

Sixth ranking of Denmark's supply chain leaders

**Danish Dynamite:**  
**Top 30**  
**Supply Chain Leaders 2022**



## Top 30

# Sixth ranking of Denmark's supply chain leaders

For the sixth consecutive year, [Supply Chain Leaders Forum \(SCLF\)](#) is celebrating the fostering of great supply chain leaders at Copenhagen Business School. SCLF is a collaboration between CBS, DTU, IDA Operations Management and the association AAASCM, and was founded in 2016 by Kim Sundtoft Hald and Henrik Knak.

Based on a thorough and extensive analysis of more than 70 very strong leaders across Danish companies and organizations, SCLF and the leading executive search firm Korn Ferry have evaluated and prepared a ranking of the Top 30 Supply Chain Leaders in Denmark including a new Top 5 Athletes. In this article, we have

searched beyond the evaluations and are proud to present a tiny glimpse into each leader's background.

The award is sponsored by Syncronic – a Deloitte business and consists of an exclusive statuette by artist Åse Højer, and a valuable SCM problem analysis.



By Henrik Knak,  
Director in [Syncronic](#)  
– a Deloitte business

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## Lord of The Rings

# Supply Chain Leaders Forum 2022 peaked with many innovations

Grounded in the success of previous year event, the 11th Supply Chain Leaders Forum 2022 took the format to a new level: Round-table setup, live digital audience involvement beyond Q&A, and a new 'Best leader' category: Best athlete. With more than 210 participants registered and only 168 round-table seats we hoped for willingness to stand up in the expo-area and usage of the many stairs designed for seating – and it worked. Full house, great engagement from everyone in Ovnhallen at CBS, and the highest evaluation score ever.

### Spot on theme

The theme 'Lord of the rings: Sustainability, Resilience, and Digital' certainly was spot on for the challenges meeting today's supply chain organisations. While digital was seen as an enabler and resilience as a core foundation, it was sustainability that people enjoyed the most. Great cradle-to-cradle case, real life circular economy application insights, eye catching and thought provocative academic inspirations, Maersk made a lasting impression, Katriina very inspiring. Just a few of the many positive feedbacks all speakers and the event generated.

Beyond the already stated new event elements we also introduced an academic

session combining newest insights from DTU and CBS on SCM / OM research:

Deep diving into shipping decarbonation, discussing digital servitization trajectories, and being philosophical regarding supply chain versus supply network.

As always, the main purpose of this conference was to bridge research and business, theory and practice, across commercial and technical domains. In this spirit, the conference really came across well according to the audience feedback. The event is organized as a collaboration between CBS – Copenhagen Business School, DTU – the Technical University of Denmark, IDA Operations Management, and the association AAASCM, with a strong support from Syncronic – a Deloitte business. In addition to honouring students from both CBS and DTU for the best academic assignments that bring value to business, the conference reached its peak with the unveiling of the best supply chain leader in Denmark 2022.

### The winner was a Bestseller

The award was presented by partner in Syncronic Lars KISSOW grounded in a thorough analysis that includes a broad and comprehensive assessment of many criteria. The data collection, analysis and the objective scoring were carried out by Deloitte for SCLF in close collaboration with the executive search com-

pany Korn Ferry represented by senior client partner Katriina Lillelund Schøier, head of their EMEA Supply Chain & Operations CoE. The final winner was reviewed and selected by the SCLF board. Furthermore, we have introduced a new supply chain leaders category called 'Best Athlete' and merged the Top 25 supply chain leaders list with this Top 5 best athletes.

This year, Allan Kyhe Kjærgaard, Logistics Director at Bestseller ranked #1 supply chain leader in Denmark. And Bjarke Roost, CSCO in EET Group ranked #1 supply chain athlete.

### Ranking Denmark's Top 30

The 2022 Top 30 Supply Chain Leaders in Denmark list has been reengineered a bit this year recognizing that not all criteria should weigh equal, e.g. 'Financial performance' should weigh less than 'Track record & reputation'. Plus, we have following merged a Top 5 Supply Chain Athletes into the Top 25 list creating a new Top 30 list. First, we analyse, score and rank the Top 25. Then Korn Ferry identified 5 supply chain leaders not in play for the Top 25 list (i.e. not on the initial 70+ gross list) and ranked them solely based on the Korn Ferry leadership scoring system. We then merged the Top 5 list into the Top 25 list creating a combined Top 30 list. Thorough, analytical, and objective grounded in accessible data.

## Creating the Top 25 list

To create the Top 25 list we took the following four overall factors into consideration where the first two focus on the leader's chair while the latter two focus on the individual person:

### 1 Company

#### Financial performance

### 2 Role

#### Job complexity

### 3 Impact

#### Personal lighthouse

### 4 Person

#### Track record & reputation

Based on detailed evaluation criteria shown in the figure each factor were analysed, evaluated, rated, weighed and distributed on a scale from max 25 points to 0 points. The winner is the person with total max score.

### 1 Company: Financial performance

As a first step, company success was assessed based on the latest financial results, represented by revenue, EBIT, and ROCE. This entailed extracting the companies' revenue details and EBIT results from their annual reports.

Furthermore, we compared performance in 2021 and 2020 to quantify and evaluate the improvement in revenue, EBIT and ROCE. Obviously, the pandemic, the inflation, the

Russia-Ukraine war and the many supply chain disruptions and limitations have changed the picture significantly this year.

### 2 Role: Job complexity

During second step we assessed the complexity of the leader's responsibility for each of the Supply Chain Leaders.

This included span of control based on the SCOR model (Buy, Make, Deliver, Plan) and were often correlated to the executive level of the leader.

Secondly, the geographical scope indicated each leader's geographical area of command with global scope as maximum score.

Thirdly, the supply chain complexity was evaluated to gain insight into the dynamic

system of operation within each company.

Finally, the supply chain maturity was assessed based on the Gartner 5-step model. In a level-one stage or 'reactive' supply chain, the focus is solely based on the business unit. If the supply chain is in a level-five stage of maturity, technology supports complete orchestration and value is created for the entire network.

### 3 Impact: Personal lighthouse

In the third step, we assessed how well the leader succeeded in exposing the supply chain concept to an audience beyond the person's own company. We looked at role model engagements that the leader was involved in outside the company, role-model engagement,

## Financial performance

# 1

- Revenue
- EBIT
- Return on Capital Employed (ROCE)
- Growth in Revenue
- Growth in EBIT
- Growth in ROCE

Weight: **10%**

## Job complexity

# 2

- SCOR functions covered
- Geographical footprint
- Supply chain complexity
- Supply chain maturity

Weight: **20%**

## Personal lighthouse

# 3

- Organisational and academic roles
- University lectures
- Conference appearances
- Articles, interviews and SCM statements

Weight: **35%**

## Track record & reputation

# 4

- Recommendations from leading Danish CEOs
- Input from Korn Ferry global Supply Chain CoE
- Local market intelligence and insight from Korn Ferry
- Peer review from SCM professors and consultants

Weight: **35%**

university guest lectures, articles, interviews, and press releases. These sub-criteria were then given a weighting value with role models as the most important and press releases as the least. E.g. chairman roles in SCM associations, driver positions in SCM related national projects and examiner at universities were valued at five points. Conference presentations or university lectures were awarded four points each, to highlight and recognize those leaders who prioritize and focus on sharing knowledge, promoting education and attracting promising new talent to the supply chain sector. Participation by the Danish supply chain leader in keynote presentations or conferences was valued at three points per event. Interviews and own articles in a weekly, monthly, quarterly or annual publication received two points each, and so forth.

#### 4 Person: Track record & reputation

As a final qualifying and most important step, senior client partner, Katriina Lillelund Schoier from Korn Ferry's Supply Chain & Operations COE unit assessed the leaders track records and personal reputation. Grounded in an evaluation of the full list of qualified leaders, a net list of the topmost qualified leaders was developed. The headhunter qualified this list further by contacting key people over and above the leader to understand the performance and track record of the specific leader.

Peers inside and outside the company were asked to do reviews and leaders below were in some cases confronted with their experiences. Based on all these 360-degree feedback the net list of executives was scored and ranked.

#### Total Top 25 score

The total score for each factor (ranging from top to bottom) was added together to arrive at this final ranking of the Top 25 Danish Supply Chain Leaders. Each factor were weighted as described in the illustration.

#### Total Top 30 list

The Top 5 athletes are ranked and inserted into the Top 25 list based on a holistic view using Korn Ferry's leadership evaluation system with one caveat: An athlete cannot be positioned higher than #4 in the Top 30 list.

### New category: Best athlete

This year we have added a new category of leaders – athletes - to the Top 25 list recognizing that a number of excellent leaders did not show up on our initial gross list. The reason typically being that they were not employed in a company meeting the 1BDKK revenue criteria, or leadership experiences have been earned outside Denmark.

Best athletes are evaluated by Korn Ferry on their proven Leadership strengths grounded in a strong career track record with good results and having made one or more bold career moves, e.g. driving significant turnarounds for capital funds, having obtained large scale supply chain executive jobs outside Denmark and are now back, or transforming smaller scale companies.

### Athlete leadership strengths

- Strong career track record driving results
- Has made one or more "bold" career moves that the other criteria do not necessarily capture, for example:
  - From large corporate setting to smaller scale company with ambitions
  - Has joined significant turnaround
  - Has demonstrated courage and taken a career risk





## SUPPLY CHAIN EXECUTIVE 2022

### And the winner is **Allan Kyhe Kjærgaard,** Logistics Director at **BESTSELLER**



Allan Kyhe Kjærgaard (right), with the sponsor, Lars Kissow.

A demonstrated history of supply chain excellence and having the ability to move between companies and business models, rapidly getting up to speed and driving real change - these were some of the qualities that has qualified Allan Kjærgaard to take home the title as Best Supply Chain Leader in Denmark 2022.

Also, he has received strong recommendations from managers, peers and subordinates.

They highlight Allan's excellent leadership skills, strategic vision, ability to engage people around a purpose as well as his low ego and winning personality.

Bestseller is a family-owned fashion company with more than 3,000 stores in 32 countries globally combined with a wholesales business. ~2,300 of these stores are owned by Bestseller. The company employees ~18,000 people and has more than 20 fashion

brands. It is present in 70 markets across Europe, Asia, North America, South America, Oceania, and the Middle East via ~17,000 multi-brand and department stores globally. The global upstream supply chain has more than 500 suppliers having more than 800 factories, which employees over 600,000 people across 23 countries. In this end-to-end value chain context, Allan is responsible for all related SCOR domains, managing a very complex global footprint in a mature supply chain design and with excellent performance.

Bestseller has experienced a record growth but especially a fantastic triple-digit growth in both EBIT and ROCE placing Bestseller as a financial top performer this year. This growth has obviously been challenging for the entire company, but nevertheless, teams across the entire supply chain have all kicked in and delivered well. "To a large extent, it is through their work that I stand here. Supply chain - which the word almost in itself tells - is characterized by the value of collaboration and the strength of the entire value chain. Therefore, the award should be dedicated to the collective, not the individual", Allan Kjærgaard said at the ceremony when receiving the prize.



**Allan Kyhe Kjærgaard** (right) received the award for Best Supply Chain Leader in Denmark 2022 – an art-piece called 'The conductor' created by Åse Højer – at Ovnhallen, CBS. He is supported by previous winner Aymeric Chandavoine, Global Head of Logistics and Services at A.P. Møller-Maersk.



SUPPLY CHAIN  
EXECUTIVE

# Hall of Fame

**Allan Kyhe Kjærgaard** will in 2023 join the Hall of Fame hosting the past three years of winners pushing out COO Carsten Rasmussen. Allan will after three years rejoin the pool of potential winners of the Best Supply Chain Leader in Denmark award. Previously, the Hall of Fame also counted Jean-Marc Lechêne, COO at VESTAS (2018), and Susanne Hundsbaek-Pedersen, Senior VP Devices & SCM at Novo Nordisk (2017).

## 2021



**Aymeric Chandavoine**, Global Head of Logistics and Services at A.P. Møller-Maersk since 2020. Before joining Maersk he had 10 years of experience in CEVA Logistics, which is a logistics and supply chain company

based in Marseille. Aymeric's records show another 11 years in the logistics field in FM logistics in both Poland and China. He 100% believes in the human factor as the biggest enabler to change, and in practice he drives a digital and tech-oriented platform change that combines business and IT. He is educated with a master's degree in both Business from Ecole Supérieure des Affaires and later in Computer Engineering from Centrale Lille.

## 2020



**Torsten Steenholt**, EVP for Global Operations in Chr. Hansen and has been since 2017 leading facilities in the US, Brazil, Czech Republic, Germany, France and Denmark. Besides his position in Chr. Hansen, Torsten

is a Member of the Board of Directors in both RO-CO A/S and Altia Plc. Alongside Torstens many years of professional expertise he holds a numerous amount of batches from educational institutions counting a masters degree from the University of Copenhagen, UCL, Scandinavian International Management Institute and IMD Business School. Besides holding a top position in Chr. Hansen, Torsten spends a lot of time in his running shoes and enjoy the outdoors.

## 2019



**Carsten Rasmussen**, Carsten Rasmussen, COO of The Lego Group, won last year. Carsten was acknowledged for the great achievements The Lego Group experienced in 2018 and 2019 where solid numbers as revenue

and operating profit showcased a solid organization, supporting the company growth. Furthermore, Carsten and The Lego Group put an effort to integrate innovative technologies and to put focus on sustainable supply chain management. Since 2001, Carsten held numerous positions across The LEGO Group, e.g. leading the supply chain office in Hong Kong, leading Lego Production in the Czech Republic, and being responsible for Lego Shopper Marketing & Channel Development.





#1

Allan Kyhe Kjærgaard,  
Logistics Director  
at BESTSELLER

Allan Kyhe Kjærgaard joined Bestseller in 2021 as a Logistics Director. In this position, Allan works alongside the rest of the Bestseller employees to create a more sustainable fashion industry. Before joining Bestseller, Allan spent more than 7 years in Jysk Group, where he took the position of EVP, Logistics. His career has also included more than 4 years in Lantmännen Unibake, where his latest position was Production Director. Before this he also spent more than 4 years in Carlsberg, latest at an Operations Manager for soft drinks/beer. Alongside this, he sat on the board of DI Horsens. Allan holds an Executive MBA and a CBL from Henley Business School as well as a bachelor's degree in Production Engineering from University of Southern Denmark.



#2

Asger S. B. Lauritsen COO,  
President FLSmidth Cement,  
Group Exec. Management

Asger has more than 20 years of experience in the field of operations, procurement, manufacturing, supply chain, innovation and projects. Asger joined FLSmidth in 2016 as CPO – Supply Chain & Manufacturing, and elevated in 2022 to COO, President FLSmidth Cement, Group Executive Management. Throughout his career, Asger has built a strong and impressive CV. Before joining FLSmidth he held the position of CPO, CTO & SVP in DS Norden. He also held the position of CPO in A.P. Moller – Maersk for 8 years. Asger is a member of a number of executive management boards & boards of directors for engineering, transportation, and manufacturing companies. Educationally, Asger impresses with a MBA from IMD in Switzerland, a GMP from

INSEAD and a master's diploma in Economics from the University of Copenhagen.



#3

Katarina Lindström,  
EVP and COO  
at Hempel A/S

Katarina Lindström was announced Executive Vice President and COO in Hempel in August 2020 where she is driving the company's strategic agenda regarding operational excellence, innovation, and sustainability. According to the Hempel CEO, she plays a central role in delivering on the company's ambition to double in size. Before her position in Hempel, Katarina worked 2 years at Munters as President of Operations, and more than 20 years at Volvo Group holding a series of global senior executive positions within both operations and product management. Besides her role as EVP, Katarina is a Board Member in Stockholm-based Gränges, a global supplier of rolled

aluminum products. She has worked internationally for many years, including being based in Japan. Katarina graduated from the Royal Institute of Technology in Sweden with a M.Sc. in Material Science.

In 2021 Katarina was ranked #7.



#4

Nicolai Gradman,  
EVP Supply Chain & Logistics  
at Salling Group

Nicolai Gradman became Executive Vice President for Supply Chain & Logistics at Salling Group in 2013. Previously, he was Senior Vice President CAM and Supply Chain in Esko Belgium for 10 years and Deputy Director and Factory in Grundfos for 9 years. Today, the Salling Group counts more than 1,400 stores in three countries, and additionally, the portfolio covers webshops, coffee shops, restaurants, meal boxes, and self-owned brands, to which Nicolai holds the

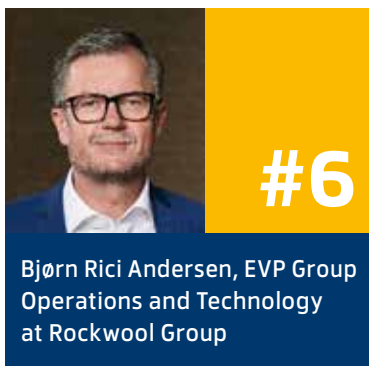
global responsibility of the supply chain and logistics. Regarding education, Nicolai holds a degree as Master of Science in Engineering from Aalborg University. Nicolai ranked #15 in 2021.



#5

Brian Gøbel Poulsen,  
Director of Supply Chain  
and Operations at Matas

Brian Gøbel Poulsen has been a Director of Supply Chains and Operations in Matas since 2019. Before joining Matas he was employed in Sportsmaster for more than 4 years, where his latest position was as a Supply Chain Director. Before this, Brian worked for more than 9 years in COOP, latest as a Category Group Manager. Brian sits on multiple boards where he shares his extensive knowledge from the consumer industry. He holds a master's degree in Supply Chain Management from Copenhagen Business School.



Bjørn Rici Andersen is Executive Vice President for Group Operations & Technology at Rockwool Group. He is part of the Group Management and is responsible for six functional areas that support the Group: R&D, Technology, Sourcing and Procurement, Operational Excellence, Supply Chain and Safety, Health and Environment. Bjørn re-joined Rockwool in 2016 with more than 18 years of previous Rockwool experiences, and Group Management in 2018. Educational-wise, Bjørn is a Mechanical Engineer with a number of management educations on his back, including a MBA from Henley Business School and a newly completed program in reimagining strategy with design thinking from Harvard Business School. Since 2014 Bjørn has volunteered in Team Rynkeby who bikes from

Copenhagen to Paris every year to raise money for children with cancer.

In 2021 Bjørn ranked #5.



Peter Håkansson recently joined GN hearing in the position of SVP Global Operations. Before joining GN Hearing, Peter worked across the world: he has resided positions as CVP Supply Chain, Operations and TQM in Delphi Powertrain in London, SVP Head of Operations in Rexel in Paris, SVP Chief Supply Officer in Eindhoven, VP Quality, Six Sigma and Sustainability in Philips in Amsterdam and Asia Six Sigma Initiatives Leader in GE Healthcare in Tokyo. Peter holds a MBA from University of California, Berkeley, Haas School of Business and a master's degree in Mechanical Engineering from Linköping University.



Martin Hagger Kirk has been in the hearing aid industry for more than 9 years. He started in this field in 2013 when he joined Widex and took various positions before the position of VP Global Supply Chain, Sourcing and Operation Programs. In 2019 Widex merged with Sivantos and formed the company WSAudiology where Martin currently sits in the position of VP EMEA operations. Before joining Widex Martin worked 8 years in consultancy. Privately, Martin is passionate about renovating. Martin holds a master's degree in Supply Chain Management from Copenhagen Business School.



Line Hildebrandt Smith joined Pandora almost 6 years ago, and since 2021 she has taken the position of VP Global OMNI Operations. Her career has previously taken her to Arla Foods where she took the position as Manager S&OP for 4 years and Business Development Manager for 2 years. Furthermore, Line has worked in the consulting industry with Strategy projects and within Planning & execution excellence. During her final master-year she volunteered for the UN Development Fund for Women in Singapore. Line holds a master's degree in Economics and Business Administration from the University of Aarhus.



Bjarke Roost took the jump back to Denmark and EET Group in 2020 where he currently holds the position as Chief Supply Chain Officer. Before this leap, Bjarke worked in Switzerland in a position as VP Supply Chain Europe in Coty for almost two years. And before this, more than two years with SC Johnson Europe SARL as a Senior Director Supply Chain, also in Switzerland. The majority of Bjarke's career – 17 years – has been spend in the beverage industry at Carlsberg Group and Coca Cola in numerous leadership positions, lastly as VP Customer Supply Chain working out of UK responsible for 17 sites and a total staff of 1,300. Bjarke holds a master's degree in Foreign Trade from the University of Aarhus.

Bjarke top the new Best Athlete list as #1.



Jacob Kops Pedersen,  
COO at Mater

#2 ATHLETE

#11

Jacob Kops Pedersen has since last year worked in Mater as COO. Mater is a furniture provider with sustainability in its core DNA. It was founded in 2006. Before joining Mater, Jacob took the position of SVP Global Operations in Pandora, where he spent more than 10 years of his career. Previously, Jacob has shortly gained experiences from the consulting industry, and VESTAS. He initiated his supply chain career in 2003 at Fritz Hansen as Logistics planner, and later Production & logistics manager. Jacobs holds a master's degree in Engineering Manufacturing & Management from DTU and has taken a leadership module from Harvard Business School.



Christian Kløve,  
SVP Global Operations  
at Demant

#12

Christian Kløve has been with Demant for more than 6 years, the last four years in the senior role as SVP Global Operations. Christian has a strong background from the medical device industry as he has held positions at Leica Biosystems as VP Global Supply Chain and DBS, at Radiometer

Medical as Director of Global Supply Chain and at Coloplast as Plant Director. Christian holds an MBA from Henley Business School and a bachelor's degree in Engineering from Engineering College of Copenhagen.



Sven Thiessen,  
CSCO at Boozt

#13

Sven Thiessen joined Boozt this year where he holds the position of Chief Supply Chain Officer. Before this, he spent almost 9 years in various divisions of Zalando, with the latest position of Director Logistics & SCM. Apart from this, his career has also included a title of Head of Operations at Modulor GmbH and Area Manager at Amazon.de. Sven holds an MBA from Rotterdam School of Management.



Ole Thomsen,  
EVP Logistics at JYSK

#14

Ole Thomsen took the position of EVP Logistics in Jysk in 2022, and before this he left his position at Rema 1000 where he had the position of Director of Logistics for more than 5 years. Before this he worked in Dansk Supermarked Group for more than 9 years, where the latest position he held was as Group VP and Head of Logistics Føtex, Bilke

& eCommerce. He has also held the position of Logistics manager in multiple companies before this. Ole's professional career started in the Danish Army where he spent more than 5 years as an officer.



Nicolaj Boysen,  
Director of Logistics  
at REMA 1000

#15

Nicolaj Boysen joined Rema 1000 just this year as a Director of Logistics. He is, however, no stranger to logistics nor the retail industry. Since 2002 he has spent his professional life in the retail industry, first in Dansk Supermarked Group and later in Coop where he spent more than 17 years. His latest position in Coop was as a Chief Supply Chain Officer. After he left Coop, he spent nearly 1 year as COO in City Logistics where he worked towards a more sustainable logistics industry in bigger cities. In 2019 Nicolaj completed an MBA from Copenhagen Business School.



Lars Bang,  
EVP Product Development  
and Supply at H. Lundbeck

#16

Lars Bang has been in H. Lundbeck ever since he joined in 1988. He has a deep understanding of pharma and has since 2018

been EVP Product Development & Supply with a cross-functional and global responsibility for product development, manufacturing, safety, and environment, and more. Beyond his work in H. Lundbeck, Lars is a member of the Board of Directors of Claudio Bidco A/S, Claudio Holdco A/S, Fertin Pharma A/S, and OB Holding ApS. He holds a master's degree in Industrial Engineering from the Technical University of Denmark and a GD in Marketing from Copenhagen Business School.

Lars ranked #22 in 2021.



Jens Lund,  
COO & Vice CEO  
at DSV

#17

Jens Lund spend most of his more than 30-year career in the finance industry, whereas more than 20 of those years he has dedicated his professional life to DSV. Here he spent more than 19 in financial roles, latest as CFO before he in 2021 took the position of COO and Vice CEO of the corporation. Before he entered DSV he has worked with corporate finance in Danske Bank and Carnegie and as an Auditor in Deloitte. Jens holds a master's degree in Economics from Copenhagen Business School.





Russell Thirsk,  
COO in Bavarian Nordic

#18

Russel Thirsk took the position of COO in Bavarian Nordic just this year and has already made himself noticeable. He has more than 20 years of experience in senior management in global leading companies. His experience is primarily based around the life-science industry in Chiron Corporation, Novartis and GSK. Russel's experience has taken him all around the globe. He holds a master's degree in Chemical Engineering from the University of Nottingham.



Tommy Rahbek Nielsen,  
EVP & COO at Vestas

#19

Tommy Rahbek Nielsen has devoted his whole professional career to Vestas, where he has been employed for more than 25 years. In his early years at Vestas, Thomas had a financial focus, however in 2012 his focal point changed, as he first took a position with a supply chain focus as a Group Senior Vice President Supply Chain Planning. Since 2020 Thomas has taken the position of EVP and COO. Thomas holds a master's degree from University of Aarhus.



Thomas Panteli, SVP Supply  
Chain & Sourcing at Paulig  
Group

#20

Thomas Panteli has worked with supply chains and logistics for more than 30 years, and his most recent position is as SVP Supply Chain and Sourcing at Pauling Group, a food and beverage company with more than 2000 employees. Before this, his 30-year career has brought him various positions in notable companies such as Dagrofa Foodservice, Hilding Anders International AB, Carlsberg, Coca-Cola Bottler and DHL. Thomas holds a bachelor's degree from London South Bank University and a master's degree in Logistics from Copenhagen Business school.



Carl-Johan Vang  
Christensen,  
Director & SVP of  
Supply Chains  
in Coop Denmark

#21

Carl-Johan Vang Christensen has held the position of Director of Supply Chains and SVP in Coop Denmark since 2021. Carl-Johan has also held the position of Group Supply Chain Director in Toms Gruppen for 6 years, while he before that worked in Coop Denmark as a Director of Logistics. Carl Johan has always worked in the food industry, and besides Coop and Toms, he has also been employed at Lantmännen Unibake and Kohberg Bakery Group.



Graziela Malucelli,  
COO & EVP of Operations,  
Supply & Quality  
at Novozymes

#22

Graziela Malucelli has spent her whole career in the life-science industry. For more than 22 years she has worked in Novozymes in offices in Brazil, China and Denmark. Her 22 years have taken her through many positions, and since 2020 she has held the position of COO and EVP of Operations, Supply & Quality. Before her time in Novozymes, Graziela has also spend 4 years working as a scientist engineer in Novo Nordisk. Educationally, Graziela holds a master's degree in Food Engineering from Pontifícia Universidade Católica do Paraná.

Graziela ranked #12 in 2021.



Emmanuel Buyse,  
VP Head of Supply Chain  
& Procurement  
(Group CPO) at ISS

#23

Emmanuel Buyse has since March 2019 been Vice President, Head of Supply Chain & Procurement at ISS. He has the responsibility of the group supply chain and procurement (CPO) consistent with approximately 350 procurement professionals in 30+ countries. Before his promotion to his current position, Emmanuel was Director and Head of Group Category Management for two and a half

years at ISS. His previous positions include a Senior Manager position in Ørsted as Head of IT & Indirect Procurement, and more than 7 years as a consultant for Accenture focusing on Sourcing & Procurement. Emmanuel is educated from the University of Antwerpen as M.Sc. in Applied Economic Sciences followed by an Academic Degree in Maritime Economic Science.

Emmanuel ranked #9 in 2021.



Nikolaj Kromann Jørgensen,  
COO at Trackman

#3 ATHLETE

#24

Nikolaj Kromann Jørgensen has held the position as COO in Trackman since 2020. Previously, he was CFO in 3Shape, so it is safe to say that Nikolaj is no stranger to the executive offices. His first contact with supply chain and operation management was during his employment at Novo Nordisk, where he was employed for more than 7 years. Nikolaj peaked his Novo Nordisk employment with a position as Corporate Vice President and Head of Corporate Procurement. Nikolaj started his professional career in McKinsey & Company, where he was employed directly after he finalized his master's degree in Economics and Finance from the University of Copenhagen.



Ivan Møller,  
EVP & COO  
at Zealand Pharma

#4 ATHLETE

#25

Ivan Møller joined Zealand Pharma back in 2018 and has held the position as COO since January 2022. Before his journey in Zealand Pharma Ivan worked in Novartis for 9 years, where some of his positions were Global Head of External Supply Organization and Global Head of Operations Management. Ivan holds a master's degree in Chemical Engineering from the Technical University of Denmark DTU and an MBA from Harvard Business School.



Per Vilhelm Schrøder,  
COO at DSB

#26

Per Vilhelm Schrøder has spent his early professional life in the military, where he was a pilot in the Danish Air Force for more than a decade. He now holds the position as COO in DSB, where he has worked since 2018. His primary focus is the green transition, and he works to bring DSB closer to being a sustainable operation. During his career, Per has also worked at SAS for more than 27 years where he held various positions, in Maersk and in Thomas Cook Airlines.



Andrew Finnegan,  
Corporate VP Supply Chain  
at Novo Nordisk

#27

Andrew Finnegan is Corporate VP of Supply Chain at Novo Nordisk. He joined Novo Nordisk in 2004 and for the last 18 years, he has added numerous fine titles to his portfolio. Andrew took his first education from the University of West London (Thames Valley University) and later added a Cand. Merc. in International Marketing & Management from Copenhagen Business School. Andrew has today the global responsibility for Supply Chain Strategy & Development, S&OP, Supply Network Planning, Launch Planning and Execution, Supply Chain IT, and Shipping & Distribution. From 2004 to 2009 Andrew was responsible for developing the overall LEAN strategy applied in Novo Nordisk, called cLEAN which covered more than 9,000 employees. Andrew's experiences furthermore cover 3 years in consulting and 9 years in WR Grace as Logistics & Purchasing Manager.

Andrew ranked #10 in 2021.



Jesper Pagh,  
Group COO  
at DLG Group

#28

For more than 18 years Jesper Pagh has worked in the DLG Group. In 2021 he took over the position as COO and has delivered good results. DLG Group is one of the largest actors on the European markets within the import and export of agricultural products. The company has departments in 18 countries and employs more than 1,500 people in Denmark. Jesper completed a General Management Program in the department of Business Administration and Management from Harvard Business school in 2016. Additionally, he holds a Master Diploma in Agronomy from Den Kongelige Veterinær- og Landbohøjskole in Copenhagen. Moreover, he is a member of multiple boards.



Lisa Poulsen,  
VP Supply Chain  
at Atos Medical

#5 ATHLETE

#29

Lisa Poulsen was recently hired into Atos Medical as Vice President Supply Chain, and she has already made herself noticeable for her excellent work. Before Lisa entered Atos Medical, she worked for more than 12 years in Carlsberg Group and Carlsberg Supply

Company in Switzerland, where she has been focusing on senior leadership positions within planning, digital and customer experience. Furthermore, she holds 9 years of experience from Coloplast. Lisa holds a master's degree from the University of Aalborg in International Technology Management.



Stefan Bergfors,  
SVP Global operations,  
GN Audio (JABRA)

#30

Stefan Bergfors has since 2017 been in the position of SVP Global Operations in GN Audio (Jabra). Before this he has a 17 years long career behind him. This career counts a position as CPO & VP Supply Chain in Orbital Systems, VP, Head of Global Customer Service at HTC and Head of Global Planning and Fulfillment in Sony Ericsson Mobile Communications. Stefan holds a master's degree in Business Administration and Economics from Lund University.

As a person and leader Stefan receives extensive applauses from peers and former employees: Most SCM knowledgeable person I know, great sourcing manager, delegating, very kind and fun.v



# Final Ranking Supply Chain Top 30 Danish Executives 2022

Ranking 2022	Ranking 2021
#1 <b>Allan Kyhe Kjærgaard</b> , Logistics Director, BESTSELLER	NEW
#2 <b>Asger S.B. Lauritsen</b> , COO, President FLSmidth Cement, Group Executive Management	NEW
#3 <b>Katarina Lindström</b> , EVP & Chief Operating Officer, Hempel A/S	#7
#4 <b>Nicolai Gradman</b> , EVP Supply Chain & Logistic, Salling Group	#15
#5 <b>Brian Gøbel Poulsen</b> , Director of Supply Chain and Operations, Matas	NEW
#6 <b>Bjørn Rici Andersen</b> , Senior Vice President Group Operations and Technology, ROCKWOOL Group	#5
#7 <b>Peter Håkansson</b> , SVP of Global Operations, GN Hearing	NEW
#8 <b>Martin Hagger Kirk</b> , Vice President, EMEA Operation, WSAudiology	#19
#9 <b>Line Hildebrandt Smith</b> , Vice President of Global OMNI Operations, Pandora	NEW
#10 <b>Bjarke Roost</b> , Chief Supply Chain Officer, EET Group A/S <b>#1 ATHLETE</b>	NEW

Ranking 2022	Ranking 2021
#11 <b>Jacob Kops Pedersen</b> , COO, Mater <b>#2 ATHLETE</b>	NEW
#12 <b>Christian Kløve</b> , SVP Global Operations, Demant	NEW
#13 <b>Sven Thiessen</b> , CSCO, Boozt	NEW
#14 <b>Ole Thomsen</b> , EVP Logistics, JYSK	NEW
#15 <b>Nicolaj Boysen</b> , Logistikdirektør, REMA 1000	NEW
#16 <b>Lars Bang</b> , EVP Product Development and Supply, H. Lundbeck	#22
#17 <b>Jens Lund</b> , COO & Vice CEO, DSV	NEW
#18 <b>Russell Thirsk</b> , COO, Bavarian Nordic	NEW
#19 <b>Tommy Rahbek Nielsen</b> , EVP & COO, Vestas	#2
#20 <b>Thomas Panteli</b> , SVP Supply Chain & Sourcing, Paulig Group	NEW
#21 <b>Carl-Johan Vang Christensen</b> , Supply Chain Direktør - SVP, Coop Danmark A/S	NEW
#22 <b>Graziela Malucelli</b> , COO & EVP of Operations, Supply & Quality, Novozymes	#12
#23 <b>Emmanuel Buyse</b> , VP Head of Supply Chain and Procurement (Group Chief Procurement Officer), ISS	#9
#24 <b>Nikolaj Kromann Jørgensen</b> , COO, TrackMan <b>#3 ATHLETE</b>	NEW
#25 <b>Ivan Møller</b> , EVP, COO, Zealand Pharma <b>#4 ATHLETE</b>	NEW
#26 <b>Per Vilhelm Schrøder</b> , COO, DSB	NEW
#27 <b>Andrew Finnegan</b> , Corporate VP Supply Chain, Novo Nordisk	#10
#28 <b>Jesper Pagh</b> , Group COO, DLG Group	NEW
#29 <b>Lisa Poul</b> , VP Supply Chain, Atos Medical <b>#5 ATHLETE</b>	NEW
#30 <b>Stefan Bergfors</b> , SVP Global operations, GN Audio (JABRA)	NEW



# Enterprise leadership

## Developing new leadership for a new world



For decades, leadership has been seen in hierarchical terms – rising to the top of the “pipeline” that results in Executive Leadership. Though suitable for a different age, it is no longer enough for our complex, ever-changing, ever-challenging world. New leadership is needed for our new world. Although the COVID-19 outbreak, continued social unrest, and growing consumer awareness have made this need clearer to most of us, our ways of framing this new leadership have not been clear. Rising above the pandemic with our human ingenuity has been a tremendous feat. But what is now needed to navigate both increasing uncertainty and future crises are agile leaders who perform and transform by going across the enterprise and ecosystem they touch.

Leaders today are leading in a world moving through crisis and disruption – where challenges have no known solutions, or if they do, there are far too many choices and few clear ones.

**Katriina Lillelund Schøier,**  
Korn Ferry's EMEA Leader of Supply Chain & Operations CoE

**Executive Leadership  
needs to elevate to**

## Enterprise Leadership

Yet even while driving change amidst all this uncertainty, they need to keep the trains running on time. This expectation that leaders will transform the business while they maintain strong performance is not exactly new; it's a trend that has been on an upward trajectory for years. But the current landscape has accelerated this need. Keep employees safe or maintain efficient operations. Seek big and bold ideas or continue with the current strategy. Scale the company or focus on the core customer. On the surface, these pressures seem paradoxical. If leaders focus on transformation only, they risk failing to hit their

numbers; if they focus on performance only, they risk falling behind their competitors. In reality, they are two sides of the same coin.

A leader can perform as much as possible and transform as much as possible. It's about maximizing both capabilities – and not at the expense of one or the other.

The global environment is more volatile, more interconnected, and more competitive than ever before. Over 85% of CEOs interviewed by Korn Ferry for the CEOs For the Future study told us the historical “line” between business and society is ever more porous. As a result, senior executives – and supply chain leaders in particular – must now respond to multiple stakeholders simultaneously – shareholders, employees, communities, the environment. This, all while they handle challenges more complex, situations more ambiguous, and duties more significant than their predecessors faced.

Leaders today are leaders of ecosystems, and leadership is no longer confined by

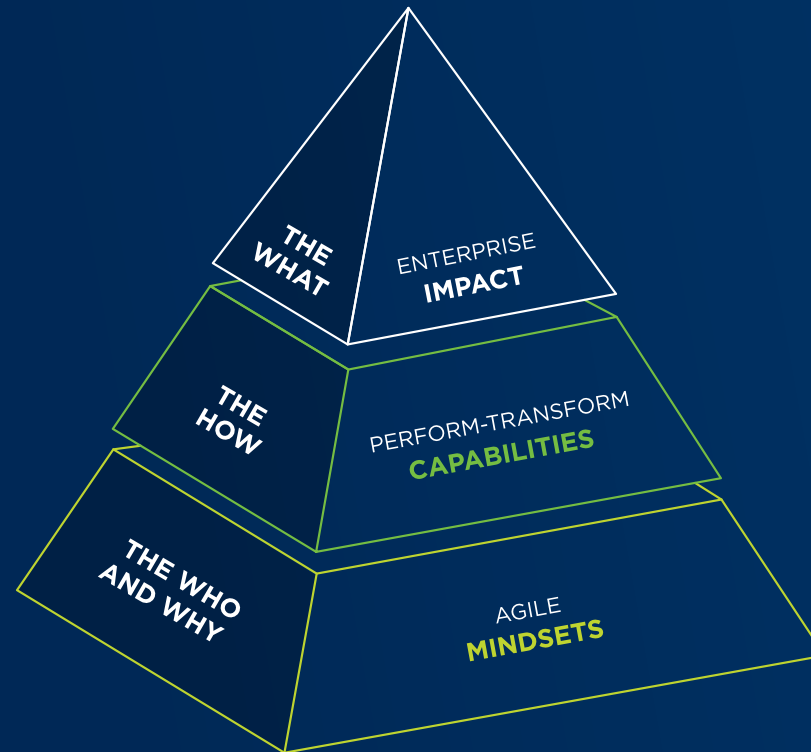




boundaries. If organizations want to thrive through this mounting disruption, they will need more than sophisticated Executive Leaders – ones who lead vertically, direct employees, and drive strategic planning, decision making, and business outcomes for their business unit or function. They will need agile Enterprise Leaders – executives who know how and when to perform and transform in today's complex world, not just in their own area but horizontally, across the broader enterprise and ecosystem.

With the Enterprise Leadership Framework, Korn Ferry provides a robust, research-based, multidimensional model linked directly to the strategic impact that is now crucial to the future of business. Korn Ferry's Integrated Enterprise Leadership Framework is built on three interconnected dimensions: Enterprise Impact, Perform-Transform Capabilities, and Agile Mindsets. Our research codifies the specifics within each dimension.

## Korn Ferry's integrated enterprise leadership framework



### IMPACT “The what”

What you can **count on the leader to deliver** for the enterprise, both **now** (based on current capabilities) and in the **future** (based on mindsets and development trajectory).

### CAPABILITIES “The how”

How the leader will **Perform and Transform** as an enterprise leader based on their current level of mastery and competence.

### MINDSETS “The who and why”

The beliefs that can **multiply—or diminish—the leader’s capacity to grow** as an enterprise leader, and to **pivot** between Perform and Transform dynamics.

### HOW ENTERPRISE LEADERS THINK ABOUT IMPACT

- What kind of societal needs does the organization intend to meet?
- What impact does the organization desire to generate?
- Who will the organization partner with?
- What is the purpose that holds the ecosystem together?
- How does the organization position itself in this ecosystem?
- How are values created and shared among key players in the ecosystem?



**Best Supply Chain Leader in Denmark 2022** (from left):

Aymeric Chandavoine (Global Head of Logistics and Services at A.P. Møller-Maersk), Katriina Lillelund Schøier (senior client partner and Head of EMEA Supply Chain & Operations CoE at Korn Ferry), Lars Kissow (Partner at Syncronic – a Deloitte Business), Allan Kyhe Kjærgaard (Logistics Director at Bestseller), Peter Brønd (member of the board in IDA Operations Management), Peter Jacobsen (emeritus professor at DTU), Kim Sundtoft Hald (professor CBS and chairman SCLF), and Henrik Knak (Director in Syncronic – a Deloitte business, and chairman AAASCM).





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