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### Supply Chain Executive Europe 2024

# Magne Setnes

Chief Supply Chain Officer, Heineken

# No.1 Top 28 Supply Chain Executives in Europe 2024



TOP 28

10th edition of Top 28 Supply Chain Executives in Europe

# Supply chain executives must ‘sell’ their transformations

Due to the current uncertain times, with many ongoing geopolitical conflicts and others looming, European companies need to transform their supply chain networks to become more resilient, agile and competitive. Supply chain executives struggle with ‘selling’ these transformations in the boardroom. This is evident from the research and series of interviews for the annual Top 28 Supply Chain Executives Europe by Supply Chain Media, IG&H Consulting and Inspired-Search.

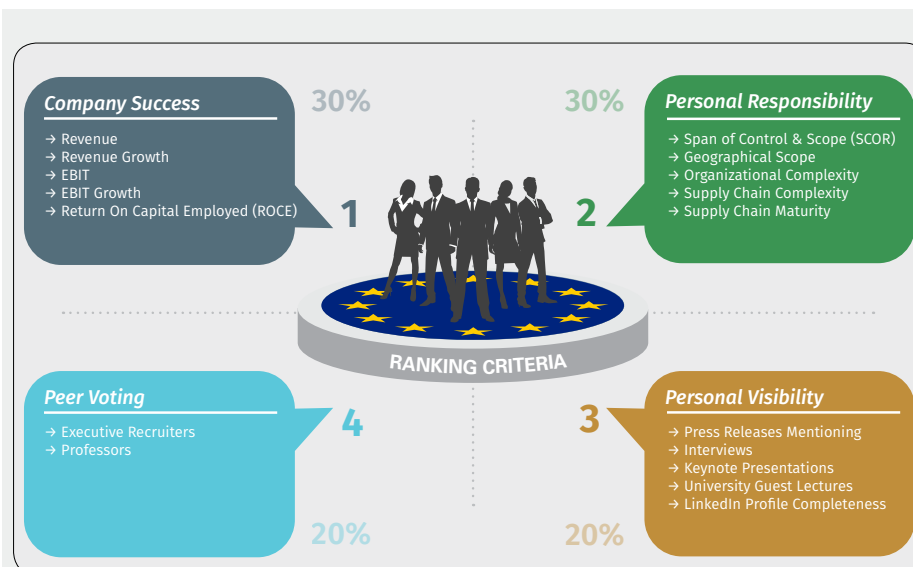
By Martijn Lofvers (in collaboration with Sander Kroep and Oskar Verkamman)

Supply chain executives in Europe are struggling to transform their businesses. Since the COVID-19 pandemic followed by the war in Ukraine, not to mention the fighting in Gaza and Lebanon, companies have found themselves in unprecedented turmoil. During the pandemic, it was supply chain executives who gave strategic

advice in the boardroom. In anticipation of the next crisis, companies need to adapt or even structurally transform their business models and associated supply chains to improve resilience and maintain competitiveness. Persuasion in the boardroomFor the tenth edition of the Top 28 Supply Chain Executives Europe, among other things

I conducted an extensive survey among the longlist of leaders and interviewed a whole range of them personally. For some supply chain executives, persuading the board to invest substantially in the necessary transformation is quite a challenge. Currently, commerce is mostly prioritized due to globally disappointing demand creating an urgent need for

## METHODOLOGY FOR TOP 28 SUPPLY CHAIN EXECUTIVES IN EUROPE 2024



Supply Chain Media, IG&H Consulting and Inspired-Search shortlisted 60 individuals for this Top 28 from more than 100 vetted supply chain executives in Europe and methodically analysed them on four dimensions. These executives are based in Europe and responsible for global supply chains at European companies, or for Europe at non-European companies, with an annual turnover of at least €5 billion.

The Top 28 is based on realized financial performance (30%), personal functional responsibility in the supply chain (30%), personal visibility (20%)

cost savings. One supply chain executive notes that she has to speak the language of the boardroom and also of Marketing, Sales and Finance to convince them of the needed transformation.

The survey of European supply chain executives reveals that, for more than three quarters of them, the main driver of transformation is to adapt business strategy. For over half of the respondents, it is the pursuit of supply chain excellence and continuous improvement. These executives struggle with short-term improvements and longer-term strategic transformations. Three quarters of the executives cite improving resilience and agility as a goal of supply chain transformation. Reducing supply chain costs, and adapting to new business models (including circular ones) are both ranked as the most important goal by half of the respondents.

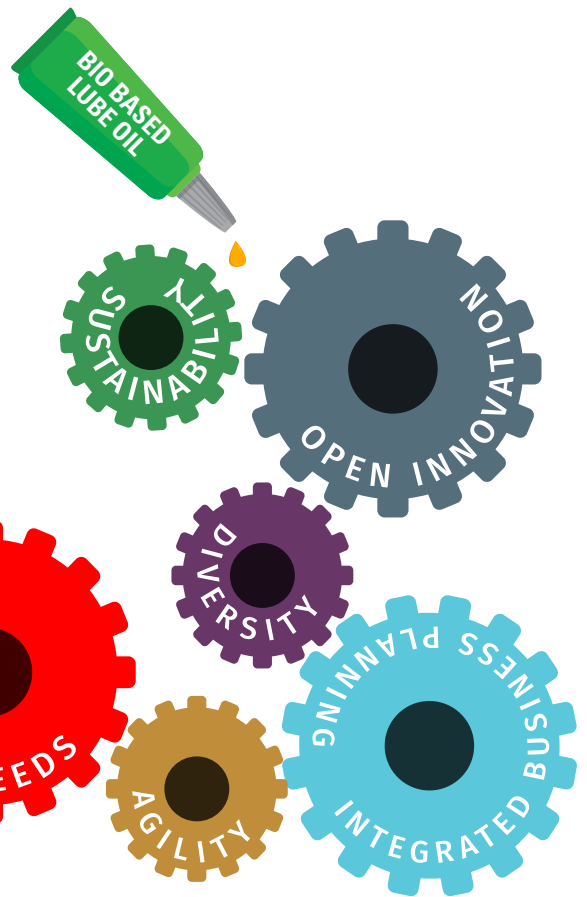
A frequently expressed observation in the survey and the interviews is that there is often still a lot of uncertainty about the (adjusted) business strategy and the corresponding changes in supply chains. In addition, tighter budgets are a major obstacle to supply chain transformations. Half of the supply chain executives see increasing laws and regulations in the EU as a (geo)politi-

cal hurdle. Two-fifths of them feel China's disappointing economic development is the main force. And a quarter of the respondents are greatly affected by the war in Ukraine.

Because of the many geopolitical developments, European companies need to redesign and decentralize their supply chains, producing more regionally or even locally instead of globally (mostly in China). For this, supply chain executives need to act as designers and be able to visualize the necessary transformations to get all employees and other crucial stakeholders on board.

### Visible leaders

This year, Magne Setnes, Chief Supply Chain Officer at Heineken, ranks highest in the European Top 28 for resounding financial scores, broad personal responsibility and, above all, his high visibility in the market and excellent communication internally and externally. In an extensive interview, he clearly



showed himself to be an empathetic leader who takes an interest in the challenges on the shop floor, works hard for an adapted supply chain strategy and is consciously engaged in practical innovation applications.

For the annual Top 28, Supply Chain Media (the publisher of this magazine), IG&H Consulting and executive recruitment agency Inspired-Search analysed a longlist of 60 executives on four dimensions: financial performance, personal responsibility, personal visibility and peer votes (see box). To qualify for this ranking, executives must have held their current position since at least January 2023.

Highest newcomer to the list is Maria Pia de Caro, CSCO at Pernod-Ricard, in eighth place. She is immediately followed by Andrew Finnegan of insanelly well-performing Danish pharmaceutical producer Novo Nordisk. A few notable departures from this year's Top 28 are Harald Emberger (who left Beiersdorf for Reckitt), Thomas Panzer (now retired) and Martin Shankland (who has left Adidas). No supply chain executives from the German automotive industry made this Top 28 because of the dramatic situation caused by severely disappointing results in China, and now import duties are looming too. <

and peer votes (20%).

For the financial performance of the supply chain executive's company, several financial metrics were considered: revenue growth, earnings before interest and taxes (EBIT) and Return On Capital Employed (ROCE) per year (all from 2019 to 2023).

Personal functional responsibility was assessed based on which functions (planning, procurement, production and/or logistics) and how many employees report directly and indirectly to the executives, plus their geographical responsibility (global, EMEA or Europe) and complexity of their supply chains.

To determine personal visibility, the number of press releases, interviews, keynote presentations and university lectures over the past year were counted. In addition, relevant supply chain-related posts uploaded on LinkedIn, including the number of likes and followers, were considered.

For peer voting, the compilers of the list as well as executive recruiters and professors considered each individual's supply chain knowledge, leadership skills, analytical ability, communication skills and strategic thinking level, based on their personal knowledge of the professional.

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# TOP 28 SUPPLY CHAIN EXECUTIVES IN EUROPE 2024

(-) = POSITION IN 2023

## 28 (-) HANNO BRÜMMER EVP, Head of Supply Chain, Covestro



Hanno Brümmer is Executive Vice President of Supply Chain & Logistics for Europe, Middle East, Africa and

Latin America at chemical company Covestro, having joined the Leadership Team of Global Commercial Operations in 2021. Covestro has gone through a transformation which included a focus on further supply chain integration. "We now have one organization in Europe that is responsible for all supply chain-related activities including customer service, logistics, credit management and trade compliance," says Brümmer, elsewhere in this issue.

## 27 (-) STEPHAN GOTTHARDT SVP Supply Chain Europe, Teva



Stephan Gotthardt is Senior Vice President of Europe Supply Chain at Teva Pharmaceuticals and Managing Director of Transpharm Logistik (a Teva company) in Germany. Since 2016, he has spearheaded major supply chain transformations, achieving 35% cost savings and optimizing global operations to align with future demands. Known for his crisis management skills and dedication to patient-centric solutions, Gotthardt has also developed robust talent management programmes.

## 26 (-) ROELAND BAAIJENS EVP Global Logistics, Hilti



Roeland Baaijens has been a member of the Executive Management Team of the Hilti Group since January 2010.

He has global responsibility for all the logistics activities including transport, warehousing, materials management & customs. Since 2023 he is also responsible for pre-fabrication and owns the end-to-end Order-to-Pay customer journey. He has a track record of improving the customer experience while at the same time optimizing the inventory, reducing costs and strengthening supply chain resilience.

## 25 (-) ALAN DY Global Head SCM, Novartis



Alan Dy is Global Head of Supply Chain Management at Novartis, with over 27 years of experience in strategic

roles across regions. Since 2020, he has led global supply chain initiatives from Basel, Switzerland, after previously heading innovative medicines supply and regional operations. He has extensive expertise in managing complex, multinational supply networks.

## 24 (-) GREGOR DUDEK SVP Group SCM, Electrolux



Gregor Dudek is Senior Vice President of Group Supply Chain Management at Electrolux, where he

oversees supply chain operations for laundry and kitchen appliances across Europe. Known for driving customer-centric transformations, he has implemented agile systems and digital tools that enhance flexibility and transparency.

## 23 (-) ANDRÉ KAISER Global Head of Logistics & SCM, ThyssenKrupp



André Kaiser is Global Head of Supply Chain Management and Logistics at

ThyssenKrupp Bilstein, responsible for the company's end-to-end logistics and supply chain operations. He has extensive experience in global supply chain planning, compliance and cost management. Kaiser's career spans roles in strategic planning and operational efficiency, managing large teams and complex logistics networks across the automotive and industrial sectors.

## 22 (9) JAMAL CHAMARIQ SVP Global Supply Chain, Estée Lauder



Jamal Chamariq has over 30 years of global leadership experience across the spectrum of supply chain operations, and currently serves as Senior Vice President for Global Supply Chain, EMEA & Travel

Retail Worldwide. Earlier this year in Supply Chain Movement, he called attention to digital skills: "Talents need to know how we can translate data and insights into tangible actions. Data and analytics should be front and centre across the end-to-end supply chain to enhance service levels, quality control, safety, efficiency, speed-to-market and sustainability."

## 21 (-) KATIA NÚÑEZ Head of Swatch Group Logistics, Swatch



Katia Núñez, based in Neuchâtel, Switzerland, is currently Head of Swatch Group Logistics at The Swatch Group

Services Ltd., bringing experience from previous roles at both The Swatch Group Services Ltd. and Swatch Group. Núñez graduated from Université de Neuchâtel in 1994. Her robust skill set includes international logistics, financial controlling, international sales management, marketing, foreign languages and more.

## 20 (17) STEPHANE POITTEVIN SVP Global Supply Chain, Schneider Electric



Stephane Poittevin has been SVP Global Supply Chain Europe & CIS at Schneider Electric since 2019. He is responsible

for over 60 manufacturing plants and 20 distribution centres, 15,000 collaborators and € billion in turnover in 20-plus countries. At Schneider Electric, Global Supply Chain leverages a tailored, sustainable and connected 4.0 supply chain programme to differentiate and help conquer new market opportunities.

## 19 (-) DAVID CUTTER Chief Supply Chain Officer, FrieslandCampina



David Cutter has been Chief Supply Chain Officer and member of the Executive Board of Royal FrieslandCampina

since October 2022. He has more than 30 years of experience, having worked across the global supply networks of

large companies such as PMI, SC Johnson and Diageo. At the latter, Cutter spent more than 16 years in leadership roles across the globe, including as President Global Supply and Procurement for his last five years there.

**18 (-) ABDELAZIZ SALAH**  
Chief Supply Chain Officer, Ecotone



Abdelaziz Salah has extensive experience in supply chain management, having worked at companies like Ecotone, Johnson & Johnson and Unilever. With a background in finance and a focus on leadership, Salah has held various roles such as Chief Supply Chain Officer, Supply Chain Director, Manufacturing Director, Factory Manager, and Planning and Logistics Manager. Salah has led supply chain and manufacturing operations across multiple countries.

**17 (3) FREDERIC BRUT**  
Head of International Supply Chain Operations, MSD



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: "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. We can achieve this by harnessing digital technology and innovation, such as blockchain, digital logistics, control tower and others." In a Supply Chain Media webinar, he described reshoring as a key supply chain theme: "We are coming from a centralized production model in the US and Europe and moving to a more decentralized production model."

**16 (12) ARNE FLEMMING**  
SVP Corporate Supply Chain & Global Logistics Services, Bosch

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. He is responsible for all Bosch global logistics services with a budget of €5.5 billion. In a company where planning is decentralized across production sites, it is important to have people in the control tower to manage supply chains that transcend production sites, he states elsewhere in this issue: "It is crucial to continue to expand the organization so that the right competences are available when you need them."

**15 (16) LIESBETH GEELS**  
VP EMEA Supply Chain, Starbucks



Liesbeth Geels is Vice President of EMEA Supply Chain at Starbucks, where she drives the supply chain strategy across 42 countries. Under her guidance, Starbucks EMEA has achieved over a 10% improvement in demand forecast accuracy, reducing forward coverage weeks by 50% and minimizing write-offs. Geels has enhanced agility through faster innovation timelines and significant supply chain optimization, benefiting licensees with cost efficiencies and sustainable practices.

**14 (-) GRAEME CARTER**  
Chief Global Supply Chain Officer, Coty



Graeme Carter leads the end-to-end Global Supply Chain function from planning to manufacturing, warehousing and distribution. He works closely with the Chief Scientific Officer on reducing Coty's overall environmental impact. Carter joined Coty from Avon, where he successfully transformed the supply chain to be more consumer centric and sustainable, and delivered improvements in service, inventory and savings.

**13 (-) STÉPHANIE ROTT**  
Chief Operations Officer, Guerlain

Stéphanie Rott is currently International Operations Director at Guerlain. She



brings experience from previous roles at LVMH, Sephora (LVMH) and Guerlain (LVMH). Rott graduated from École Nationale Supérieure De Techniques Avancées in 2001.

**12 (-) ROBERT VAN DER WAAL**  
VP Supply Chain, Sandvik



Robert van der Waal has been Vice President of Supply Chain at Sandvik since September 2021.

Having joined in the midst of the COVID-19 pandemic, he was immediately confronted with the vulnerability of the complex global supply chain of Sandvik and changed its strategy, he told Supply Chain Movement in late 2023. In an aim to shorten the supply chain and reduce the susceptibility to disruptions, the company is now exploring opportunities to produce closer to the sales markets. This led to the construction of a brand-new factory in Malaysia to produce electric battery-driven vehicles for transporting materials out of deep underground mines, which became operational in early 2024.

**11 (-) VICTOR SHEVTSOV**  
EVP Supply Chain, Carlsberg



Victor Shevtsov was appointed Executive Vice President for Supply Chain and joined the Executive Committee

of The Carlsberg Group in July 2021. Shevtsov initially joined Carlsberg in 2015 after a long and successful career in various supply chain roles with PepsiCo. Since joining Carlsberg, he has also been Vice President for ISC in Asia where he drove significant improvements in the supply chain organization. Since 2020, he has been leading Carlsberg Group's global Diversity & Inclusion Council.

**10 (22) THORSTEN DOMKE**  
VP SCM, Infineon Technologies



Thorsten Domke has been VP Supply Chain Management at Infineon Technologies since December 2020, hav-



ing first started working at Infineon in 1987 as Senior Director Supply Chain Management. Domke has a degree from the Technical University of Munich, Germany.

**9 (-) ANDREW FINNEGAN**  
**CVP Supply Chain, Novo Nordisk**



Andrew Finnegan has been serving as Corporate Vice President of Supply Chain at Novo Nordisk A/S since 2004. His responsibilities include global supply chain strategy, sales and operations planning, supply network planning, launch execution, and oversight of supply chain IT, shipping and distribution. Finnegan's previous roles at Novo Nordisk include Corporate Vice President of Contract and Local Manufacturing, overseeing contract manufacturing and local facilities, and Corporate Vice President of Local Manufacturing and Sourcing.

**8 (-) MARIA PIA DE CARO**  
**CSCO, Pernod-Ricard**



Maria Pia de Caro has over 25 years of global experience in supply chain and operations across renowned FMCG enterprises. She is currently the CSCO at wine and spirits producer Pernod-Ricard where, among other things, she is busy with a transformation, focused on further supply chain integration, strengthening resilience and, in particular, production. "We need to look at production from the perspective of our ecosystem, and find the right balance between global, regional and local production. We have already made considerable progress in the area of sourcing, which is now organized globally," De Caro states elsewhere in this issue.

**7 (25) JOSÉ ANTONIO ECHEVERRIA VILLAR**  
**SVP, Chief Customer Service & SCO, CCEP**



José Antonio Echeverría Villar leads Coca-Cola Euro Pacific Partners' end-to-end supply chain and customer service. He has been a part of the Coca-Cola

system since 2005, serving in multiple roles including Vice President of Strategy and Transformational Projects for the Iberia business unit, and Vice President, Strategy and Coordination for Supply Chain across CCEP. He is also the disability inclusion executive sponsor at CCEP.

**6 (5) ANTOINE VANLAEYS**  
**COO, L'Oréal**



Antoine Vanlaeys is Chief Operations Officer and member of the Executive Committee. He leads the entire supply chain of the 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, Vanlaeys implements winning supply strategies and is leading major operational transformations including e-commerce acceleration, Industry 4.0 and sustainability.

**5 (2) PAUL CAMPBELL**  
**SVP Supply Chain Europe, PepsiCo**



Paul Campbell became Senior Vice President Europe at PepsiCo in January 2020. He is responsible for PepsiCo's European supply chain (60 plants, 230 co-manufacturers, 400 warehouses, 25,000 FTEs) from end to end. In a Supply Chain Media webinar, Campbell questioned whether the current focus of companies on digitalization is a temporary phenomenon or a serious issue: "You often see that the things everyone is talking about are also considered the most important, when in reality that does not have to be the case. Take artificial intelligence. The standard statement is that 'we have to do something with that'. Whereas the question should be whether companies have a problem for which artificial intelligence offers a solution."

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

Karen-Marie Katholm joined AkzoNobel in September 2021. In her current role she heads a global Integrated Supply Chain organization of 15,000 FTEs



across 150-plus manufacturing sites including planning, engineering, a centre of excellence, distribution, quality and HSE&S. In her current role, she has improved customer service levels and reduced levels of backorders, achieved sizable productivity gains and notably improved the safety performance. In Supply Chain Movement earlier this year, Katholm emphasized the importance of sustainability: "As Chief Supply Chain Officer, one of my key roles is to drive operational projects aimed at reducing Scope 3 emissions across our end-to-end supply chains. Sustainability and environmental responsibility are becoming increasingly integral to the success of any modern supply chain operation."

**3 (7) SVEN MARKERT**  
**Head of Supply Chain & Logistics, Siemens**



Sven Markert is Head and Executive Vice President of Supply Chain for Siemens AG's Smart Infrastructure Business, where he oversees a team of over 4,000 across multiple business units. With more than 20 years of executive experience and a foundation in business administration, Markert has dedicated his career to building the 'Supply Chain of the Future' at

**2 (6) DAVID BOULANGER**  
**EVP & CSCO, Arla Foods**



David Boulanger joined the company in October 2020, bringing with him over 26 years of experience in global supply chain leadership across Mars, Mondelez and Danone. Drawn to Arla by its values, people and innovative culture, Boulanger took on his role amid the challenges of the COVID-19 pandemic. "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,"

## HALL OF FAME

**Marc Engel**, Chief Supply Chain Officer at Unilever, was the first person to be added to the Hall of Fame in recognition of him being named the No. 1 executive in 2017 and 2018.



**Carsten Rasmusen**, Chief Operation Officer at Lego Group, was the second person to be included in our Hall of Fame after winning the 2019 edition.



**Dirk Holbach**, Corporate SVP and Chief Supply Chain Officer at Henkel, was the third person to join our Hall of Fame after topping the 2020 ranking.



**Tariq Farooq**, SVP Global Supply Chain at Sanofi, was the fourth person to enter our Hall of Fame after securing the top spot in the 2021 ranking.



**Sami Naffakh**, Chief Supply Officer, Reckitt, was the fifth person to enter the Supply Chain Movement Hall of Fame after topping the 2022 ranking.



**Ewan Andrew**, President, Global Supply Chain & Procurement and Chief Sustainability Officer at Diageo, ranked first in the 2023 edition.



Siemens, focusing on integrating people, processes and advanced technologies to enhance customer experience and sustainability. Markert's commitment to proactive problem-solving and future-ready solutions is evident as he emphasizes: "We need to anticipate answers before customers even ask questions." Under his leadership, Siemens' supply chain initiatives prioritize adaptability and quality-of-life improvements, aiming to create a sustainable foundation for future generations.

he says. During this period, Boulanger witnessed Arla's robust response to the pandemic, highlighting the success of its 'Calcium' transformation programme that started in 2016, which reinforced efficiency and resilience. Under his leadership, Arla's supply chain has continued to excel in agility and digital adoption, setting a strong foundation for the company's 'Future 26' strategy aimed at steering Arla's next five-year growth phase. Boulanger's tenure reflects a focus on strategic resilience, operational efficiency and a commitment to Arla's core values.

# 1

## (8) MAGNE SETNES Chief Supply Chain Officer, Heineken

Magne Setnes, Chief Supply Chain Officer at Heineken since 2020, has been with the company for nearly 25 years, having started after earning a PhD in Artificial Intelligence. Now leading Heineken's global supply chain, he has overseen the development of a collaborative supply network across nearly 200 production sites. Setnes champions digitalization, using IoT and real-time data to drive agility and optimize operations: "Our dream is to create a truly collaborative supply chain... where we all win together." Committed to sustainability, he is steering Heineken towards net-zero by 2040, emphasizing shared accountability with partners: "We're all in this together, from barley to bar." He started in his current role at the Heineken Global Supply Chain Head Office in Amsterdam in the same week that the company closed the office due to the COVID-19 pandemic. "It was a tough start, working in a global organization with no opportunity to meet people except through digital means. I'm glad that's behind us although, of course, there has been even more volatility in the last four years," he said in an interview with Supply Chain Movement in Q3. "In Amsterdam we oversee all of Heineken's worldwide supply chain activities. We drive improvement programs, policies, compliances and manage things like investments, service levels and strategies. The day-to-day operations are carried out locally in our markets through operating companies whom we support with anything that is above their daily work. We have almost 200 production sites – breweries and malteries – worldwide which all report into our global operations, so we oversee the performance of manufacturing from here. In addition to the production sites we have a network of more than 500 distribution centres and warehouses worldwide. We are going through a lot of change such as the energy transition, sustainability and the use of digital tools but we can't afford to take our eyes off the current business. It is very easy to be attracted to new ideas and promises and, especially as an engineer I'm curious about the new technical solutions available, so I try to pay close attention to balancing the future focus with what is needed here-and-now to deliver today."

