual match between slightly different films, but it also made some mismatches. Likewise, in supply chains, the challenge is to discover unexpected patterns as the basis for predicting supply and demand.

Endless discussion

It remains absolutely imperative to clarify the meaning and implications of AI and machine learning. Otherwise we will quickly get caught up in the endless discussion of how robots and computer systems are taking over all human processes in factories, warehouses and offices.

The managing director of an international manufacturing company recently asked me how his company could utilize machine learning. I replied by asking him what the computer needed to learn: which huge volumes of data is his company generating that a self-learning computer could help to make sense of?

The supply chain director of a global restaurant chain that also sells its branded sauces through supermarkets told me that his department used to have to do a lot of repetitive, time-consuming data input, but has since automated much of the human keyboard action using robotic process automation (RPA).

In other words, AI is an extremely promising toolbox offering countless variations, but supply chain professionals need to maintain a clear focus on which problem they want it to solve.



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MARC ENGEL, CHIEF SUPPLY CHAIN OFFICER, UNILEVER

“It is clear that Supply Chains will be at the heart of winning businesses in the future”

In 2017 and 2018 Marc Engel earned the title for the second year in a row, Marc Engel has earned the title #1 Supply Chain Executive in Europe. The accolade is awarded annually by Supply Chain Media to a senior supply chain leader within a multinational company who inspires, innovates and succeeds in achieving consistently exceptional results. Engel was appointed Chief Supply Chain Officer and a member of the Unilever Leadership Executive in January 2016 after a career spanning some 25 years with the company. He was pivotal in establishing Unilever's strategic supplier programme called Partner to Win and led the development and implementation of the transformative Responsible Sourcing, Palm Oil, Paper & Board and Human Rights policies for Unilever. The red thread through his career has been a deep desire to make a difference. “Every Friday I write down what difference I think I made during the past week and if I notice that I haven't made enough impact, I change my calendar.”

For over a century, Unilever has thrived on a model based on mass production, mass distribution and mass marketing. Looking back, this model and a mission to improve the lives and well-being of consumers, was straightforward. Today's world is complex, fragmented and consumers are highly informed when making choices about brands and have more options to shop. However, the digitalisation that initiated the disruption of the traditional FMCG market is also likely to play a central part in the metamorphosis of the global giant. Technology is enabling direct engagement between consumers and makers, more distributed and shared manufacturing and precision marketing. To fulfil the hyper-segmented market, Unilever is engaging in new partnerships. “I believe we have to move

away from a linear supply chain towards a supply circle in which Unilever is a digital hub in the centre. Traditional functional silos such as Sales, R&D, Marketing and supply chain are being replaced by three overriding processes; demand creation, demand fulfilment and innovation’. Speaking from his office in London, Marc Engel talks about the challenges and what drives him to make a difference. “If you're not doing a job that you enjoy, it's unlikely that you'll excel.”

Can you explain how you arrived in your position?

“It's been a journey of 25 years, mostly at Unilever but also briefly at Shell. I started my career at Unilever at the



Unox meat group in the Netherlands. Since that time, I have worked in Singapore, Scotland, England, Brazil, Switzerland, Kenya and now London. I have had various supply chain roles in factories, distribution, procurement, finance and strategy, and my previous role as General Manager in Kenya was a deliberate move to prepare me for leading Unilever's supply chain. The experience in Kenya provided me with the opportunity to experience the global supply chain from a market perspective. In the last three years, I have been able to draw on my Africa experience to design a new purpose led, future fit supply chain. I believe there are five things that are important in making a successful career. First, the element of luck. Let's face it – being in the right place at the right time helps. But I do believe strongly that luck can also be earned. Second, go all in, work hard and deliver results that make a difference. Third, be authentic to your true self and to your purpose. My purpose is to make a difference to the

ABOUT MARC ENGEL

Marc Engel was born in the Netherlands and now lives in London.

Education

MSc Applied Physics, Groningen University, the Netherlands

Career

2016: Appointed Chief Supply Chain Officer and member of the Unilever Leadership Executive

2014: General Manager, Unilever East Africa and Emerging Markets, Kenya

2013: Appointed member of the Supervisory Board of PostNL

2008: Chief Procurement Officer, Unilever, Switzerland

2004: VP, Supply Chain, Spreads, Dressings and Olive Oil, Unilever Europe, Switzerland

2001: Managing Director, Ice Cream, Andina, River Plate, Unilever Brazil

1999: VP, Supply Chain, Ice Cream, Latin America, Unilever Brazil

1998: Corporate Strategy Group, Unilever PLC, UK

1994: Operations Manager, Birds Eye Wall's, Unilever UK

1993: Technical Buyer, Shell International, NL

1990-1993: Operations Manager, Unilever Meat Group, Netherlands

important things that really matter. Fourth, have fun and enjoy what you do. Or change jobs. Life is too short. If you are not doing a job you enjoy, it is highly unlikely that you will excel. Lastly, have a small group of people around you who challenge and support you. They can be from your professional and private life. The important thing is that these are people who you respect for their honest feedback and are committed to your success. As you progress in your career, this group of people becomes more critical to achieve the right balance between being challenged and being supported."

Who do you confide in?

"I have a few colleagues who have been with Unilever for a long time. And I stay in touch with a number of former Unilever colleagues. I also have a few friends, including one who goes back 40 years and I can call on a couple of external coaches who have helped me over the years. They need to be able to give you the good, the bad and the ugly because otherwise it is like getting a massage. It feels good at the time but doesn't necessarily help you get better!"

What are the main business challenges facing the supply chain?

"Disruption and discontinuity. Unilever is a fast moving consumer goods business (FMCG) so things move fast. We fully recognise our competitors are also moving fast. In this digitally connected world where the pace is much greater than 10-20 years ago, the fundamentals of business are being disrupted. Over the last couple of years everything has changed. Traditionally, we competed with large established companies. But now each of our 400 brands faces competition from newer, and often local brands, each with a unique proposition. Also, we are dealing with a very different consumer who has more information about the brands at her fingertips. Consumers are becoming much more aware of the positive difference that brands can make to social and environmental issues, and also to the difference they themselves can make through their everyday shopping choices. On top of that, there has been an explosion of different shopping models. Consumers previously went to shops but now they can shop from home via subscriptions, e-commerce, omnichannel, and online to offline. In China for example, 'WeChat' is an integrated lifestyle platform which allows consumers to search for the brands, communicate, purchase and pay all on the one platform and has changed the way that products are

purchased. It has taken away the 'purchase decision' in a shop and drives towards a different replenishment model. As an example, we bought the Dollar Shave Club in 2016. Not only is male grooming booming, we wanted to learn about the direct to consumer model. Unilever has 200,000 fulfilment points worldwide and the Dollar Shave Club has 3.9 million monthly American subscribers. The notion of transacting directly with consumers and the learnings gleaned from our Dollar Shave Club experience has helped us to shape other direct to consumer platforms. It is very clear that supply chains are very much at the heart of these business models."

How do you see the supply chain changing to accommodate this new environment?

"With the ever-increasing complexity of our business, in manufacturing, we are looking at partnerships that enable us to leverage our scale or increase our agility, depending on the agenda."

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5TH EDITION OF EUROPEAN SUPPLY CHAIN LEADERS' RANKING 2019

Top 28 Supply Chain Executives in Europe

The winner of the 2019 edition of the Top 28 Supply Chain Executives in Europe is Carsten Rasmussen, the Chief Operating Officer of Lego Group, based in Billund, Denmark. Carsten is a brand-new entrant in the European ranking. However, in September this year, he was also declared the No. 1 supply chain executive in the 'Danish Dynamite: Top 50 Supply Chain Executives 2019' list.

In the 2019 edition of the Top 28 Supply Chain Executives in Europe, we have given Marc Engel, Chief Supply Chain Officer at Unilever, a place in our Hall of Fame in recognition of him being named the No. 1 executive for two years in a row (2017 and 2018). Additionally, we have extended our search and compiled a longlist of over 100 supply chain executives. We then reduced this to 88 shortlisted candidates based in Europe, all of whom have global or at least European/ EMEA responsibility.

This year's Top 10 Supply Chain Executives in Europe are profiled in detail below, including a timeline of their career progression, their roles and responsibilities and the financial results of their companies. Additionally, we show each candidate's 2018 ranking in brackets

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 2018 against 2017

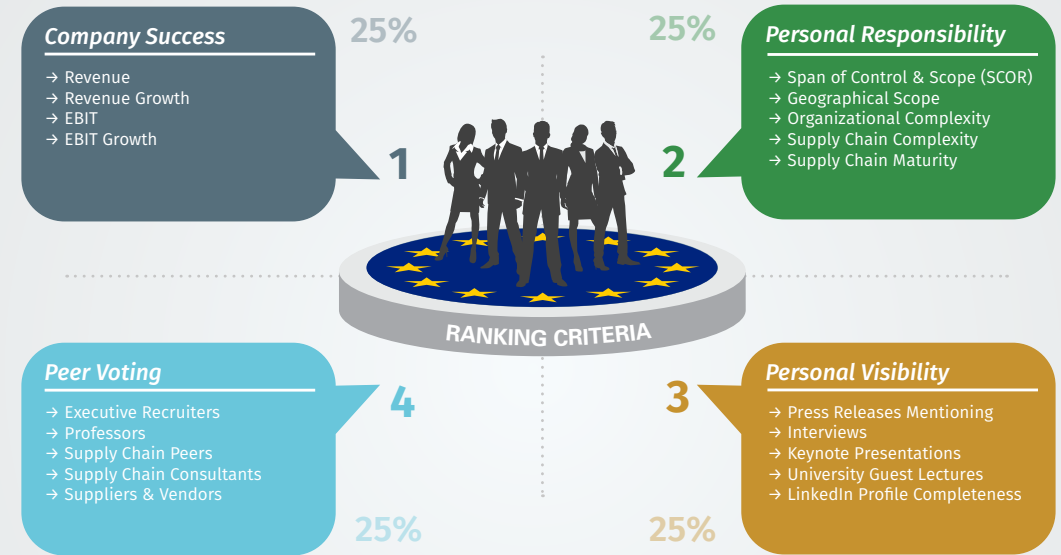
The second quadrant is Personal Responsibility which measures each executive's span of control based on the SCOR model, the geographical area they manage (e.g. global or regional area of responsibility), overall supply chain complexity and their supply chain maturity level

The third quadrant is Personal Visibility. The public profile of each executive is evaluated YoY (2019 against 2018) 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.

The annual Top 28 Supply Chain Executive ranking is a production of Inspired-Search in collaboration with Supply Chain Media.

Top 28 SCM Executives Europe 2019



Scoring input for the ranking of the Top 28 SCM Executives by:



1

CARSTEN RASMUSSEN

Chief Operating Officer, LEGO Group

Carsten Rasmussen has recently been ranked as the #1 award-winning executive in the 'Danish Dynamite: Top 50 Supply Chain Executives 2019' list. He has now managed to set a new record by becoming the winner of both the Danish and European ranking in the same year. This is particularly remarkable, considering he is a new entrant since the 2018 Top 28 ranking. Both awards recognize his outstanding professional achievements as a supply chain leader at Lego. Carsten's journey at Lego began 18 years ago, in 2001, when he started working as a buyer. His career progression includes leadership positions in the American, Asian and European regions, and he advanced from Senior Director to Senior Vice-President Organization Capability Building in the United Kingdom. He started working

in his current role as COO of Lego in 2017, and has global responsibility, reporting directly to the Lego Group CEO. As a result, he has a very high level of responsibility as the member of the Executive Leadership team. Carsten has secured the top spot because he achieved maximum points in terms of work responsibility, personal visibility and peer voting. Added to this is a strong financial performance: Lego Group generated approximately €5 billion in revenue in 2018, achieving +4% revenue, +4% EBIT and +9% ROCE growth compared to the 2017 financial year.



2

SUSANNE HUNDSBÆK-PEDERSEN

Senior Vice President Devices & Supply Chain Management, Novo Nordisk

Susanne Hundsbaek-Pedersen

Susanne was named winner of the 'Top 25 Supply Chain Executives in Denmark' ranking in 2017 in recognition of her valuable

contributions to the industry. In our 2019 ranking, she has maintained her position in the No. 2 spot for the second year in a row, including scoring maximum points for personal responsibility and visibility. Susanne started working for Novo Nordisk in 2002, and her career portfolio includes positions such as Project Manager, Director Strategic Sourcing, VP Finance & IT, and SVP Devices & Sourcing. As SVP Devices and Supply Chain Management, she currently has global responsibility for areas covering distribution, manufacturing, procurement and planning – responsibility which spans 170 countries through 70 affiliates. She is also advising the Bill and Melinda Gates Foundation as a member of the Supply Chain Advisory Group.



3

VOLKER SCHMITZ

Vice President and Head of EMEA Supply Chain, Hewlett-Packard (HP)

Volker Schmitz has been working for HP for almost 26 years, having started there in 1994 as a Financial Analyst. Since then he has held several leadership positions within HP such as Director Supply Chain Development and Director Supply Chain Operation within EMEA region, before becoming the Head and now the VP of EMEA Supply Chain.



4

DIRK HOLBACH

Corporate Senior Vice President & CSCO Laundry & Home Care, Henkel

Dirk Holbach has advanced significantly, climbing five positions in our ranking from 9th place in 2018 to 4th place in 2019. Since 2002 he has worked for Henkel in various executive positions such as Corporate VP Global Supply Chain Operations, International Production and Head of Supply Chain Laundry & Home Care. He

is now leading that same division as a Senior VP and Chief Supply Chain Officer. In his current role, he has responsibility for a global head count of 6,500 in 33 factories and 47 logistic centres in the regions NA, LATAM, Europe, EMEA and APAC. His focus points are digitalisation, implementation of Henkel's global transformation plan and expansion in emerging markets, along with mergers & acquisitions. Financially, he and his team have improved the profit & loss by 400 basis points since 2008. His rise to the 4th position in the ranking is due to factors including his seniority, increased visibility through conferences and interviews leading to him being ranked in the top 10 in the 3rd quadrant, and being voted 4th out of the list of 88 candidates in the 4th quadrant (the peer vote).



Jean Marc Lechene has also made good progress in our ranking, moving up from the 7th spot in 2018 to the 5th position in 2019, largely due to his scope of responsibility and visibility. In 2018, he was declared the No. 1 winner in the 'Top 25 Supply Chain Executives in Denmark' list for his distinguished performance at Vestas and in particular his impact through his leadership abilities. He started in his current role as COO in 2012 and is responsible for the global procurement, manufacturing, safety, quality and environment. His division comprises over 14,000 employees in over 22 own factories and 8 sub-contracted factories across 5 continents with €8 billion in total spend. Currently his focus is the 'Accelerate Earnings 3'

programme, which he is responsible for until 2020. This programme comprises end-to-end, full value chain optimization, from design to service. In terms of responsibility Jean Marc was in the top 8 in the 2nd quadrant and the number 1 most visible supply chain leader in the 3rd quadrant. Financially, Vestas achieved an increase of almost +2% revenue growth in 2018 compared to 2017.



Regis Simard is a new entrant in our 2019 Top 28 ranking. He has been President for the Pharmaceutical Supply Chain at GSK since 2018. In his current role, which he started in 2018, he is responsible for the manufacturing and supply of pharmaceutical products (with a focus on R&D and innovation) with a total head count of 18,000

employees. Besides that, at the corporate level, he is leading the company's Quality and Environment, Health, Safety & Sustainability initiatives programmes, which are overseen by GSK's Corporate Responsibility Committee. Regis is also a member of the board for Viiv Healthcare, which is a joint venture between GSK and Pfizer launched in 2009. Regis achieved the 6th position this year thanks to his scope of responsibility – which put him in the top 4 out of the 88 candidates in the 2nd quadrant – and to his visibility. Financially, GSK was ranked as the #1 company for its positive results in 2018, achieving an increase of +2.1% revenue, +34.2 EBIT and +61% ROCE growth compared to 2017.



Marc Gross has been working for Heineken for the past 14.5 years. He initially joined the company in 1995 as a Plant Manager in Greece. Since 2005 he has been the Chief Supply Chain Officer and a member of the Executive Committee at Heineken. Marc's score put him in 1st place in the 2nd quadrant for having the most senior and executive responsibility, and in 8th place in the 4th quadrant for being well recognized by industry peers. In our 2018 Top 28 ranking, he was ranked in 3rd place. The slight drop is due to better financial performance by other candidates combined with more personal visibility and peer votes. Financially, Heineken achieved an increase of +3.7% revenue growth in 2018 compared to 2017.



Sami Naffakh has risen by two positions from 10th place in our 2018 Top 28 ranking to 8th place in 2019. Since 2018, Sami has been COO and a member of the Executive Management Team of Arla Foods, which operates in over 120 countries and is the world's largest producer of organic dairy products. In his current role, he is responsible for distribution, logistics, manufacturing, procurement, quality, food safety and sustainability, leading a team of 13,000 employees running 70 dairies and 120 distribution centres located across 5 continents. His focus is on the three-year supply chain transformation programme for Arla Foods, including digitalization, automation and optimization, totalling €1.5 billion in investments. Financially, due to the investments and the ongoing supply chain transformation, Arla Foods achieved an increase of +0.8% revenue, +4.9% EBIT and +5% ROCE growth in 2018 compared to 2017.



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THOMAS PANZER

Senior Vice President - Head Supply Chain Management, Bayer AG

Thomas Panzer has likewise moved up two positions, advancing from 11th place last year to the 9th position in our 2019 Top 28 ranking. He joined Bayer in 2006. Since then he has held several executive positions, including VP Global Supply Chain (4 years) and Head of Supply Chain Management (5.5 years).

He started in his current role in 2016 and he is based in Berlin. His responsibilities include Bayer's global end-to-end supply chain network, with core activities such as logistics and planning, including inventory, S&OP/IBP and risk management. He heads up the pharmaceuticals division supplying the global, regional and local organizations, and managing

product launches for Bayer's three technological areas: small molecules, large molecules and medical devices. The therapeutic areas cover cardiology, ophthalmology, hematology, neurology, oncology, and radiology. Financially, Bayer achieved an increase of +13% revenue and +12% ROCE growth in 2018 compared to 2017.



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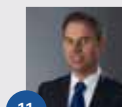
FRANCESCA GAMBONI

Senior Vice President - Supply Chain, Groupe PSA

Francesca Gamboni is another new entrant in our Top 28 list in 2019. She has been in her current role since 2016. Her responsibility covers Groupe PSA's entire end-to-end global supply chain management, including activities such as product planning, parts procurement, production planning, model launches, order

management, logistics and distribution management, and also covering the new brands Opel/Vauxhall. Additionally, her focus is on S&OP for the medium-term horizon and on global value optimization for Groupe PSA. In terms of financial performance, Groupe PSA was ranked in the top 8 in the 1st quadrant, as one of the firms with the highest return. In 2018, the company achieved an increase of +18.9% revenue, +43% EBIT and +27% ROCE growth compared to 2017.

TOP 11-28



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JÜRGEN BRAUN-STETTER
Senior VP Supply Chain Management Automotive, Continental



20

RALF BUSCHE
Head of Supply Chain management, BASF



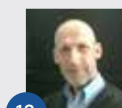
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FRANK BAUR
Vice President Supply Chain EMEA, Parker Hannifin



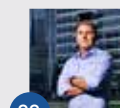
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ROBERT CANEVARI
EVP Supply Chain Europe, Unilever



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JOHAN GEUENS
Vice President Operations EMEA, Nike



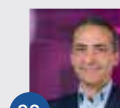
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GUSTAVO BURGER
SVP Operations - EMEA, APAC & LATAM, Kraft Heinz



14

VINEET KHANNA
Senior VP Supply Chain, Nestlé



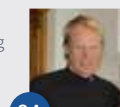
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FARES SAYEGH
VP - Supply Chain Europe, Procter & Gamble



15

PHILIP HODGES
EVP Group Supply Chain, Carlsberg



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ULF HARRING
Chief Operating Officer & member EMEA Board, Bridgestone



16

SIKKO ZOER
VP Customer Care & Supply Chain EMEA, Medtronic



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FRANK BERG RASMUSSEN
VP Global Supply Chain, Coloplast



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HARALD EMBERGER
CSCO, Head of Supply Chain, Beiersdorf



26

TARIQ FAROOQ
SVP Global Supply Chain, Sanofi



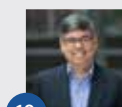
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PETER KOSSLER
Board Member Audi AG Production & Logistics, Audi



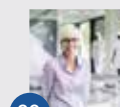
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DAVID PRINSELAAR
Chief Supply Chain Officer, AkzoNobel



19

INDER KHOSLA
Regional VP Consumer Supply Chain EMEA, Johnson & Johnson



28

ALEXANDRA MORTON
VP Supply Chain Management Western Europe, Adidas

CARSTEN RASMUSSEN, COO OF THE LEGO GROUP

“You cannot make decisions in isolation anymore; the business is too complex for it”

Tough but fair, caring and open are words Carsten Rasmussen uses to describe his management style. The COO of the LEGO Group, headquartered in Billund, was recently named the most influential supply chain-leader in Denmark for 2019 by Supply Chain Management. It's an achievement, arrived at through his cross disciplinary experience, a passion for the job and his ability to build complete trust in his close knit team. He encourages them to take risks and celebrate both the successes and the failures. In an environment that “offers the chance of constant discovery and the possibility to create something new every time” you'd imagine it's always fun. However, there are also challenges to be addressed. Adjusting to the LEGO mission of using sustainable materials in all core products and packaging by 2030 and the rise in personalised, direct-to-consumer sales brings many challenges and opportunities. “You need to be broad in your thinking, in your interests, and with your colleagues,” says Rasmussen.



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The iconic LEGO building brick has been around for 60 years and, according to the manufacturers will be around for at least another 60 years. Even the plethora of (digital) competition is unlikely to squash the LEGO play system that has been enjoyed by generations of children. “You can’t underestimate the value of physical play and the ability to construct to enhance creativity, learning and resilience and give a child life skills,” says Carsten Rasmussen. But changing attitudes to plastics and the company's desire to do good means it is having to look at new raw materials for its bricks. This drive towards a circular economy and the additional pressure of e-commerce and personalisation is calling for new supply chain models for the private, family-owned company.

How did you get to this position?

“I didn’t do it through my formal education! When I was in early 20s I had no firm goals but I have always wanted to learn, improve and broaden my experiences. After school I spent three years as a ski instructor, much to the frustration of my parents. However, in that period I matured a lot as I had to make decisions on the spot, solve problems and communicate with many different people. It was a very small company and I also started importing ski equipment which taught me about sales and administration. I then moved on to sales for a chocolate company and my key accounts were top supermarket chains. It was then that I decided that if I wanted to work for a big company I should get a degree. So, at 27, I

joined night school and took a master’s degree in logistics. Half way through I joined the LEGO Group and after just three months as a buyer they sent me to the US for a three-week assignment. However, it was 16 years later that I returned to Denmark. Although the degree enabled me to get the job I don’t feel that made me the functional person I am today. This job is due to experience, personal development and achievements along the way.”

Did you always aspire to being a COO or another executive leader?

“Of course I had a dream and I thought the COO would be such a cool job although I didn’t assume that would actually

ABOUT CARSTEN RASMUSSEN

Carsten Rasmussen (47) lives in Aarhus, Denmark, with his wife Annie and their three daughters.

Education

1998 – 2002: Handelshøjskolen i Århus, Master's Degree Logistics

Career at LEGO Group

April 2017 – present: Chief Operating Officer, LEGO Group, Billund, Denmark

Jan 2016 – Apr 2017: Senior Vice President Organisation Capability Building, London

Jan 2014 – Dec 2015: Senior Vice President Shopper Marketing & Channel Development, London

Jan 2012 – Dec 2013: Senior Vice President EU packing, Kladno, Czech Republic

Jan 2011 – Jan 2012: Vice President LEGO Production, Kladno

May 2009 – Jan 2011: General Manager (Senior Director), Kladno

Jun 2006 – May 2009: General Manager (Senior Director), Hong Kong

Nov 2004 – Jun 2006: Purchasing Director, Enfield, Connecticut, USA

Feb 2002 – Oct 2004: Purchasing Manager, Enfield, USA

Feb 2001 – Feb 2002: Buyer, Billund

Other

Aug 1997 – Feb 2002: Sales, Scan Choco A/S

happen. I love working with end-to-end implications where everything is knitted together; nothing is in isolation. Supply chain is all about connectivity and making a plan that supports all areas of the business and the trade-offs that go with it. Operations is in my heart. I love that daily feeling that you've delivered something, the sense of urgency if something is down and the immediate visible impact on our customers. We have to solve the complexity which is also the inspiration."

You've been with the LEGO Group for 18 years in many different roles. Did it ever feel risky jumping from one job to the next?

"LEGO has been very good in challenging me! These career

jumps have enabled me to be where I am today. I would tell young people today that you need to dare to jump many times in your career and take personal risk if you want to be in a position like this. I was in the US for five years in procurement when the LEGO Group was in a crisis period (2003-04). At that point we started to involve customers in our decision-making and I already felt then that building an end-to-end approach was what energised me. Then after five years I was asked to go to Hong Kong and China to run the supply chain of suppliers who delivered our parts and products. I felt this would be a great step in my development – more experience and a new culture. I spent three years there and in 2009 went to Kladno in Czech Republic to run the manufacturing site. In five years it tripled in size as the LEGO Group enjoyed a fantastic growth period. It was a complete surprise when management called and asked if I would take over responsibility for shopper marketing and channel development in the UK. I felt that getting closer to the shopper in a world where everything was changing with e-commerce, omnichanneling etc, would be fantastic experience. The shift in retail had already started and I could see how the supply chain needed to adjust to the change in shopper's behaviour. Actually the management disciplines, whether in operations or sales or marketing, are the same. You use the same tool box. However, when I was invited to take on another corporate role, Organisation capability building, which involved strategic planning and change management, I felt this was a huge risk. While it added a new dimension I could have got stuck there. I discussed it with my wife and in the end decided to do it. It felt risky because it was more difficult to define my impact. By then the LEGO Group was out of the crisis but commercial momentum was stalling. Our focus switched from long-term capability building to the here and now. Making an impact was more difficult and it could have been seen

as coordinating instead of driving. You need to have this awareness and constantly adjust your focus to ensure that you do make an impact."

Do you think it's necessary for supply chain talents to have a broader, more commercial, scope?

"Absolutely. I think too many people limit their careers by not wanting to move around and get experience. Education is a good cornerstone but when you want to form your career and be a good leader you need both.

To be one of best in supply chain you need to have been close to commercial and shoppers and you need to have been on the factory floor where you immediately see the implications of any decision made by the company. You cannot make decisions in isolation anymore; the business is too complex for that."

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Why long term workforce planning isn't a bad thing...

In recent years we have had a number of discussions with our clients around the war on talent and the millennials entering the workplace. Both are relatively short-term challenges compared with what will hit us in 2030. I hear you thinking: "Ten years, that's a long way off". Indeed, it does sound far in the future but realistically it's no further away than the recent financial crisis is behind us. And the Lehman bankruptcy feels almost like yesterday, doesn't it?

So, what is the problem facing us at the end of next decade? The bottom line is a significant shortage of workers by 2030. To give you an idea it's forecasted that Germany will have a shortfall of around 8.4 million and the Netherlands of 1.3 million by 2030. The problem however is not limited to those countries and not even to Europe. Asia and the US will face similar problems. Africa and India will be more in balance in terms of workforce demand versus supply.

The problem is not caused by lack of people. The world's population has grown significantly. If we compare 70 years ago with 30 years ahead, 100 years in total, the global population will have grown from 2.7 billion people to 9.7 billion. It will more than triple!

So, there are enough people but the demographics have changed significantly. The median age has gone up from 29 in 1955 to 42 in 2019. It's predicted that this average will rise even further to 47.4 years in 2050. These numbers are representative of the Netherlands, but we see similar patterns in the other European countries. So we are getting older and older and at the same time we see a slowdown in

birth rate. In 1955 women had on average 3.05 children. By 2019 it had fallen to 1.72.

Although the total population is growing, the workforce, people aged between 20 and 65 years, is shrinking. If we forecast the labour demand for 2030, taking into account increased productivity and the shrinking workforce we reach the gap mentioned above.

One possible solution is the implementation of the new technologies. Work that currently requires manual labour can be automated, which will reduce the workforce requirement. This sounds great but it will increase the, already existing, skill gap further. Automation and mechanization might reduce jobs, but history has taught that this affects the blue collar labour force more than the white collar. In future, the demand for jobs will be in the white-collar segment. So, automation will not significantly reduce the problem and might even worsen the situation by increasing the skill gap.

There is not a simple solution and the situation cannot be solved by companies in isolation. Collaboration between companies, governments and countries is required. Various studies have stated that workforce planning will become more important than financial planning for the future and growth aspirations of corporate organizations. The opportunistic recruitment approach that we still see today (I have a vacancy, let's recruit someone) will not work anymore in the near future. Planning, employer branding, (re)schooling of the current workforce will become critical

elements of a successful recruitment strategy.

Another resource that currently is not fully explored is the female labour pool. In most Western European countries, participation by women in the workforce is around ten percentage points lower than their male counterparts. Luckily, we see in the Inspired-Talent pool a good inflow of female workers compared with a couple years ago. Finally, and you might not like it, but increasing the retirement age might remain on the political agenda to mitigate some of the shortages.

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About Oskar 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.



Oskar Verkamman and Mariëlle Wester at the inNOWate Event in The Netherlands



Edwin Tuyn, moderating European Supply Chain conference in Brussel



Mariëlle Wester with Carsten Rasmussen, the Chief Operating Officer of Lego Group and Denmark's most influential Supply Chain leader for 2019



Group event Inspired-Search/Careers/Talent



Oskar Verkamman, moderating European Supply Chain conference in Brussel



Inspired-Search team



Oskar Verkamman, Managing Director Inspired-Search delivering key note speak at Supply Chain conference



Edwin Tuyn, Marc Engel CSCO Unilever en Martijn Lofvers SCM.

GUSTAVO BURGER, VICE PRESIDENT OPERATIONS EMEA, KRAFT HEINZ COMPANY

“Supply chain is where the magic happens”

“Supply chain is where the magic happens,” says Gustavo Burger, VP operations for Kraft Heinz, Europe, Middle East & Africa. His passion for serving and supporting the business is no illusion and he is a true believer in people first, followed by processes and then leveraging technology in the relentless pursuit of efficiency. “We can do anything in supply chain, from thousands of bottles to a very small batch, but everything has a price tag,” says Burger. The trick is to ensure that complexity does not strangle progress and to migrate the volumetric, middle mile business into a flexible last mile solution while sustaining the core business. His team is currently creating a touchless, self-learning organisation and it’s probably the first food company to have outsourced its planning activity.

Kraft Heinz has a history going back more than 150 years. Heinz introduced its first tomato ketchup in the US in 1876 and the octagonal glass bottle was patented in 1890. By 1904 the iconic condiment was available around the globe. Kraft started as a cheese business in Chicago just a few years later. Over the decades both underwent many acquisitions and in 2013 Heinz was bought by 3G Capital. Two years later the investors bought Kraft and merged it with Heinz to create the fifth largest food and beverage company in the world with around 200 household brands. While many people would have been breathing through clenched teeth at the thought of an investment company taking over their iconic brands, Gustavo Burger says the investors simply take money from where it doesn’t work and invest it where it does work. This year it’s investing 100 million dollars in supply chain infrastructure in Europe. The vice president operations EMEA describes the culture and daily challenges facing the supply chain as it undergoes continuing transition and the success of its Ed Sheeran ‘Edchup’ campaign.

You have a marketing background. How did you get into supply chain?

“I started at a very young age in my family’s sporting goods business in Brazil. My mother didn’t have any childcare during the holidays so she took me with her to the warehouse. As I got older I helped with deliveries, which I believe is where my passion for supply chain stems from. I had a 12-month internship with Adidas in marketing before returning to the family business. I worked in several roles including marketing and commercial before moving into supply chain where really I’ve been ever since. I’m passionate about supporting the business and having some control over efficiencies.”

What are the main challenges facing your supply chain?

“From a supply chain standpoint the FMCG industry is way behind other industries such as the motor industry. The biggest challenge is how we migrate this volumetric, middle mile business into a flexible last mile solution (direct to

ABOUT GUSTAVO BURGER

Gustavo Burger (39) was born in Belo Horizonte (Brazil) and currently lives in The Hague with his wife (Annya Burger) and 2 children, (Victoria and Isabela).

Education

2011-2013: Massachusetts institute of Technology, USA

1998- 2003: Trevisan Escola de Negócios, São Paulo, Brazil

Career

Sept 2018 – present: Vice President Operations - Europe, Middle East & Africa, Kraft Heinz Company, Amsterdam, the Netherlands

March 2016 – Oct 2018:

Vice President Global Manufacturing & Logistics, Kraft Heinz Company, Amsterdam the Netherlands

July 2013 – Feb 2016:

Vice President Operations, BRF, São Paulo, São Paulo, Brazil

April 2011 – June 2013:

Global Procurement Director, Anheuser Busch InBev, Belgium

May 2007 – April 2011:

Head of Logistics Western Europe, Anheuser Busch InBev, Belgium

July 2005 – May 2007: Customer Service & Project Manager, Anheuser Busch InBev, Prague

Jan 2000 – June 2001: Marketing specialist, Adidas, Portland, Oregon

consumer). We are very good at fulfilling trucks but we need to develop more effective and efficient capabilities on delivering one case of product or one bottle of ketchup. We are asking ourselves, how should we make the transition and more importantly where do we want to be? We need to bring flexibility into our complex network to create solutions for the future. But, we need to sustain the core because that it what sustains this business we can't lose our strength. It will be a staggered approach and it will never be a 100% transition to one single business model. The challenge is how to develop a platform for them to co-exist while being so different to each other."

How are you approaching this challenge?

"We have already started on our planning area and the aim is to create a fully automated touchless organisation.

It has been a bold but simple approach. The strategy is built on three pillars: people, process and technology. We first made sure we had the right people in the right place with the right process for them to work: We knew it would be wrong to start with technology because our process was broken we had to fix that first before leveraging on artificial intelligence, machine learning, etc. The result is that we believe we are the first food company that has outsourced its planning activity. This is the engine that connects the entire supply chain. It was a risk but it is running very well in Europe. All 13 factories including our Kitt Green factory in Wigan, UK, the largest food factory in Europe, are planned out of India. We are now implementing S&OP and network planning, and implementing scheduling all down line. Now that we have the people and process in place we are starting to incorporate technology – robotics, artificial intelligence, machine learning – into the back of planning in a controlled way. Eventually, from the moment that we have an input, everything will flow automatically in a touchless organisation that is self-learning. Then we'll move downstream onto automation and flexibility within manufacturing and coordinate this with planning."

How do you achieve forecast accuracy, especially when planners are in India?

"In my experience the words forecast and accuracy are never compatible! If it's a forecast it can't be accurate. We believe in forecast collaboration using three streams – granularity, horizon and the ownership. Regarding granularity: for some categories and products we don't need a forecast at SKU level. We have 4000 SKUs but we don't forecast them all the same way. We put effort where it matters and use statistics where it makes sense. With respect to horizon, sales own

the short term forecast while marketing or trade own the long term forecast. And thirdly ownership: During S&OP feed back loops, collaboration cycles, etc, we work with just one number, one single source of truth so input is done by the person who has ownership of the figure at that point. We've defined these rules up front so there isn't too much discussion. The machine runs the model and tells us the baseline. All the collaboration is to define uplifts and events that can impact the volume."

What is your main concern in day-to-day operations?

"The relentless pursuit of efficiency - which is very different to cost cutting. We are an efficiency driven KPI organisation and we have to understand the real time operating efficiency: For example, in manufacturing we need to know what is happening now – not yesterday – so that the next shift can already make corrections. We are in the process of implementing technology to help raise our efficiency to a new level. Even though we can create shorter lead times and faster change over times we are heavily dependent on food safety regulations. Sanitation is a big part of our business but here too we can use technology to clean and sanitise the lines in a faster way."

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Supply Chain Management needs representation in the Supervisory Board

Over the last few years the role and responsibilities of a supervisory board, whether it is a one- or two-tier board, has changed rapidly. This in itself is not a surprise as business too has changed.

In principle, the duties of the supervisory board are focused on supervising, giving advice, approving decisions and exercising the position of the employer. These tasks have not changed much in principle, but the complexity of these tasks has increased considerably.

For many years the supervisory boards were recruited from a limited pool of people. These people were mostly from the same network and often had a similar background, experience and education. This so-called 'old boys network' led to a limited diversity within the supervisory board and limited input of knowledge and experience. It, most likely, was a workable situation at that time.

This situation has gradually changed. Since the 1980s, the financial system has grown rapidly and the position of the shareholder has become stronger and more international. The increasing activities and influence of private equity have become more visible. Some of the effects include focus on core activities, the sale of non-core activities and an increase in merger & acquisitions. The result has been a need for more financial control. This changed the role of the supervisory board to one having much more financial focus with additional expertise brought in from accountants and

lawyers who specialize in mergers & acquisitions. Perhaps nowadays the role of these experts who support the supervisory board has become too dominant.

Over the last decade the digitalisation of the world with rapidly developing platform organisations, disrupting technologies, AI, machine learning, but also cybercrime, Internet security and privacy laws have added another dimension. As an employer, the supervisory board increasingly needs to appoint a Chief Digital Officer to add the right and necessary digital expertise to ensure the current and future success of the organization.

Culture and conduct too are factors confronting the board of directors. Recent discussions about integrity, 'me-too' and (gender) diversity have increased the need for more professionalization of the board. Changes in culture and conduct start at the top; that means the supervisory board and the appointed executive board.

The renewed focus on finance and the additional focus on digitalisation, culture and conduct are excellent steps forward and add value to the supervisory board. But, there is still room for improvement. Over the last few decades supply chain management from the perspective of the SCOR-Model (Plan – Source – Make – Deliver) has become increasingly important in the value creation of organizations. Globalization and increasing demand for customer service are making supply chain management a key player in the executive board. Subjects such as integrated business

planning, e-commerce and omni channel operations, more integration with suppliers and customers, an increase in individualization, complex last mile delivery, industry 4.0, the use of machine learning in demand sensing but also environmental footprint and avoidance on modern slavery in the supply chain are more and more on the executive board's agenda .

As the supervisory board is required to supervise, advise, approve decision and employ the right executive board member it is clear that expertise in supply chain management will more and more become an additional, essential requirement of it.

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In 2019 Edwin Tuyn completed the Supervisory Board course and a specialized course for the Remuneration & Appointment Committee at Nyenrode Business University. He is available for questions and support regarding the Supervisory, Advisory & Executive Board.

Overview propositions

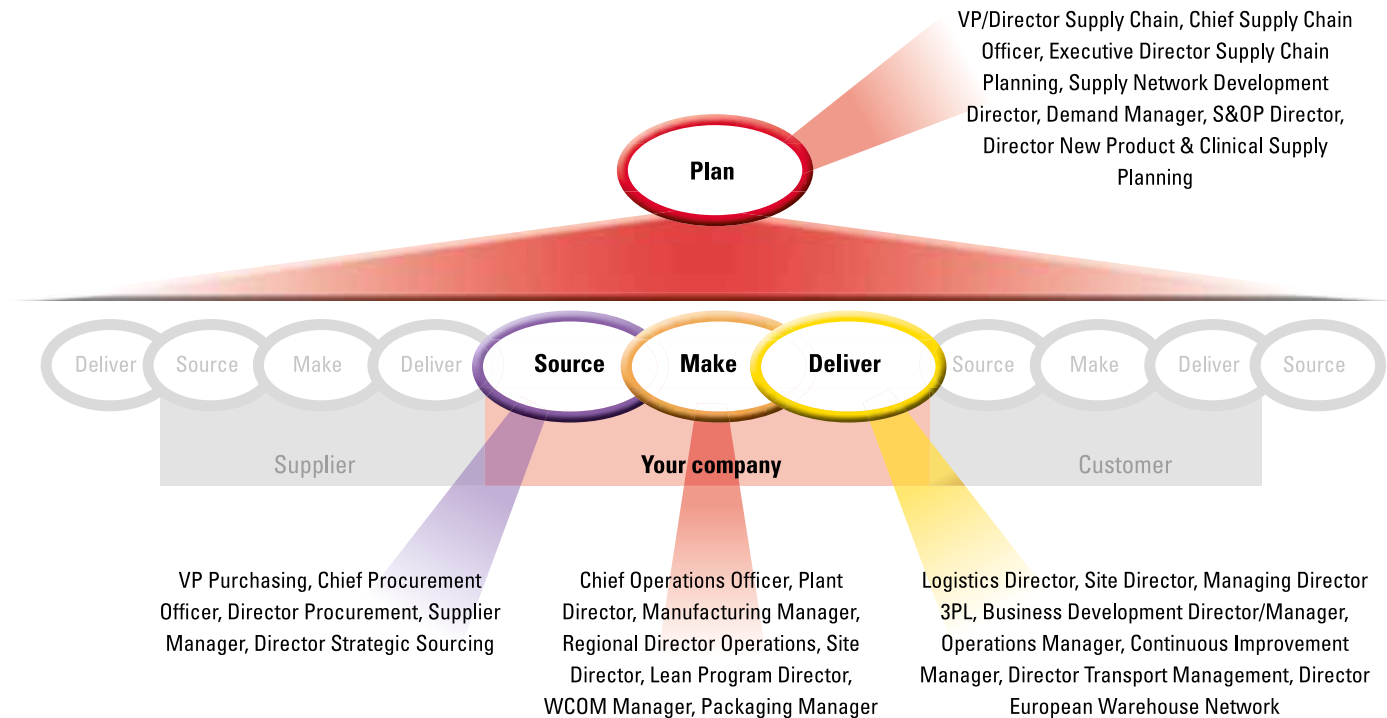
Inspired-Group is active with various labels based on geographical scope and seniority level of the position.

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, in the foreground, is wearing a black suit and has his arms around the woman. The woman, slightly behind him, is also in a black suit and is wearing a black fedora hat. They are standing on a grey stone step in front of a vibrant red wall and a dark, ornate wooden door. The scene is lit with bright, natural light, creating strong shadows. The overall mood is one of passion and elegance.

**Professionals
require passion**