



# INSPIRED-SEARCH

logistics and supply chain executives

Executive Search | Interim Management

- ▶ Top 28 Supply Chain Executives
- ▶ Executive Interviews with:  
**Eline Oudenbroek**, Interface  
**David Boulanger**, Arla Foods  
**Alexander Baubert**, Signify  
**Mark Nicolai**, Danone
- ▶ Interview: Inspire yourself and others to make a difference
- ▶ Column: Think before it happens
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# Inspire yourself and others to make a difference

To be inspired might seem like pot luck. Sometimes an idea springs to mind, at other times it remains elusive. We all have moments when the answer to the problem is in our finger tips but it doesn't magic its way out. Sleep on it and very soon it's crystal clear. It's like an internal spark that triggers our inquisitiveness and unlocks creativity. It's part of what makes us human.

And it brings reward. People who are inspired tend to be more motivated, confident, happy, fulfilled. Put in business terms this usually means people stick around which can be measured in terms of workforce turnover. So how can leaders seek inspiration and subsequently inspire those around them? This ability is one of the soft skills which is increasingly being recognized as an important character in today's leaders.

In the past a lot of corporate business was driven by motivation in the form of P&Ls, share value, bonuses etc. "We tend to praise companies that are primarily financially successfully but we see this changing," says Oskar Verkamman, of specialist executive search firm, Inspired-Search. "Fifteen years ago people wanted to work for typical silicon valley companies but now they question the reason for the continual renewal of products, the waste involved, the CO2 footprint and inclusivity of the organisation. Until recently it was politically correct to ask a company about its environmental and ethnical standpoint. Now, more and more of the younger generations actually take this into their decision-making and are prepared to take less money if they can contribute within an inspiring workplace." As a result, leadership appears to be changing. Leaders are

becoming increasingly responsible for people's well-being, the environment and a sustainable society. This can be tricky for leaders who are accountable to shareholders who still demand double digit growth. However, being able to inspire the younger talents by working towards a better world, puts you in a better position to recruit and retain staff. The carrot or stick - bonus or you're fired - policy will no longer work.

## Engagement

Leaders need to be aware of this and engage with their people otherwise these talents will go elsewhere, says business partner, Edwin Tuyn. If people are engaged there is more chance that they will be inspired and fulfilled in their work, he says. "I've noticed that the most inspirational leaders engage

naturally with people. It requires good self-knowledge and in particular they are authentic," he says. These leaders recognize the little things that make someone feel valuable. Those that do this well tend, for example, to praise postings on social media, celebrate success and give team members exposure. We often don't realise that just mentioning a name and saying thank you is extremely important to people and it's easy for leaders to do, although it does require continuous commitment."

A good indicator of how much people are inspired and engaged by their leader is the rate of staff turnover. "We often notice that people change jobs when their leader moves away. Sometimes they follow this person to another company or move away completely while others progress in the same company. These talents have already learned to engage with





each other and inspire others and often remain connected to the first and second layers below them," says Edwin.

### **Open-minded**

So how do you keep mentally stimulated? The feeling of enthusiasm which comes when you're inspired is often perceived as being spontaneous but it can be encouraged, believes Oskar. "Keeping your mind agile and open to new insights is something that you can work on," he says. With that in mind, at the beginning of

2022 Oskar and Edwin embarked on a series of landscape photography workshops with top Dutch photographer, Bas Meelker. Photography had been a hobby for them both and the workshops were a way to process new information and literally look at the scene from a different angle.

"Bas taught us to look at a situation from a completely different perspective. With his passion and enthusiasm, we noticed new things. I saw the landscape in one setting and Oskar in another. Immediately we had a much broader view. "Often we're overwhelmed by the daily business as we deal with a rapid succession of new challenges. If you're running on auto-pilot then the best solutions are often not visible. You need to force yourself to look at the same situation from a different perspective. When you are open-minded and receptive to another opinion it brings new insights and ideas which keep you inspired," says Edwin.

Oskar agrees. "When I'm inspired I want to explore more, whether it be new technologies or new ideas. I was comfortable with the technical part of photography but less with the creative part. Nevertheless, Bas taught me to look at the environment and the composition of the subject from different angles before taking the shot. Usually I'm quite sceptical about change but the passion shown by Bas made me more receptive and it became much more fun. I've also realized that as I've progressed through my career I'm much more inspired by meaningful activities and purposes, including how the young talents focus on their own beliefs, rather than on the amount they are paid."

"It was also really rewarding to spend a few hours at a location with a colleague and not talk about the day-to-day business," says Edwin. "It really puts you in a different mind-set and refreshes your thoughts. Without inspiration it's difficult to stay motivated over the long term."

Doing other activities with your colleagues can also give other members in a team the opportunity to shine. It's an opportunity to see their hidden talents.

### **Story-telling**

"The workshop also made me question how other people view my photographs," says Edwin. "I might be really pleased with my photo but do other people appreciate it in the same way." We often see in supply chain that people have a clear picture of what they want to do and how, but they still need to explain it to the CEO and the rest of their team. They need to tell an inspiring story to get the rest on board: You may have a brilliant idea but if you can't get it across then a sustainable business case could be lost.

"I think this 'story-telling' is under-estimated but it's a very powerful tool. It allows people to visualise what is to happen. For some this story-telling comes more naturally but you can learn how to bring across the highlights and avoid the pitfalls. Just like you can be inspired to take better photos you can learn to get your message across with a passion that inspires others."

### **Create distance**

While Oskar and Edwin took inspiration from photography it could have come from any activity outside the business, such as rock-climbing, acting, dancing, painting, cycling or another sport; anything which encourages you look at a challenge from alternative perspectives. A lot of senior executives do charity work to get insights into different people and aspects of life. "It's about creating distance from the day-day work and processing new information about unrelated topics. If you can force yourself to get a different view of the same situation you'd be surprised how rewarding it is," says Edwin.

**ELINE OUDENBROEK, VP OPERATIONS EMEA AT INTERFACE**

# “Our supply chain is almost completely circular and bio-based”

In 1994, the founder of Interface, a manufacturer of carpet, rubber and vinyl tiles, launched ‘Mission Zero’ and set himself the goal of eliminating the company’s negative impact on the planet by 2020. He succeeded, which meant it’s time for a new initiative: Climate Take Back, aimed at helping to reverse global warming. One of its pillars is to use CO2 as a resource and raw material rather than viewing it as an enemy. This has huge implications for products, and thus for the total supply chain. How is Eline Oudenbroek, VP of Operations, leading the organization through all these changes?

Interview by Martijn Lofvers and Edwin Tuyn (Inspired-Search), edited by Mirjam Hulsebos

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E Oudenbroek is a qualified chemical technologist. She is used to being a woman in a man’s world and has never automatically followed the well-trodden paths. She started her career as head of the business management department at can manufacturer T&D. When the euro was introduced and all European mints – which had previously made their own products – had to switch to more or less the same product simultaneously, she was operations manager at De Nederlandse Munt (the Dutch mint). Besides the technical side, she was also responsible for the associated change management. When she subsequently had children, she worked in interim positions for a while. “Although maternity leave is scheduled leave, most companies still find it incredibly difficult to hire women for operations positions when they are of child-bearing age,” she says. “It’s very strange. After all, men can get sick, and that is unscheduled. Additionally, employers seem to be afraid that once women become mothers, they will be more focused on their children than on their work. They apparently have no such concerns about fathers.” It is precisely because of this that she is now, at Interface,

making it easy for both mothers and fathers to achieve the right work-life balance and is creating an appealing environment for employees of all ages and from different backgrounds and cultures. She sees it as an opportunity to fish people out of the talent pool even if they don’t tick all the traditional boxes. “It’s about making the best use of people’s capabilities. As an employer, you should focus on what someone can do rather than what they can’t.” After her interim roles, she worked at several SME companies – often organizations that were being restructured after an investor had stepped in. She has also held positions on supervisory boards, which she describes as “a great way to have a different kind of influence over a company”.

## What does your role as VP Operations EMEA entail?

“I am responsible for operations and the supply chain. That stretches from R&D and procurement to production and logistics. We have two plants for carpet tiles in EMEA: one in Scherpenzeel in the Netherlands and the other in Northern

Ireland. It goes without saying that our Climate Take Back mission has a huge impact on the supply chain: on R&D, on sourcing, on our production methods and on logistics. It’s terrific to be leading that and we’re making huge strides.”

## Can you tell us more about your current programme, Climate Take Back?

“Our current mission is to be a carbon-negative – or, in other words, climate-positive – company by 2040. The mission is based on four pillars: live zero, lead the industrial re-revolution, love carbon (see it as a raw material), and let nature cool (start initiatives aimed at reversing global warming). To make this tangible, we have attached measurable goals to these pillars. The supply chain implications are huge. As one example, we use yarns produced from old fishing nets that are reclaimed from the sea. The production method was developed ten years ago by our yarn supplier because we wanted yarn with recycled content. After several steps, some yarn even has 100%-recycled content and it is now being used in the clothing industry in addition to the carpet industry. This shows that asking your supply chain partners questions that encourage sustainability can trigger big waves of change. It’s no coincidence that our motto is ‘Lead the industry to love the world’. The coating we use to fix the yarns is made almost entirely of recycled material. We’re not 100% there yet, but we are well on our way. We ask suppliers to actively help us with this. Last year we made great progress when we replaced the carpet backing, which was made from bitumen (a petroleum product), with a biocomposite backing. We now use biobased material in addition to recycled material.

## Which supply chain projects are still on your list?

“One topic that is still in the very early stages is the development of the return flows for our carpet tiles, for which we have now set up a project team. It’s a complex



issue. On the one hand, the return logistics themselves are pretty complicated because all the processes are unlike the ones we're used to. Then there's the technology: can we effectively disassemble a returned product and reuse the raw materials? Re-use or repurpose is higher on the 'R-ladder of Circularity' than recycling, which is why re-use or repurpose is always our first preference. Otherwise, we look at the highest-quality options for recycling. Which products can we keep as a product and find a new destination for? We do that together with a partner network we are building. In the Benelux region, for example, we are working with Sparo. And if we have to recycle, how can we turn it into a high-quality product? We're managing to separate the returnable carpet tiles and our own production waste into reusable raw materials, which is already insanely complex. Next, we also have to get the logistics processes right.

**So many changes in such a short time must demand a lot from your leadership skills. How do you give people direction in such turbulent times?**

"It is especially important to ensure that everyone is on

board, because if you don't all share the same goal people will perform sub-optimally. That requires you to connect with employees – especially during the pandemic, which had a lot of impact... albeit in different ways on different people. Office workers who were required to work from home sometimes had to combine that with homeschooling several of their children, whereas production workers still had to come into work of course. While some people got lonely because they never saw anyone outside of online meetings, others were struggling to keep all the balls in the air. And while some weren't so worried about their health, others were terrified of getting infected, whether because they were informal caregivers or because they themselves were in a high-risk group. If you understand a person's motivations and fears, then you can respond accordingly. This means you have to connect with people in order to get them to open up and share their problems – including work-related ones. You can then enter into 'meaningful conflicts', such as when something isn't going well somewhere but it's not yet clear why. It's important that you're not afraid to acknowledge the problem either. If everyone feels safe, no one has to beat around the bush. This allows people to make mistakes and

learn from them, or to admit that they need help. In my view, leadership is about creating an environment and a culture where that is possible. The great thing is that if you have such a culture, you can place responsibilities very low down in the organization – which also means that you as a leader have less work on your plate. Leadership is also about setting priorities, because the labour market is tight and you can't keep asking people to go the extra mile for months on end. You have to dare to make choices: what to tackle and what to ignore? Fortunately, I can rely on my team in this respect. Most of them have been working here for at least five or ten years, so they have much more knowledge and experience in most areas than I've gained over the past two years at this company. That is definitely the strength of our supply chain team."

**You are making great strides, both with the company and in your own development. What are your dreams for the future?**

"Actually, I am living my dream! I can see myself staying with this company for the foreseeable future. It is incredibly inspiring to be part of the ripple effect we are creating. We're inspiring customers, suppliers and other supply chain partners to work together to innovate and make the world more sustainable. Not only the R&D aspect is a huge and exciting challenge, but also our CO2 emission reduction goals: how can we, together with our suppliers, reduce our emissions by at least half by 2030? That's still largely unexplored territory, and it's great to be at the forefront of this. Sustainability is on everyone's agenda nowadays, but for Interface it has been one of our priorities for more than 25 years. Our focus on continuous improvement enables us to keep taking the extra step. And I don't have to do that alone and drag the rest along with me; instead, everyone around me is looking for new ways in which we can become more sustainable. That's really great."



Dokkum, The Netherlands, 2012. A beautiful summer day comes to an end. As a peace-seeking landscape photographer, I often tend to seek the emptiness. Away from everyone, away from the crowds. But landscape photography has since taught me that true 'tranquility' is mostly within myself. It has taught me to slow down my own pace. And it has taught me that I can also create that same calm in cities and villages. Perhaps especially in this kind of environment, where the world quickly rushes past me. Walking, cycling or in the car. And amid all this activity, I come to a halt. The light from the mill goes on, the last light in the sky slowly fades out. Clouds pass by, and my world gets smaller and smaller.





PHOTO'S BY:



**BAS MEELKER**

Dutch landscape photographer

Bas Meelker is a well-known Dutch landscape photographer. He created a collection of his most beautiful photos in the coffee-table book "Verstillig". For Bas, being in nature is a moment of mindfulness, of leaving worries behind, of being in the now. The book is on sale under ISBN: 9789493198180 [www.basmeelker.nl](http://www.basmeelker.nl)

I have photographed this beautiful natural phenomenon many times before and it continues to hold a huge attraction for me. This morning, I actually set off unprepared. While I have an idea of which places I want to visit, I don't have an exact plan or specific photo in mind. That is also tricky in situations like this. I don't know what I will find and the only good approach seems to me to just set off. And so I drive early, well before sunrise, towards the Frisian IJsselmeer coast. When I arrive, I see it immediately: this is a hit. The spectacle has begun and I can hear the sound of ice blocks sliding and scraping over each other. What I find is a coastline full of metre-high piles of cresting ice.

DAVID BOULANGER, EVP & CSCO AT ARLA FOODS

## “as a cooperative we can make bold moves much faster”

David Boulanger joined European dairy cooperative Arla Foods in the middle of the COVID-19 pandemic. Just when COVID-19 appeared to be behind us, war broke out in Ukraine. And prior to that there were Brexit negotiations. The lurch from one crisis to another appears to be the new norm and supply chain executives now have to deal with the continuum of unknowns. “Managing a stable supply chain as part of a continuous improvement process is a thing of the past,” says the executive vice President & CSCo of the dairy cooperative. “Today, more than ever, we need to continuously rethink our operating models, adjust very quickly and make bold strategic moves to strengthen the resilience and the sustainability of our value chain,” says Boulanger.

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

Arla Foods is owned by approximately 8,900 farmers in seven European countries who supply around 14 million litres of milk per day for Arla’s well-known brands including Lurpak and Castello. Its vision is to “Create the future of dairy to bring health and inspiration to the world, naturally.” Boulanger says he was fortunate to join Arla Foods in 2020. Having successfully navigated through the peak COVID-19 period, the company was in a strong position and was on the verge of defining its new five-year business strategy: Future26. “Joining when I did provided a great opportunity to fully review the business and build a new supply chain strategy addressing Arla’s strategic agenda.” The current uncertainty and volatility in the world is not derailing Arla’s long-term supply chain transformation agenda. Over the next five years, as part of its Future26 strategy, it will increase its investments by more than 40% to 4+ billion EUR to focus on sustainability, digitalization, new production technologies and product development. “Worldwide demand

for dairy is expected to grow in the years to come, providing healthy nutrition to a growing global population, but it is not without its challenges, in particular dairy production’s impact on the environment,” says Boulanger. This is an area in which Arla believes passionately it can contribute to the solution and create a sustainable future for dairy including climate net zero by 2050. “Arla’s farmer owners are already amongst the most climate-efficient in the world and we have committed significant investments to support them in their sustainability journey and to decarbonize the entire value chain.” In this increasingly volatile world, not only does the supply chain have to be highly agile and resilient, so do the people working within it. “In these times of uncertainty and anxiety, caring for my people is my number one priority,” says Boulanger. “It is absolutely essential because if they are not physically and mentally fit, they will not be able to deliver.” We talk to David Boulanger about how disruption has catalysed and accelerated the transformation of Arla’s value chains.



### What attracted to you to supply chain management?

“I studied general engineering at Ecole Civil des Mines de Paris and had absolutely no plan to work in the food industry or in supply chain. However, after graduating, I completely by chance met some leaders working for Mars and was intrigued by their advanced thoughts on supply chain. They offered me three missions to complete within two years which, if successful, would lead to a managerial position. The job also paid well so I had little to lose. I’ve been in the food industry ever since. I started as a factory planner and moved around several positions and countries for Mars for 10 years. Its supply chain was very advanced and it was definitely a company where I learnt a lot. When the two Mars brother-owners retired and as the culture of the company began to significantly change, I decided to leave and joined Danone’s Biscuits division taking positions in different functions within supply chain and manufacturing. In 2007, Danone took the strategic decision to sell the activity to

Kraft/Mondelez, so I joined this company but shortly afterwards, returned to Danone, this time in the Netherlands running the supply chain for its recently acquired Nutricia Medical nutrition business. I was later appointed Head of global supply chain for the total Specialised Nutrition business, my last position in Danone. "It was in the middle of the COVID-19 pandemic that Arla invited me to come and run its entire supply chain. Although it was a very hectic period to move to a new company, I decided to do it. I was attracted by Arla, its fantastic products, its people, its values and culture."

### **You took up in this position in the middle of the pandemic. Running the business at that moment must have been a baptism of fire?**

"I was very fortunate because Arla was in a strong position both growing and delivering significant efficiency improvements thanks to the transformation program – Calcium, which started in 2016. In addition, the organization demonstrated its agility, navigating through the COVID-19 pandemic very efficiently, adapting very quickly to the new market reality and shifting channels to meet demand. New digital ways of working were also being adopted which facilitated the speed of decision making. Arla's supply chain clearly demonstrated superior resilience and agility during those times, enabling the business to outperform our peers. I was also privileged to inherit a very strong team and join an experienced and professional executive team. So, although we were going through an unprecedented period, I could rely on the organization allowing myself to focus on my primary objective: learn about the business as quickly as possible. The other good thing about crisis times is that they align the organization on very simple and straightforward objectives and greatly accelerate collaboration. So, although I was spending the majority of my time "online" behind a screen, I probably met more people in my first 100 days than if I had joined in normal times. That was actually very beneficial. For

Arla, 2020 marked the end of our five-year strategic business cycle. So, as an executive committee, we were also on the verge of defining our new five-year business strategy. For me this was a fantastic opportunity because within the first six months of joining we were fully reviewing all parts of our business and defining our direction for the next five years. At the end of October we began to cascade our new strategy - Future 26 - across the organization."

### **As a cooperative, you are owned by your suppliers. Does that make it easier or more difficult to create a new business strategy and achieve your sustainability goals?**

"Without a doubt, I see it as an opportunity. In Arla we all – farmer-owners and employees – work together to develop economically viable and sustainable consumer propositions. We all benefit. Sustainability is of course a challenge in dairy but we believe it is our biggest opportunity. The entire cooperative is committed and we believe we can make it happen faster than anyone else because we own the whole value chain and have a governance, engaging our farmer-owners in everything we do. I have worked in private-listed food companies and, in my experience, the major sustainability challenge sits in the upstream. Our set-up is very different, we are not short-term driven and can take bold moves involving our entire value chain much faster. If one dairy company can build a true carbon neutral dairy industry, I believe it is Arla."

### **You are responsible for the end-to-end supply chain - planning, procurement, manufacturing, logistics and quality - from the farmer to the customer. What are your main challenges in these turbulent times?**

"We are living in a very volatile world. As I said, COVID-19, Brexit and now Ukraine require extensive agility and that is a

challenge in itself. Developing agility, having quick decision-making processes, empowering our front-line employees as much as possible is something we definitely need to nurture. However, the intensive focus on short-term business continuity should not offset our long-term challenges and goals. Our first goal is, overarchingly, to deliver our sustainability commitments. We aspire to lead sustainability within the dairy industry. While we have already come a long way, a lot still needs to be done to reach our carbon net zero goal by 2050 and the 1.5 degree commitment by 2030. The latter requires a total reduction in carbon emissions in our supply chain by 63% by 2030 vs 2015. We are half-way in and have already delivered 25%; there is still close to 40% to go. The current Ukraine situation and fuel/gas inflation have highlighted the need to be less dependent on fossil energy so we are accelerating our energy reduction work and our transition to green energy, for example solar, wind, biomass and heat pumps. Our second goal is to further develop our supply chain set-up to deliver our growth ambition and strengthen our resilience. We have plans to invest further in capacities to match our demand plans. At the same time, we believe uncertainty and volatility will not disappear in the future. Therefore, we will review our sourcing, manufacturing and logistics networks in our different geographies. Our third goal is to drive our supply chain digital transformation which has been accelerated by COVID-19. We are convinced that digitalization is the enabler for increased flexibility and efficiency in the future. Last, but not least, we will focus on our people. Supply chain is and will always be driven by colleagues. We anticipate a scarcity of talents at all levels from frontline workers to higher managerial levels. As supply chain jobs become increasingly complex and technical, attracting and retaining talents, building competences and nurturing a great place to work will increasingly become a competitive advantage."

8TH EDITION OF TOP 28 SUPPLY CHAIN EXECUTIVES IN EUROPE

# Turmoil forces supply chain executives to make clear choices

As a result of the ever-growing number of strategic issues, supply chain executives are having to make tough choices. The war in Ukraine has further exacerbated the turmoil that has been affecting global supply chains since the start of the coronavirus pandemic. According to the executives surveyed by Supply Chain Media, the megatrend of sustainability & resource scarcity will have a greater long-term impact than digitalization. The online survey about future leadership was conducted as part of the preparations for the annual Top 28 Supply Chain Executives in Europe ranking.

By Martijn Lofvers (with support from Onno Beijers, Johan Smits, Benjamin Kats, Edwin Tuyn, Oskar Verkamman and Christian Plesca)

At the end of 2020, according to 33 European supply chain executives surveyed by Supply Chain Media, digitalization was the most important megatrend affecting their businesses in the long term, with sustainability a distant second. Since then, however, the war in Ukraine has drastically changed the world from a political and military perspective, and therefore also from a business and supply chain perspective. Energy prices in Europe have shot up and inflation both in Europe and elsewhere has risen to unprecedented levels. Perhaps unsurprisingly, 78% of supply chain executives now rank sustainability & resource scarcity as being in the top two megatrends, followed by digitalization (47%) and reshoring or nearshoring (39%). Reshoring is an increasingly hot topic in boardrooms due to the rising

geopolitical tensions around the world, not least between the US and China.

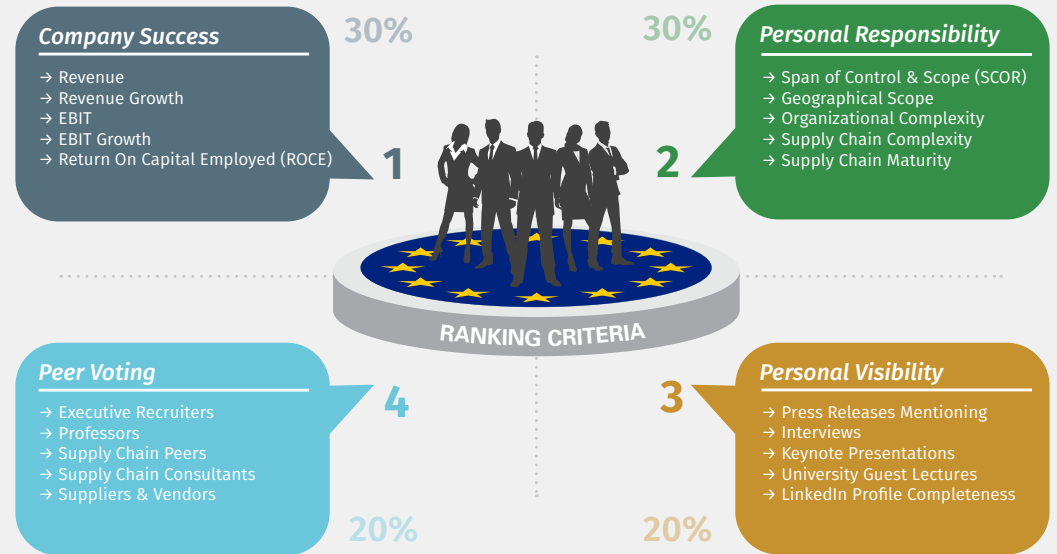
This shift in the perception of trends is also evident in another recent study: the third edition of the Global Supply Chain Survey by IMD Business School. This survey of 350 executives reveals that the number of issues has grown since the war in Ukraine and, moreover, that the gap between the priorities and the follow-up actions has either remained the same or actually widened. In addition to traditional issues – such as sales & operations planning (S&OP), the alignment of supply chains with the corporate strategy, and digitalization – new trends such as supply chain resilience, cybersecurity and talent retention are now jostling for a place on the supply chain executive's

already crowded agenda, according to IMD.

Even though so many executives regard sustainability as an impactful megatrend, 50% say that business transformation & digitalization is still the most important topic in the boardroom, followed by supply chain risk management (39%) and cost savings (36%). Sustainability & supply chain circularity scores just 22%, putting it in fifth place just ahead of talent & change management (19%). Interestingly, sustainability scored similarly low in the previous survey two years ago. Clearly, while sustainability is seen as the main megatrend in the long term, companies are not currently prioritizing it.

**Download the full article here.**

## Top 28 SCM Executives Europe 2023



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





1

**(7) EWAN ANDREW**  
President, Global Supply Chain & Procurement and Chief Sustainability Officer, Diageo

**1. Ewan Andrew** has been with Diageo for more than 25 years. Having risen through the ranks, he knows how to deliver a world-class supply chain for the global producer of 200 premium and luxury brands, such as Guinness, Smirnoff and Johnnie Walker, with 28,000 employees across 132 sites in 180 countries. Ewan was appointed President, Global Supply Chain & Procurement in September 2019. In this role, he leads the team ensuring the company's complex and modern supply chain operations work to the highest standards. Prior to this, he was Supply Chain Director, International Supply Centre, with responsibility for the global end-to-end value chain, and previously held various senior supply chain leadership roles around the world. Ewan is also Chief Sustainability Officer. Diageo has ambitious

commitments through its ten-year ESG action plan which will help create a more inclusive and sustainable world. An integral part of this plan is pioneering grain-to-glass sustainability focused on three areas: preserving water for life, accelerating to a low-carbon world, and becoming sustainable by design. In an interview in Supply Chain Movement earlier this year, he was asked what the COVID-19 pandemic meant for Diageo. Ewan responded: "While some other companies were pulling back on investments and production, we made some bold ambitious calls to focus on winning market share and growing our business. As supply chain leader during the pandemic, there was great recognition that an agile, resilient and efficient supply chain was critical to growth and the business did everything it needed to support this. As a result, we were able to drive our supply chain strategies forward, accelerate our progress in enabling sales growth, improve margins and emerge stronger."

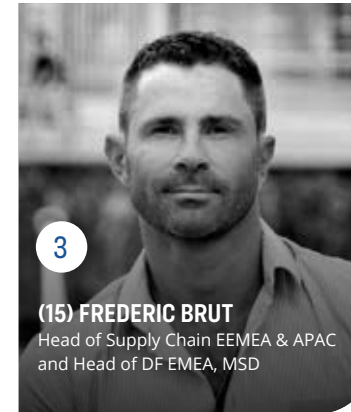
**2. Paul Campbell** became Senior Vice President Europe at PepsiCo in January 2020. In this role he is responsible for PepsiCo's European supply chain (60 plants, 230 co-manufacturers, 400 warehouses,



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**(4) PAUL CAMPBELL**  
SVP Supply Chain Europe, PepsiCo

25,000 FTEs) from end to end, which involves planning, development, manufacturing and delivery. PepsiCo is currently undergoing a transformation in how the company's processes are organized. That includes a digitally engaged value chain to increase speed, with information in the right hands and consistent data to make the best decisions. The aim is to achieve a circular environment, with a focus on PepsiCo's agricultural impact (Scope 3 emissions), consumers making positive choices and a positive value chain. Regarding the transformation, he comments: "Combining [Scope] 1 and 2 leads to less waste coming from better decisions. Still we base many decisions on assumptions and are rolling out global Integrated Business Planning, digitally. With the help of o9, PepsiCo is creating scenario planning, which combines supply planning, financial forecasting and demand planning."

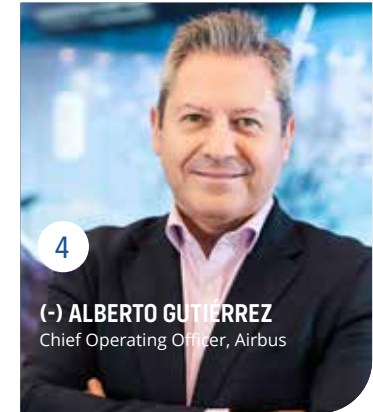


3

**(15) FREDERIC BRUT**  
Head of Supply Chain EEMEA & APAC and Head of DF EMEA, MSD

**3. Frederic Brut** leads the supply chain for EEMEA and APAC and DF for EMEA at Merck Sharp & Dohme (MSD). In an interview with Supply Chain Movement earlier this year, he explained: "Currently, I'm the head of supply chain for EEMEA and the Pacific region, China & Japan. I oversee the end-to-end supply chain and operations functions from the manufacturing plant FIGO to the patients. My responsibility is to develop a strategic approach that delivers internal efficiencies, while transforming the entire supply chain to best serve patients, who are at the heart of our ecosystem. We can achieve this by harnessing digital technology and innovation, such as blockchain, digital logistics, control tower and others. (...) Mindset and ways of working have certainly changed. About ten years ago, MSD operated in silos when it came to Supply Chain functions. Today, we

are a fully integrated organization, including all product lines. Roles are focused on what matters the most and our supply chain has transformed to give the company a competitive advantage."



4

**(-) ALBERTO GUTIÉRREZ**  
Chief Operating Officer, Airbus

**4. Alberto Gutiérrez** has been Chief Operating Officer (COO) of Airbus since 1 July 2021. He leads the production, quality and procurement organizations. His overriding goal is to ensure the speed, efficiency and quality of aircraft production at Airbus. As the company embarks on an era of digital and series manufacturing, Alberto's role is to implement continuous operational excellence and to develop the production system of the future.

**5. Antoine Vanlaeys** is Chief Operations Officer and member of the Executive Committee. He leads the entire supply chain of the L'Oréal



5  
**(-) ANTOINE VANLAEYS**  
Chief Operations Officer, L'Oréal

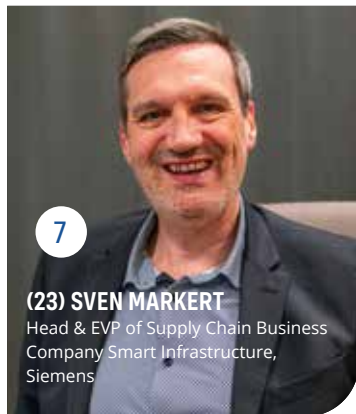
Group worldwide – from packaging design and product development to purchasing, manufacturing and market logistics operations (more than six billion products). Along with his teams, Antoine implements winning supply strategies and is leading major operational transformations including ecommerce acceleration, Industry 4.0 and sustainability.

6. **David Boulanger** joined Arla Foods as Chief Supply Chain Officer in October 2020. He has 26 years of experience in supply chain and



6  
**(21) DAVID BOULANGER**  
Chief Supply Chain Officer, Arla Foods

operations and has previously held several senior leadership positions in the food industry within Mars, Mondelez and Danone in various geographies. Most recently, before joining Arla, he was Senior Vice President Operations of Danone's Specialized Nutrition division, operating globally in the early life and medical nutrition fields.



7  
**(23) SVEN MARKERT**  
Head & EVP of Supply Chain Business Company Smart Infrastructure, Siemens

7. **Sven Markert** feels not only responsible but also accountable for creating the 'supply chain of the future', focusing on people, processes and technology. He never treats customer experience and sustainability as a given, and he strives daily to change for the better. Today, Sven is responsible for the Supply Chain & Logistics organization in Siemens AG's Smart Infrastructure industrial business, which has 300,000 employees, €62.3 billion in revenue

and 15% adjusted EBITA. He leads a supply chain community of around 4,000 members, managing and executing supply chain operations globally.



8  
**(3) MAGNE SETNES**  
Chief Supply Chain Officer, Heineken

8. **Magne Setnes** joined Heineken in 2000. He subsequently held a number of increasingly senior leadership roles in the Netherlands, USA and Austria, before becoming Chief Supply Chain Officer in 2020. Heineken's operations include about 180 sites globally, and Magne's responsibilities cover R&D, production, logistics, sustainability, global CapEx projects, network optimization and planning.

9. **Jamal Chamariq** is a dynamic and visionary leader with over 30 years of global leadership experience across the spectrum of supply chain operations. Cur-



9  
**(8) JAMAL CHAMARIQ**  
Senior Vice President Global Supply Chain, Estée Lauder

rently serving as the Senior Vice President for Global Supply Chain, EMEA & Travel Retail Worldwide, Jamal oversees procurement, manufacturing, engineering, planning, fulfilment, customer service, sustainability and quality assurance.



10  
**(5) THOMAS PANZER**  
SVP, Head of Supply Chain Management, Bayer Pharmaceuticals

10. **Thomas Panzer** started at Bayer over 26 years ago. He worked in various roles at three different sites before becoming Head of Supply Chain Management for Bayer Pharmaceuticals. He is

responsible for both the global downstream and upstream supply chains. This comprises more than 1,600 professionals and roughly 280 brands with approx. 9,000 SKUs and €3.5 billion of inventory supporting more than €19 billion in sales.



11  
**(2) HARALD EMBERGER**  
Chief Supply Chain Officer, Beiersdorf

11. **Harald Emberger** is Chief Supply Chain Officer and Member of the Executive Committee at Beiersdorf AG with end-to-end responsibility for the global supply chain. Beiersdorf is a leading FMCG company with brands like Nivea, Eucerin and Tesa. Before joining Beiersdorf in 2015, Harald held a variety of leadership roles at Unilever PLC and Mars Inc, including as Head of the Supply Chains for the Americas and Europe..



12

**(-) ARNE FLEMMING**  
Senior Vice President Global Supply Chain, Estée Lauder

12. **Arne Flemming** was appointed Senior Vice President Corporate Supply Chain Management and Global Service at Bosch in 2020 and is functional Lead and Governance for the supply chain functions logistics and purchasing within Bosch. He is responsible for all Bosch global logistics services (warehousing, transport management, supply chain transparency, foreign trade, packaging design, internal consulting, and order, planning and warehouse management systems) with a budget of €2.5 billion.

13. **Dieter Braun** began his career at Audi at the Neckarsulm site in 1991 and became Head of Audi Brand Logistics in May 2019. He is responsible for the newly established supply chain area. In this function, he manages cross-plant logistics processes such as programme planning, international logistics, pre-series



13

**(-) DIETER BRAUN**  
Head of Supply Chain, Audi

logistics and transport logistics. He is also responsible for the logistics planning and plant logistics functions at Audi AG.



14

**(14) KAREN-MARIE KATHOLM**  
Chief Integrated Supply Chain Officer, AkzoNobel

14. **Karen-Marie Katholm** is Chief Integrated Supply Chain Officer and is a member of AkzoNobel's Executive Committee. Leading a global integrated supply chain operation with 14,000 employees, Katholm has honed her expertise through previous leadership roles at LEGO A/S, Orkla, United Bis-

uits, Nutreco, Arla Foods, Danisco and DuPont Nutrition & Biosciences. She has extensive experience in mergers and acquisitions, a robust background in board-level leadership and a proven track record in digitization and transformation in supply chain and manufacturing.



15

**(-) WAYNE ALLAN**  
Executive Vice President, ASML

15. **Wayne Allan** was appointed to the ASML Board of Management in April this year as Executive Vice President and Chief Strategic Sourcing & Procurement Officer. In this new role, he is helping to improve a part of ASML that is becoming increasingly critical: the supply chain. The top 35 suppliers make up 80% of ASML's total sourcing spend. As Executive Vice President, Wayne engages with the 5,000 suppliers providing materials and critical components for ASML's lithography machines.

TOP 16-28



16

**(-) LIESBETH GEELS**  
VP EMEA Supply Chain, Starbucks



23

**(18) REGIS SIMARD**  
President Global Supply Chain, GSK



17

**(-) STEPHANE POITTEVIN**  
SVP Global Supply Chain Europe, Schneider Electric



24

**(9) MARTIN SHANKLAND**  
Executive Board Member, Global Operations, Adidas



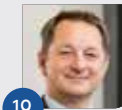
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**(-) PIERRE-MARTIN HUET**  
Head of Group Supply Chain, Michelin



25

**(-) JOSÉ ANTONIO ECHEVERRÍA**  
Chief Customer Service and Supply Chain Officer, Coca-Cola Europacific Partners



19

**(10) RALF BUSCHE**  
SVP European Site Logistics Operations, BASF



26

**(-) EB MUKHTAR**  
VP Operations & Logistics EMEA, Nike



20

**(-) MARC SCHULLER**  
Chief Operating Officer, Arkema



27

**(22) PADRAIG HEALY**  
Vice President of Supply Chain, Nokia



21

**(-) PIETRO D'ARPA**  
VP Supply Chain Europe, Procter & Gamble



28

**(-) SUSANNE HUNDSBÆK-PEDERSEN**  
Global Head Pharma Technical Operations, Roche



22

**(-) THORSTEN DOMKE**  
VP Supply Chain Management, Infineon Technologies

Hall of Fame



**MARC ENGEL**  
Chief Supply Chain Officer Unilever



**CARSTEN RASMUSSEN**  
Chief Operations Officer Lego



**SAMI NAFFAKH,**  
Chief Supply Officer, Reckitt,



**DIRK HOLBACH**  
CSCO Laundry & Home Care Corporate SVP Henkelo



**TARIQ FAROOQ**  
Former Senior Vice President Supply Chain Sanofi

ALEXANDRE BAUBERT, CSCO, SIGNIFY

# “I wanted to be in a company that has a purpose that fits the future”

“Live the purpose. Embrace the values and dare to innovate to serve your customer!” Motivating words from Alexandre Baubert who left a top job in the oil and gas sector to work for lighting company Signify. Carbon-neutral since 2020, sustainability and climate actions have been at the heart of Signify for years and, as CSCO, Baubert aims to further fulfil that company purpose. “We address the important challenges of our time, such as climate change, resource scarcity, circular economy, population growth, urbanization, and health & wellbeing. These shape the needs of our customers, and we are accelerating to help them run smarter, and save energy faster.”

16

He was educated in electronics engineering, and space science with a true aptitude for math. “I’m a real numbers guy,” ideal for a company that is transforming from conventional to digital lighting, providing products, solutions and data services through its smart energy-saving lighting technologies. Some call him their ‘fearless leader’ and he’s certainly had to show courage and resilience recently. “Since I joined in October 2019, we’ve faced extremely disrupted supply chain ecosystems, and the pressure is not easing ahead. We must anticipate, decide, and execute faster than ever before in this new norm, where resiliency is a competitive weapon, that you learn to sharpen, as you exit every cycle stronger than you entered it.”

Interview by Martijn Lofvers and Edwin Tuyn (Inspired-Search), edited by Helen Armstrong

Signify was created in 2016 when it separated from Philips to become an independent lighting company. Formerly known as Philips Lighting it has a long legacy of pioneering a wide range of lighting systems. Its LED and solar lighting that connect to smart technologies are some of the ways it aims to address climate change and create a sustainable, safer world.

Alexandre Baubert joined the company at the end of 2019 and immediately started to transform the supply chain function with a verticalization, specialization and simplification strategy to bring improved customer satisfaction and long-term sustainable

performance, driven by a renewed, talented, and ambitious workforce.

## How did you start your career and get to your current position?

“I studied electronic engineering and did a Master of Science in spacecraft technology and satellite communications: Really, I’m a rocket scientist (he laughs). I’m a real numbers guy. I love science, data and analytics.



At the end of my studies, I joined, Schlumberger, a leader in oil and gas services. Like space science or aeronautics in general, oil and gas rely on high-tech equipment, embedded electronics & software, in constrained environments, that require high safety and quality standards but also massive long-term investments: instead of going high in the sky, oil and gas goes deep in the ground!

## So why did you move to Signify?

“First it is about the Purpose. It is very important to have one in life and to pursue it. Today we have a huge sustainability challenge as a society. By this I mean addressing the global issues of climate action, circular economy, food availability, safety & security, and health & wellbeing. I wanted to be in a company that has a purpose that fits the future, that contributes to making a better world. Signify is extremely well positioned in this landscape with such an amazing story of innovative industrial leadership



across the years, turning 125 years of history into a powerful company that now brings light to the Internet of Things! Secondly, it was about the company values. From 'People, Technology, Profit' at Schlumberger, I moved into an inspirational mindset: Customer First, Greater Together, Game Changer, Passion for Results.

This drives what we do and live every day. It resonates and help you drive priorities for the company and for yourself.

The third reason was a passion for innovation. This is at the heart of the overall company strategy. Our ambition is to create step change in operations, our integrated supply chain and how the strategy is articulated around customer centricity, differentiated offers, growth for sustainability, digitization as well as being a great place to work. I felt I could contribute to the future success of the company!"

### **You joined in October 2019. Did you manage to map out a supply chain strategy before everything changed in 2020 and did you have to revise your plan?**

"Within two months we had already laid out the new setup, its objectives and communication plans, organizing the operations based on a Plan-Deliver-Perform framework. Plan focused at ring-fencing all SIOP processes & operations such as demand, finished-goods, supply, and components planning. Deliver looked to strengthen logistics, distribution, and warehousing processes and operations, for our factories, suppliers, and distribution centers flows. We spent time focusing on the change journey, the benefits expected, and how everyone could contribute. In February 2020, I was privileged to be given the lead of a companywide operations control tower. From this COVID 'warroom' we could oversee everything end-to-end: sales scenarios, consequences to markets, consequences for factories and suppliers. I had the chance to be rapidly exposed to and open to everyone. In that sense COVID was an accelerator in

the onboarding and scope of responsibilities. The beauty of this Operations Nerve Center was that it brought us together, with our strong procurement, manufacturing, and quality teams. The mindset of everyone was to strengthen an E2E Operations from component to revenue. We've kept this spirit since!

### **As supply chain leader, how would you describe yourself and how do you inspire others?**

"Commitment, Integrity, Drive and Teamwork. These are what animate me, every day. I put a lot of passion into what I do; I care about and support my team; I speak up; and above all, I dare to innovate and collaborate, taking risks to create step change so I'm a catalyst. That's the core 'package' you get with me!

In addition, there are four key traits of leadership that I am looking to practice, improve every day and hopefully inspire others: Curiosity, courage, listening and optimism.

Firstly curiosity: The new norm is so dynamic that you constantly need to be alert and expect the unexpected. However, to be able to grasp the causes and effects requires something more than critical observation. You must go deeper, be curious to learn, understand and improve. If you fail to execute in the aerospace or oil and gas sector it costs millions of euros to your company and tens of millions to your customer, so you learn never to fail. Every failure is an opportunity to learn, improve and get stronger than ever before. It is all about attitude, curiosity mindset and having a tool box to go deeper into the root causes. As one said: "Curiosity is the compass that leads us to our passions. Follow it and you won't be disappointed. The future belongs to the curious"

Courage is about taking decisions in difficult times. Courage is about speaking up, standing up, taking charge and going after challenging situations, outside your comfort zone. As Justin

Cronin quoted 'Real courage is doing the right thing when nobody's looking; Doing the unpopular thing because it's what you believe'. And no matter how long you train someone to be brave, you never know if they are or not until something real happens. Courage is like a muscle. It is strengthened by use.

### **What are your main challenges as you map out a path for the future?**

"We have two main categories: business and functional. Our business challenges are trade wars (push towards localized manufacturing and sourcing), resilience (disrupted supply chain as the new norm), inflation (energy dependance, Total Cost of Ownership), sustainability (increased environmental, social & importance of governance) and workforce (evolving needs and ambitions of the global workforce). Our functional challenges are about gaining velocity and productivity: enforcing rules & disciplines to drive operational integrity and excellence in execution; mastering data, accelerating digital power, and simplifying through automation and augmenting decisions through predictive analytics."

### **There are many challenges in supply chain, which can frighten people off. How do you encourage talents to move into it and succeed?**

"I think these are the most exciting and wanted jobs today! For sure, it is not for everyone (due to its complexity and pressure), but it is the heart of a company. The majority of business processes are connected to supply chain. If you want to succeed in your career, be curious, come and learn supply chain, and contribute to the company's success. You won't be disappointed. The supply chain roles have changed significantly over the last 20 years. Today it is such a process and data driven activity, paired with human skills and business acumen.

# Think before it happens

Among the various skills that great leaders have, is the ability to recognise significant events and their implications, take calculated risk and remain calm. The latter is easier said than done because stress can eliminate the power of thinking and the ability to come up with well thought-out solutions. This is the reason why, for example, fighter pilots train and repeat over and over again routines that might save their lives in the end. If the pressure increases and the creative thinking process stops, all they can do is fall back on their muscle memory to perform the skills required. There is no reason why we should not do this in a business environment. All the events that we have seen over the last few years were not predictable, but we could have trained our reactions.

I'm not saying I'm a great leader, but it always helped me personally to put myself in challenging situations which required a lot of preparation and thinking upfront. Over time I got more and more used to the process of evaluating what could go wrong and what the potential counter measures might be. This helped me tremendously during two long-distance motorcycle trips I undertook in recent years. The first three-month trip in 2019 led me through Central Asia to the border with China, following the old Silk Road. In 2022 I spent another three months on the road undertaking another solo trip through Europe-Iran-Iraq and Saudi Arabia. These trips required quite some preparation with strategic decisions required for safety, routing, visa, motorcycle maintenance etc. Once on the road the decisions are more practical in nature; where do I sleep tonight and where to find petrol. Because of the

preparation and upfront alternatives, the decisions on the road became easier. When I had to unexpectedly leave Iran in a hurry, due to the protest, I already knew my options to leave the country. My plan worked out. Riding a stretch of 1,000km through a completely remote and empty desert could not have been done without proper preparation. I knew upfront where to get fuel and I was able to get help when I got stuck.

In a recent dinner with the European top supply chain executives one of the participants said: "Change has never been this fast and it will never be this slow again". It took a while to sink in but I believe he was 100 per cent spot on. There will be a lot of change and disruption in the years to come. At the same time we have learned that all the disruptions and events are not predictable at all. So, the old-fashioned way of predicting every possible event and preparing counter measures will not work anymore I believe. Having said that, it should not stop us from evaluating various scenarios and anticipating how to react to them. But even more important is the resilience of the teams for whom we are responsible. How easily can they withstand adversity and recover from difficulties? We saw that the events over the last years have been multi-dimensional. They had an impact on business as well as on people's personal lives, initially the working from home during the pandemic and currently the financial pressure on households due to the inflation as a result of the Ukraine war.

With this double impact the stress level can rise quite quickly. Again, the better prepared and the more resilient teams will survive while others might drown. The photography workshops that we mentioned earlier in this magazine helped us at Inspired-Search to form different perspectives on the same subject. Every situation has different angles, but they are not always visible if you stay where you are. Moving around in photography is the equivalent in business to being open to various inputs and listening to other opinions. And once you see the different perspectives you can come up with alternative solutions.

## WRITTEN BY



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Managing Director

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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.

Snapshots



Edwin with Lonneke van Schaik



Edwin with Aron Waas



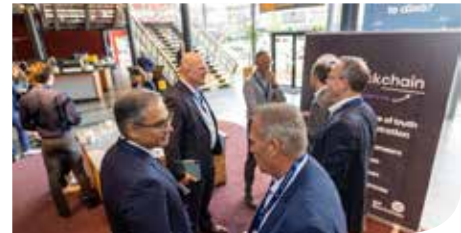
Oskar Verkamman and Edwin Tuyn



Oskar at Amsterdam supply chain conference



Edwin and Oskar at the inNOWate event



Oskar moderating panel interview



Edwin at Supply Chain Directors event

MARK NICOLAÏ, DIRECTEUR DESIGN TO DELIVERY NEDERLAND BIJ DANONE

# Accelerate innovations by end to end supply chain approach

As part of a global reorganization in 2021, Danone decided to merge its four divisions, three of which are active in the Netherlands. As a result, the three brands Nutricia, Alpro and Danone Dairy are now a single entity, with one innovation pipeline and one supply chain. As Director of Design to Delivery, Mark Nicolaï is responsible for the end-to-end development and project management when it comes to innovations, supply chain and quality. "By managing innovation and supply chain centrally, we can get more new products to market even faster and more successfully," he says. So how does this work in practice?

Interview by Martijn Lofvers en Oskar Verkamman (Inspired-Search), uitwerking Mirjam Hulsebos

## What has been the impact of Danone's reorganization in the Netherlands?

"In our country, it has meant the merger of three previously independent operating companies: Alpro, Nutricia and Danone Dairy. They all used to have their own offices, their own ICT systems, their own supply chain partners and their own innovation funnels. By bringing them together, the aim is to achieve synergy benefits and respond faster to customer needs. At the same time, innovation management and supply chain have been centralized. This is now called 'Design to Delivery' to indicate that the department manages the entire process – from the very first design until a new product hits the shelves. This forces us to think about execution right from the start of the innovation process. Within our Design to Delivery team, we've created an Innovation and Productivity Realization Office (IPRO) with responsibility for project-managing this entire process. We have invested in skilled and qualified project managers who work on innovations with cross-functional teams. Things that used to be done in sequence can now be initiated

simultaneously. We work with clear project-management and gatekeeping methodologies and have good insight into the innovation pipeline, including clear priorities. This not only accelerates the time to market, but also enables us to unleash the full potential of the innovations we launch."

## What is your scope of responsibility?

"On the one hand, everything that used to fall under the supply chain organization – logistics, customer service, planning (demand, supply, inventory management), purchasing and quality – and on the other, everything related to innovation and local product development. The factories aren't part of our scope. We source from 40 factories in Europe, partly our own factories and partly co-manufacturers. My team currently comprises over 50 people."

## How is the reorganization going?

"We have integrated the Sales & Operations Planning (S&OP) for the three Dutch brands and changed the three

separate head offices into three company locations. Our employees can work from any of those locations or from home. We've merged the teams and clearly defined all the roles. We try to work as uniformly as possible, but we still run into practical issues. For example, each brand still has its own ICT system and it will take some time to integrate them – especially since we want to make this part of our digital transformation, which also involves a lot of change management. The main challenges are on the people side rather than just technical issues. For example, we're currently implementing an IBP tool with machine-learning-based forecasting. How can we ensure that employees are willing and able to work with these new systems, embrace the new harmonized processes and learn to trust the data when they are no longer doing the calculations themselves, for example? Additionally, we still need to integrate some of the logistics flows, but this also takes time because of the contracts with our logistics service providers."

## What has been the biggest hurdle in this reorganization process?

"Definitely merging the three cultures. An up-and-coming brand like Alpro has a very different dynamic than medical nutrition for hospitals, for instance. We have to create synergy between the brands while safeguarding our successes. Which cultural elements should we retain? It's impossible to create a one-size-fits-all culture for all brands, so the challenge has been to preserve the specific characteristics of a brand or a category. Needless to say, something like logistics is much easier to harmonize than innovation management or demand planning. For example, the pace of innovation, stock turnover rate and campaign planning is much faster for a brand like Hipro, which we launched in 2021, than for baby food, which has very



specific quality requirements and a flatter demand pattern. So we still need differentiated approaches.”

### **Which management style did you adopt during the reorganization?**

“I started by listening. How are things currently done, and why? How do they contribute to the company's success? What is the preferred way of working? How do employees view the organization and their own work? I then created a list of what we definitely had to keep, what we could definitely eliminate, and what we needed to take care over to avoid throwing the good out with the bad. Our head office had created playbooks for how Design to Delivery should look – mainly as a source of inspiration. It is important to align issues that require European coordination, of course. But in the case of issues with local relevance, we could decide for ourselves how to set up the processes, how to allocate the roles and so on. I didn't start communicating to my broader team until six months and many conversations later, and when I did I placed as much responsibility as possible with the team itself. I see it as my job to ensure that all the roles work well together, but not

to dictate how they do that. I create the right conditions and then leave the details up to them. My role is to ensure that everyone makes optimal use of their talents, because that way both the organization and the individual will benefit.” for us are entrepreneurship and not being afraid to take responsibility. For example, during job interviews it's not unusual for us to present candidates with a current challenge or even to ask them to participate in group discussions, because we don't believe that anyone should be allowed to hide behind the excuse of 'I don't work for you yet so therefore I don't know'. Once you've got a basic understanding of the situation, you should be able to form an opinion – and you shouldn't be afraid to express it.”

### **Reorganizations can create lots of uncertainty. How did you deal with that?**

“Firstly, we knew we had some duplication of roles within the Design to Delivery team, but we also knew we had to create new roles. Not everyone could stay in their positions, but not everyone wanted to either. Many people saw it as an opportunity to do something new. We have a very diverse team in terms of nationality, culture, age and

gender, which creates a certain dynamism and flexibility. We're definitely not stuck in a rut. The same holds true for our locations; Danone employees can work at our 'people hubs' in Zoetermeer, Hoofddorp and Utrecht, or from home. Colleagues now tend to come to the office because they want to get together, so I deliberately create opportunities for that, such as a team breakfast recently.”

### **How do you ensure that Danone is an attractive employer for supply chain talent?**

“We are the largest food manufacturer with B Corp certification. For us, B Corp is more than just a label; you can really feel it within in our company – there's a sense that we're all on a mission. For example, it's no coincidence that we're a major player in medical nutrition. In fact, almost all our innovations are related to health, such as reducing sugar in baby food and kids' desserts, or high-protein drinks for the elderly to help them build more muscle mass as a way of preventing falls. As mentioned earlier, we work in partnership with suppliers to reduce emissions of carbon and nitrogen. We weren't very vocal about that in the past, but we've improved a lot lately which really contributes to our image as a good employer. Additionally, we have a large supply chain organization in the Netherlands, comprising 300 professionals across our business unit in Zoetermeer, our factories in Zoetermeer and Haps/Cuijk and our head office in Hoofddorp, and Danone offers lots of opportunities for advancement, both locally and internationally. We are always looking for talented supply chain professionals who are keen to join us on our digital transformation journey. The great thing about our Dutch Design to Delivery organization is that you're working close to the market and really thinking about creating value for customers on the one hand, while you also need an international outlook on the other.”

# Visualise your vision and inspire others

'A picture is worth a thousand words'. According to Wikipedia this is an adage in many languages which means that complex and sometimes multiple ideas can be conveyed by a single still image. The image is able to express a meaning or essence more effectively than a mere verbal description. We all know that this is often the truth but what is the right picture and how can you visualize your idea, vision, plan or business case? Is the other person seeing the same as you see? What is the story behind the image and is the picture inspiring?

In 2007, when Inspired-Search was founded, we tried to find images that reflected the ideas and vision of how Inspired-Search should be seen in the executive search world and by supply chain professionals. The picture we still use today, 16 years later, is a couple dancing the tango. The words that accompanied this photo were Passion and Partners; Passion because the tango is a passionate dance and Partners because the tango requires two people with the same passion and objective. At Inspired-Search, we look for passionate professionals and leaders. By promoting our own passion for our work, we believe we can inspire others and find the right person. But we cannot do this alone. Finding the right candidates requires an excellent network of supply chain professionals as well as good and open cooperation with the hiring managers and human resources professionals of our clients. We need partners to deliver the best results.

The photo of the tango is still a good representation of who we are and how we like to work. Often, we are better associated with this image than with our logo. It is also a

nice ice breaker during a conversation both with clients as well as our network of executive supply chain professionals.

In our daily business life, we tend to focus on data, facts and figures. It appears to be easier to convince others if we use the left side of our brain; the logical, analytical and linear-thinking side. In some situations this is true. During our education we are generally trained to use the left side and less of the right side of our brain where imagination, intuition, holistic thinking and emotional intelligence can be found. This is a shortcoming if we realise that a 'picture is worth a thousand words' and, that for an authentic leader, emotional intelligence is as important and maybe even more important than logical-mathematical intelligence.

The current curriculum at many universities, that focus on, for example, business management, supply chain or engineering - is lacking in the strong development of the whole brain. Therefore, leaders and supply chain professionals should invest in visualization, imagination and creating pictures that can tell the story instead of using 1,000 words, facts, figures and more. Photography is one way (as there are many other options) to develop your visualization skills. Over the years, sometimes more intensely than others, photography has been a way for me to distract my thoughts from facts and figures towards other, more expressive, images. In the early days my photography was primarily about creating pictures of memories and places or situations that I felt were beautiful. Over the last years I've learned to think in compositions and sceneries which also attract other viewers; pictures

that tell a story or that inspire others to imagine. Before I hit the shutter I consider what story I want to tell, which message I want to express and which feeling I want to bring to the viewer. Am I able to inspire the viewer and not only myself? It's a question you should ask yourself regularly as a supply chain leader. It's not an easy task but practice makes progress.

## WRITTEN BY



**EDWIN TUYN**  
Managing Director

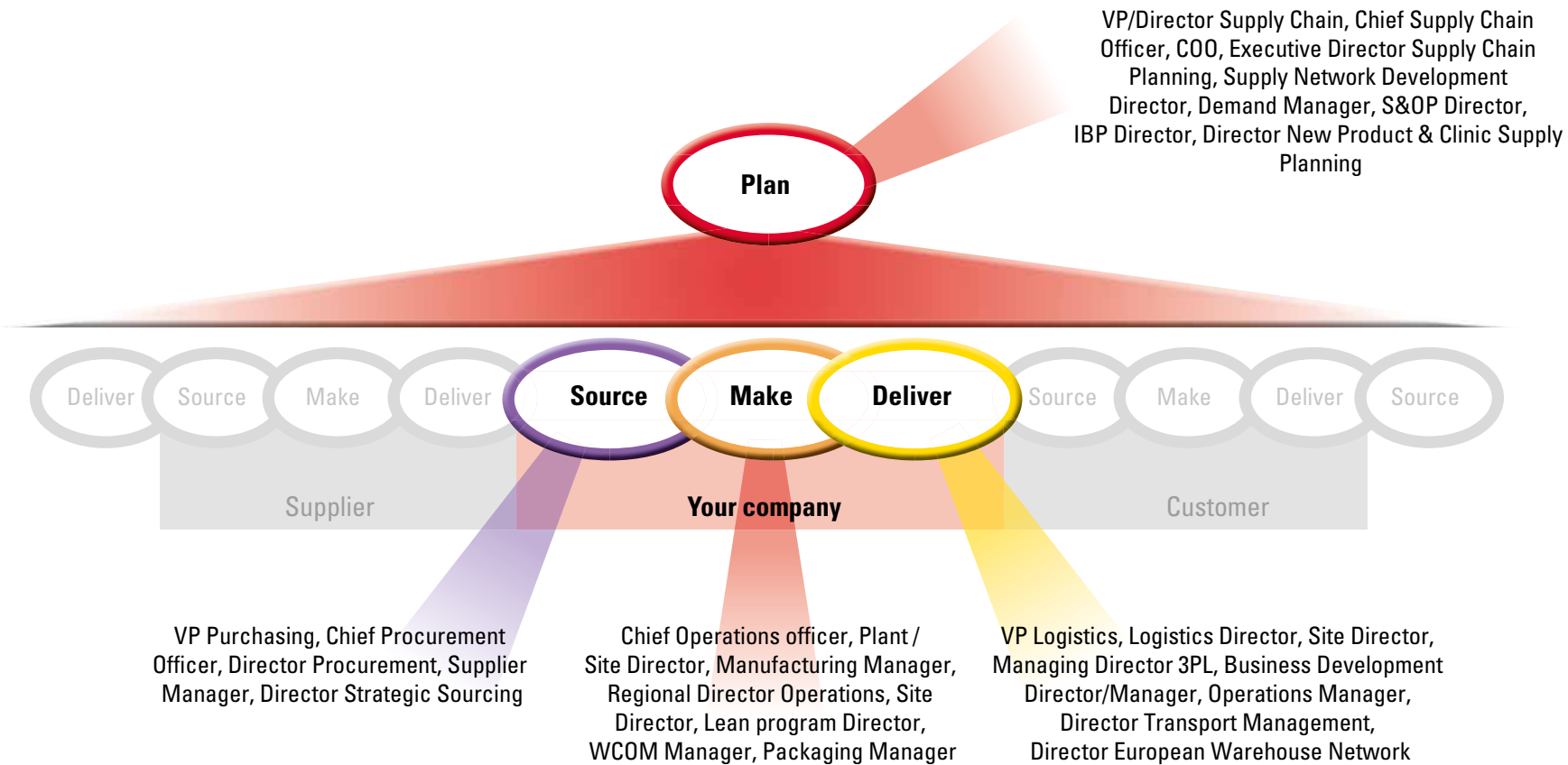
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Edwin Tuyn is Managing Director and Founder of Inspired-Search in 2007 and co-Founder of the Inspired-Group. A passionate and driven entrepreneur, he favours candidates that can mirror both their business/ leadership acumen and in depth supply chain knowledge. Edwin enjoys global traveling and wildlife/landscape photography.

INSPIRED-SEARCH IS ACTIVE IN EUROPE, ASIA AND BRAZIL FOR EXECUTIVE SEARCH AND SENIOR INTERIM ASSIGNMENTS.

# Overview propositions

As Inspired-Search 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. They are both dressed in black suits. The woman is wearing a black hat and gold high-heeled shoes. They are positioned in front of a vibrant red wall with a black door and steps. The scene is lit with dramatic, low-key lighting, creating strong shadows and highlights. The overall mood is sophisticated and energetic.

**Professionals  
require passion**