

Seventh ranking of Denmark's supply chain leaders

Danish Dynamite:

Top 25

Supply Chain Leaders 2023



Content

Supply Chain Leaders Forum 2023 Bigger than ever	4
Ranking criteria	5-6
And the winner is	7-8
Hall of Fame	9
Bios: Top 1-10 Danish Leaders 2023	10-11
Bios: Top 11-25 Danish Leaders 2023	12-14
Final Ranking Supply Chain Top 25 Danish Leaders 2023	15
Korn Ferry: Assessing great Supply Chain Leaders	16-18

Top 25

Seventh ranking of Denmark's supply chain leaders

For the seventh 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 2011 by Kim Sundtoft Hald and Henrik Knak.

Based on nearly 200 leaders and companies across Denmark, a thorough and extensive analysis of more than 70 very strong leaders located in companies and organisations across Denmark have been conducted by Deloitte and the executive search and organisational consulting firm, Korn Ferry. The SCLF board

has developed the criteria and validated the ranking of the top 25 supply chain leaders in Denmark. This report goes beyond the evaluations and provides on the following pages a tiny glimpse into each leader background.



By Henrik Knak,
Director in Deloitte.



Research done by
Valdemar Buch,
Associate Analyst in Deloitte



**UNBREAKABLE:
BUILDING
RESILIENCE**
in a constrained
and volatile world

Supply Chain Leaders Forum 2023 Bigger than ever

Again this year, we repeated the successful setup introduced in 2022, taking the format to the next level once again: Roundtable setup, live digital audience interactions beyond Q&A, academic sessions, business cases, expo, 'Best student project', and the 'Best leader' category. With more than 250 participants registered this year and only 168 roundtable 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, and the highest evaluation score ever.

The theme “UNBREAKABLE: BUILDING RESILIENCE in a constrained and volatile world” profoundly resonated with the challenges currently confronting supply chain organizations. In the wake of the COVID-19 pandemic, the energy crisis, and recent disruptions in supply chains, the field of supply chain management is more important than ever. These developments have heightened awareness among both the public and the corporate sector about the critical importance of establishing and sustaining resilient supply chains. Allan Kyhe Kjærbaard, EVP and Global Logistics Director at BEST-SELLER, presented a compelling case detailing their endeavours to enhance supply chain resilience through the adoption of a balanced

approach to automation. Later in the event, SVP of OMNI Operations at PANDORA, Line Hildebrandt Smith delivered an impactful keynote address, shedding light on the disruptions experienced in their supply chain after a vigorous fire incident at their central European warehouse. Her message, “Dare to be you,” underscored the importance of adaptability and resilience in the face of adversity grounded in diversity in a leadership team. Furthermore, Korn Ferry provided invaluable and transparent insights into the characteristics that will define tomorrow’s supply chain leaders.

In addition to the industry keynotes, the academic session incorporated the most recent insights from the University of Warwick, DTU, and CBS. These sessions delved deeply into various resilience subjects, including a novel model designed to assist in quantifying a company’s supply chain resilience, the utilization of metaheuristics to address dynamic scheduling challenges, and alternative perspectives on perceiving resilience within the supply chain.

As always, the main purpose of this conference was to bridge and build the golden tringle: inspire with academia and industry, blend students and businesspeople, and honour the best, across commercial and technical universities and business 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 Deloitte. 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 2023.

The award was conferred by Deloitte partner Lars Kissow, based on a meticulous analysis encompassing a wide-ranging and comprehensive evaluation of numerous criteria. The data collection, analysis, and objective scoring were conducted by Deloitte in close partnership with the executive search and organisational consulting firm Korn Ferry, represented by Heidi Sørensen, VP EMEA Search Assessment Services, and Henrik Maartenson, Senior Client Partner. The final winner of the award was validated and determined by the SCLF board.

This very year, David Boulanger, Executive Vice President, and Chief Supply Chain Officer ranked #1 supply chain leader in Denmark.

Ranking criteria

The compilation of the 2023 Top 25 Supply Chain Leaders represents a comprehensive endeavor, underpinned by a meticulous analysis of data that is both available and readily accessible. Our process involves the meticulous curation of a substantial datasheet, which encompasses a diverse array of data attributes pertinent to each candidate under consideration. This dataset is derived from a time frame spanning from 2022 to 2023, ensuring that it encapsulates the most recent and relevant information.

Each individual candidate undergoes a rigorous examination, inspecting the available data in a consistent and thorough manner. This process involves a deep dive into various facets of a candidate's performance, allowing us to evaluate their proficiency. Subsequently, as the data accumulation process advances, we embark on the tasks of quantifying a distinct score for each candidate within the respective category. These scores are thoughtfully derived, encompassing a range of performance metrics. Once these scores are

established, they are aggregated, resulting in the unveiling of the Top 25 Supply Chain Leaders list for the year 2023. Our commitment to precision and methodical evaluation ensures that the final list is a true representation of excellence within the field.

To compile the Top 25 list, we factored in the following four criteria, with the initial two focusing on the leadership position and the latter two centering on the individual:

- 1 Company**
Financial performance, weight: 10%
- 2 Role**
Job complexity, weight 20%
- 3 Impact**
Lighthouse, weight 35%
- 4 Person**
Track record & reputation, weight 35%

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%**

Based on the detailed evaluation criteria depicted above in the figure, each criterion underwent analysis, evaluation, rating, and assignment of weights on a scale ranging from 25 points to 0. rated, and weighted on a scale from 25 points to 0 points. The winner is the individual who attains the highest cumulative score derived from these criteria.

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 2022 and 2021 to quantify and evaluate the improvement in revenue, EBIT and ROCE. Obviously, 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: 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, 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, Henrik Maartensson from Korn Ferry 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.

And the winner is **David Boulanger**

**Executive Vice President,
and Chief Operating Officer
at Arla Foods**

David Boulanger demonstrated his outstanding proficiency in a critical and strategic role within Arla Food's executive management team. Partly owing to his efforts, he accelerated the company's commitment to customer-centric approach through digitalization and sustainability in the product development. Moreover, David excels in cultivating emerging talent within the organization while simultaneously raising the bar in the field of supply chain management and actively contributed to the broader supply chain community in the elevation of the function and its awareness on the global stage. These attributes have earned David Boulanger the prestigious title of Best Supply Chain Leader in Denmark for the year 2023.

David Boulanger has garnered resounding endorsements from managers, peers, and subordinates, all of whom underscore his exceptional leadership skills, strategic acumen, talent for rallying people around a shared purpose, and his remarkable humility and affable demeanour. These testimonials underscore the strong connections he has forged and the gratitude he has earned from his colleagues.



David Boulanger (right), with the sponsor, Lars Kissow from Deloitte.

Arla Foods in the fifth-largest dairy company in the world and a cooperative owned by more than 12,500 dairy farmers. The company employees ~21,000 people globally and distribute their products in 144 countries. Within this comprehensive end-to-end value chain, David assumes accountabilities for all associated SCOR domains, overseeing a highly intricate global presence within a relatively mature supply chain framework that consistently exhibits exceptional performance.

Despite major global disruptions with widespread ramifications across societies and economic, Arla Foods managed to increase

revenue, EBIT, placing Arla Foods amongst the better financial performers this year. Credit is due to the teams across the entire supply chain: "Supply Chains have been under severe pressure the past few years given the various crisis we had to navigate through. In Arla, we see this as an opportunity to reinvent our value chain, build more resilient, sustainable & circular, digital, and collaborative solutions. We are in this journey and start to see results, but it is just the beginning.", David Boulanger says at the ceremony, humbly dedicating his price to his colleagues at Arla Foods.



**SUPPLY CHAIN
LEADER
2023**



David Boulanger (middle) received the award for Best Supply Chain Leader 2023 – an artpiece called 'The Conductor' created by Åse Højer – at Ovnhallen, CBS. He is supported by Lars Kissow, Partner at Deloitte, and the previous winner, Allan Kyhe Kjærgaard, Logistics Director at BESTSELLER.

Hall of Fame



SUPPLY CHAIN
LEADER

In 2024, **David Boulanger** will be inducted into the Hall of Fame for a three-year term, displacing the current Executive Vice President of Global Operations, Thorsten Steenholt. Following this three-year tenure, David will re-enter the pool of eligible candidates for the title of Best Supply Chain Leader in Denmark.

2022



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. Alongside this, he sat on the board of DI Horsens. Before this he also spent more than 4 years in Carlsberg, latest as an operations Manager for soft drinks/ beer. 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.

2021



Aymeric Chandavoine, Global Head of Logistics and Services at A.P. Møller-Maersk since 2020. In January 2023 Aymeric has appointed to EVP and President of Europe leading the entire Maersk business/P&L, Ocean and

Logistics, across 49 countries. 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 Torsten's many years of professional expertise he holds a numerous number of batches from educational institutions counting a master's 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.

Top 1-10



David Boulanger,
EVP & CSCO,
Arla Foods

#1

David Boulanger assumed the role of Executive Vice President and Chief Operating Officer at Arla Foods in 2020. In this capacity, he bears responsibility for overseeing Arla's global supply chain, which encompasses all aspects of production, logistics, and procurement. This extensive purview extends across multiple regions, including Europe, The Middle East, Africa, North America, and China. Prior to joining Arla Foods, David held the position of Senior Vice President Operations at Danone Specialized Nutrition. As a French citizen, he has devoted his entire career to the food industry service in leadership positions at Danone, Nutricia, vMondelez (LU France), and Masterfood. In addition to his responsibilities at Arla Foods, David also serves as a non-executive board member at Global Baby. He is a graduate with a Diploma in



Jens Lund,
Group COO and vice CEO,
DSV

#2

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.



Katarina Lindström,
EVP & COO,
Hempel A/S

#3

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

Engineering Science from Ingénier Civil des Mines De Paris. Notably, when David was honored with the award for Best Executive Supply Chain Leader in Denmark in 2023, he graciously attributed this accolade to his esteemed colleagues.

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 2022 Katarina was ranked #3.



Carsten Rasmussen,
COO,
LEGO Group

#4

Carsten Rasmussen, the Chief Operating Officer (COO) of The Lego Group is back in the game! Winning the award in 2019, Carsten is this year released from the Hall of fame being pushed back in the game by Allan Kyhe Kjærgaard, EVP, Group Logistics Director of BESTSELLER and winner of the award in 2022. Since Carsten won the award in 2019 the company have grown impressively with industry leading 68%. During these years Carsten have been able to deliver an efficient capacity expansion without jeopardizing service and

cost. These results underscore the organization's strong foundation, which has been pivotal in supporting the company's growth trajectory. Furthermore, Carsten Rasmussen, in collaboration with The Lego Group, actively pursued the integration of innovative technologies and placed a significant emphasis on enhancing sustainable supply chain management practices. Carsten's extensive tenure with The Lego Group, dating back to 2001, has seen him assume various critical roles within the organization. These roles include overseeing the supply chain office in Hong Kong, leading Lego Production in the Czech Republic, and assuming responsibility for Lego Shopper Marketing & Channel Development.



Bjørn Rici Andersen,
SVP, Group Operations
and Technology,
Rockwool Group

#5

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 several management educations on his back,

including an 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 2022 Bjørn ranked #6



Andrew Finnegan,
Corporate VP Supply Chain,
Novo Nordisk

#6

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 #27 in 2022.



Emmanuel Buyse,
VP of Supply Chain and
Group Chief Procurement
Officer, ISS A/S

#7

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 #23 in 2022.



**Asger S.B. Lauritsen, COO
and President – Group
Executive Management,
FLSmidth**

#8

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 several executive management boards & boards of directors for engineering, transportation, and manufacturing companies. Educationally, Asger impresses with an MBA from IMD in Switzerland, a GMP from INSEAD and a master's diploma in Economics from the University of Copenhagen. Asger ranked #2 in 2022.



Thomas Pantelli,
SVP Supply Chain Sourcing,
Paulig Group

#9

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. Thomas ranked #20 in 2022.



Mark Porter,
SVP of Operations,
Ørsted

#10

Mark assumed the role of Senior Vice President of Operations for Wind Power at Ørsted in June 2018. Prior to this, he amassed nearly 13 years of experience at E.ON, holding several significant positions including Director of Asset Management, Director of Wind Operations, and Director of Onshore Europe, each for a duration of 2 years within E.ON's Climate Renewables business. Mark earned his bachelor's degree in Engineering and Management from Durham University and subsequently completed his MBA at Warwick Business School.

Top 11-25



Ulrik Gernov,
EVP & COO, Grundfos

#11

Since end 2021, Ulrik Gernov has held the position of Executive Vice President and Chief Operating Officer at Grundfos. He assumed membership in Grundfos' Group Management team in 2019 and was initially appointed as Group Executive President in the same year, with oversight over Global Segments, Marketing & Communication. Subsequently, in 2021, he assumed responsibility for Sales & Marketing as well.

Before joining Grundfos, Ulrik enjoyed a distinguished career at Lego, where he held various roles in Denmark, Switzerland, and Great Britain, culminating in his appointment as Senior Vice President for Products and Marketing. Ulrik has completed Executive Leadership Programs at esteemed institutions such as IMD in Switzerland and



Martin Hagger Kirk,
VP Global Supply Chain
& Service Excellence,
WSAudiology

#12

MIT in the United States. He holds a master's degree in Business Administration and Economics from Aarhus Business School.

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 he entered 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 Global Supply Chain and Service Excellence. 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. Martin ranked #8 in 2022



Michael Larsen,
SVP/COO, Dovista

#13

In 2020, Michael Larsen undertook the role of Senior Vice President and Chief Operating

Officer at Dovista. Prior to joining Dovista, he held the position of COO and Executive Vice President at Flügger Group A/S. Michael Larsen possesses extensive experience in Supply Chain Management and operations, with a track record that spans diverse industries, including food, wood, logistics, and kitchen manufacturing. His academic qualifications include a bachelor's degree in Production Engineering from the University of Southern Denmark, as well as a bachelor's degree in Sales and Marketing from the same institution. Additionally, he has earned an Executive MBA from AVT Business School in Copenhagen and has completed an Executive Board Program through the Scandinavian Executive Institute & INSEAD.



Ole Thomsen,
EVP Logistics at JYSK

#14

Ole Thomsen took the position of EVP Logistics in Jysk in 2022, leaving a 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, Bilka & eCommerce. He has also held the position of Logistics manager in multiple companies before this. Ole's professional career started in the Danish

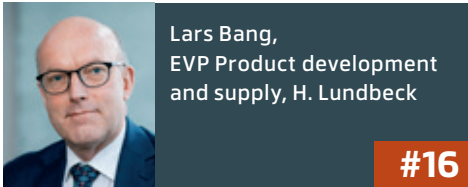
Army where he spent more than 5 years as an officer. Ole ranked #14 in 2022.



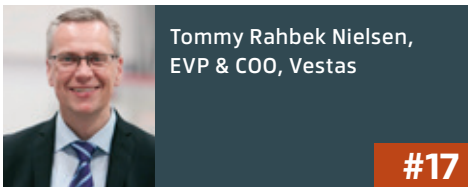
Frank Berg Rasmussen,
VP Global Supply Chain,
Coloplast

#15

Frank has cultivated a robust 20-year career at Coloplast, currently serving as the Vice President of Global Supply Chain since 2016. This appointment followed his prior role as the Vice President and General Manager in Guangdong, China, where he dedicated almost 2.5 years. Preceding this international venture, he held the position of Site Director, overseeing Coloplast's manufacturing site in Thisted, Denmark. Presently, Frank bears global responsibility for Coloplast's end-to-end supply chain. Frank holds a Ph.D. in Physics from the University of Aarhus and conducted post-Doctoral research at both the University of Amsterdam and the Risø National Laboratory. Furthermore, his commitment to professional development is evident through his participation in the Leadership Challenge program at the IMD Business School in 2013.



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 #16 in 2022 and #22 the year before.



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, Tommy 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. Tommy ranked #19 in 2022.



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. Brian ranked #5 in 2022.



Martin Gade Gregersen has been the Senior Vice President for Cold Chain and DFDS's logistic division since 2021. Martin has over 21 years experience within the logistic industry, predominately stemming from N&K Spedition A/S, where he held various roles, including 14 years as CEO, throughout the years. Beyond his work in DFDS, Martin is a board member of ANCO Trans. Prior embarking on his journey in N&K Spedition, Martin was a trainee at Blue Water Shipping.



Jörn Neubert is the Executive Vice President and Chief Operating Officer at the Velux Group. Prior to joining the Velux Group, Jörn served as the Vice President of the Norma Group, overseeing the operation and supply chains of 27 manufacturing plants worldwide. Jörn, an accomplished engineer, having a Diploma from Hochschule Heilbronn, initiated his career at Mercedes before dedicating 13 years to ITT Automotive.



Jesper Terndrup Madsen took on the role as Chief Supply Chain Officer at Scandinavian Tobacco Group earlier this year. Before this appointment, Jesper served as the Executive Vice President of Operations & Service and Chief Operating Officer at Nilfisk. His educational background includes a master's degree in Economics and Business Administration from Aarhus University, supplemented by an MBA earned at The University of Chicago Booth School of Business. Additionally, Jesper is a certified coach accredited by the Danish Football Association.



Finn Kristensen's journey with Solar Danmark A/S began in 2000 when he started as an e-business coordinator. Presently, he serves as the Vice President of Operations at Solar Danmark A/S, where his primary focus lies in improving logistic solutions from a customer-centric standpoint, alongside his other responsibilities. Additionally, Finn successfully completed an Executive Man-

agement Program specializing in strategy, innovation, and leadership at INSEAD. Back in 1988, he began his career as an electrician installer.



Stefan Bergfors,
SVP Global Operations,
GN Group

#23

Stefan Bergfors has since 2017 been in the position of SVP Global Operations in GN Audio (Jabra). Before this he has a 17 year 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 Fulfilment 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. Stefan Bergfors ranked #30 in 2022.



Christian Kløve,
SVP Global Operations,
Demant

#24

Christian Kløve has been with Demant for more than 7 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. Christian ranked #12 in 2022.



Jesper Pagh,
Group COO, DLG

#25

Jesper Pagh has enjoyed a prominent career at DLG, where he initially joined as a consultant in 2004 and worked himself through a number of positions before assuming the role of Group Chief Operating Officer in 2021. In recent years, Jesper has played a pivotal role

in DLG's endeavors to develop sustainable solutions for its customers and stakeholders in the agricultural industry.

Outside of DLG, Jesper serves as a board member for several notable companies, including HabeMA gmbH, Vilofoss Group, PureOil I/S, DAKOFA, and BioCirc Group Holding APS. Additionally, he holds positions on the executive board at DLG and serves as the Chairman of BioRefine Denmark A/S. Jesper's academic credentials encompass the successful completion of a General Management Program at Harvard Business School, in addition to his master's degree in Agronomy obtained from the University of Copenhagen. Jesper ranked #28 in 2022.

Final Ranking Supply Chain Top 25 Danish Leaders 2023



Ranking 2023		Ranking 2022
#1	David Boulanger , EVP & CSCO, Arla Foods	NEW
#2	Jens Lund , Group COO and vice CEO, DSV	17
#3	Katarina Lindström , EVP & COO, Hempel A/S	3
#4	Carsten Rasmussen , COO, LEGO Group	NEW
#5	Bjørn Rici Andersen , SVP, Group Operations and Technology, Rockwool Group	6
#6	Andrew Finnegan , Corporate VP Supply Chain, Novo Nordisk	NEW
#7	Emmanuel Buyse , VP Head of Supply Chain and Procurement (Group Chief Procurement Officer), ISS A/S	23
#8	Asger S.B. Lauritsen , COO and President – Group executive Management, FLSmidth	2
#9	Thomas Panteli , SVP Supply Chain & Sourcing, Paulig Group	20
#10	Mark Porter , SVP of Operations, Orsted	NEW

Ranking 2023		Ranking 2022
#11	Ulrik Gernow , EVP & COO, Grundfos	NEW
#12	Martin Hagger Kirk , VP, Global Supply Chain & Service Excellence, WSAudiology	8
#13	Michael Larsen , SVP/COO, Dovista	NEW
#14	Ole Thomsen , EVP Logistics, JYSK	14
#15	Frank Berg Rasmussen , VP Global Supply Chain, Coloplast	NEW
#16	Lars Bang , EVP Product development and supply, H. Lundbeck	16
#17	Tommy Rahbek Nielsen , EVP & COO, Vestas	19
#18	Brian Gøbel Poulsen , Director of Supply Chain and Operations, Matas	5
#19	Martin Gade Gregersen , EVP, Head of Cold Chain, DFDS	NEW
#20	Jörn Neubert , EVP / COO, Velux	NEW
#21	Jesper Terndrup Madsen , CSCO, Scandinavian Tobacco Group	NEW
#22	Finn Kristensen , VP Operations, Solar Danmark A/S	NEW
#23	Stefan Bergfors , SVP Global Operations, GN Group	NEW
#24	Christian Kløve , SVP Global Operations, Demant	12
#25	Jesper Pagh , Group COO, DLG	28

Assessing great Supply Chain Leaders

- A Korn Ferry view



Henrik Maartensson

Senior Client Partner,
Global Private Equity and Industrial



Heidi Sørensen

VP EMEA
Search Assessment Services



Introduction

Korn Ferry was invited to speak at the Supply chain leaders Forum, in partnership with the Copenhagen Business School and Deloitte, on the 14th September, which was attended by over 250 CBS and DTU students and Supply Chain executives from a range of Danish blue chip organizations.

The theme of the Forum was Resilience within the supply chain and Korn Ferry's presentation centered around key talent trends that we see emerging in 2023 to enable future Leaders within supply chain to adapt and thrive in these dynamic times.

In addition, Korn Ferry was asked to judge on the voting panel for the nomination of the Top 25 Leaders in Supply Chain and would like to congratulate the recipient of the Supply Chain Leader of the Year Award, David Boulanger, Chief Supply Chain Officer at Arla Foods.

In this article, we delve into the key talent themes discussed during the Forum, their alignment with attendees' insights, and how Korn Ferry's solutions empower organizations to transform their supply chain talent while ensuring that newly recruited leaders possess the requisite leadership traits and capabilities for success. We will also explore why Korn Ferry's talent assessment and

development capabilities provide data-driven insights that resonate with C-Suite supply chain executives in 2023.

Themes from the Forum

The theme of Resilience within Supply Chain is not new and the conclusions from the discussions during the Forum were clear that the Supply chain leaders of the future will need to develop new ways of working as well as mindsets in order to create resilient and high performing teams.

One common personality trait that several speakers agreed on was critical included the need to be agile and able to move at pace, think on your feet and to not be afraid of introducing innovative problem-solving solutions that challenges status quo. Also, increasingly supply chains are upgrading their customer focus and seeking for the Supply chain leaders of the future to bring a holistic mindset to their roles, becoming embedded with critical cross-functional business partners in R&D, sales and marketing. The need to be able to both perform and transform the function concurrently has never been higher.

With regards to the topic of talent within supply chain, it was clear from the Forum, as well as reflected in our daily executive search job, that this is an extremely competitive

landscape to not only find leaders but the right leaders. We all sight a skills shortage for effective cross-functional, end-to-end strategic business partners but also that the leadership personality traits and drivers are becoming the differentiating factors between the "good vs. great" leaders.

Korn Ferry Assessments

Korn Ferry is uniquely positioned to transform supply chain talent. We connect the supply chain trends that were discussed at the Forum and link them to our talent assessment and development capabilities. At Korn Ferry, we have over 8.5 million executive assessments in our global database and are able to deep-dive by functional scope to identify the key competencies, personality traits and drivers for the Supply Chain Leader of the Future.

Since 2019, Korn Ferry has conducted 34,334 assessments of Supply Chain professionals globally across a breadth of sectors, whereas more than 1800 have been at CSCO/ CPO Executive level. Through our analysis of this data, we guide organisations on the

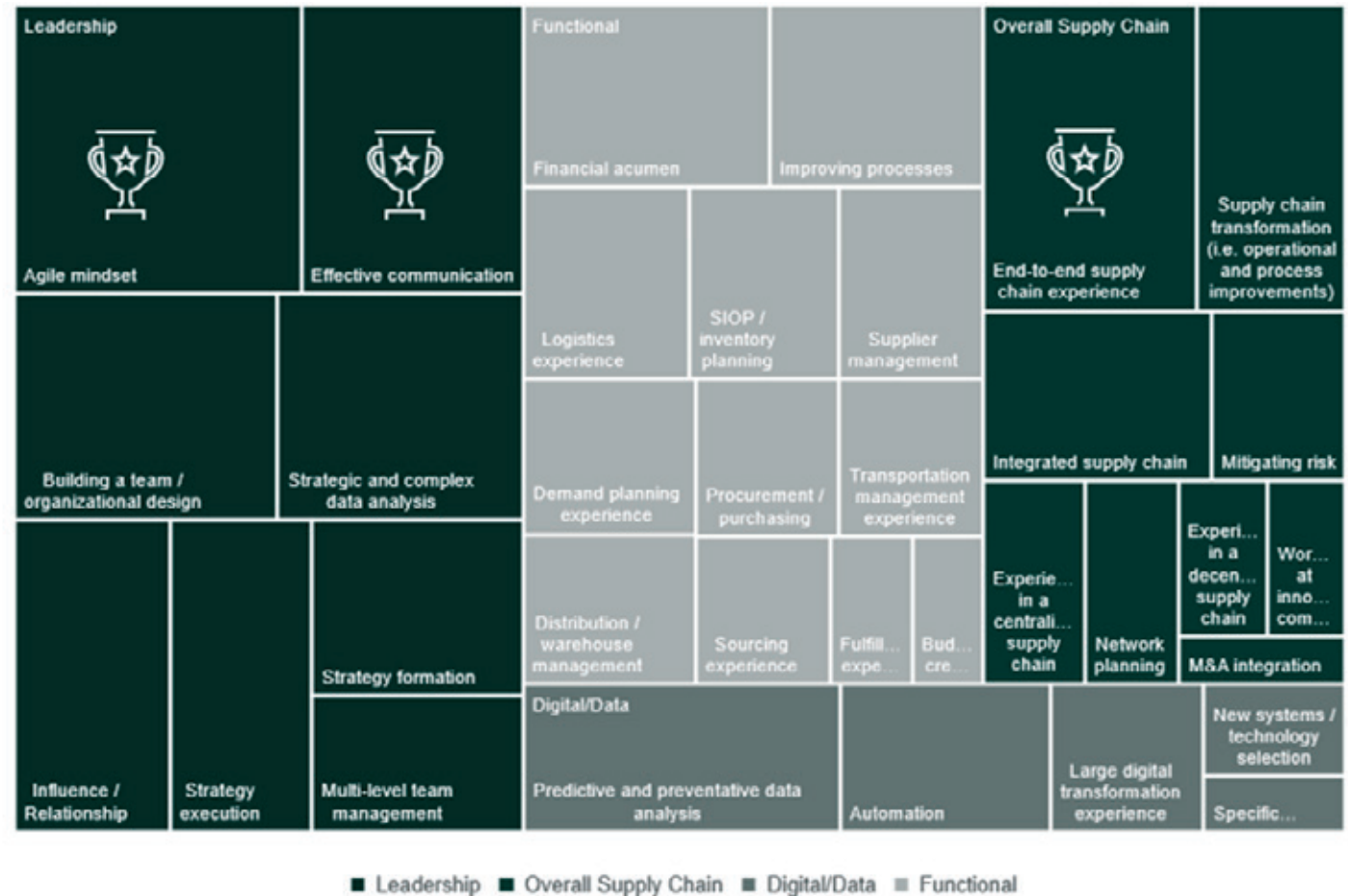




mix of critical skillsets, experiences, competencies, traits and drivers required to be a world class supply chain leader of the future. By combining our supply chain benchmark data with organizational strategy, we enable the effective recruitment, transformation and development of Supply chain Talent.

Our assessment of Supply chain leaders provides clear data backed direction around the must haves in Supply Chain going forward. Knowledge of the End-to-End Supply Chain becomes fundamental alongside the more leadership orientated skills of an Agile Mindset and Effective Communication. The critical skills required to lead a supply chain transformation and orchestrate a modern supply chain Ecosystem rely more and more on soft skills than pure technical prowess, which represents a step change in the functional focus and hiring patterns required by organizations today. This was captured and presented at the Forum under narratives such as the Self-disrupted Leader, Decision-Empowered Leader, Ecosystem Orchestrator, Culture Catalyst and Trusted Leader and key elements in the DNA of the future Supply Chain leader.

Profile of a Supply Chain Leader





Korn Ferry Assessment Methodology

At Korn Ferry, we offer our proprietary assessment tool and methodology, the Korn Ferry Four Dimensions (KF4D), which provides a data-driven, robust and consistent approach to measuring and developing supply chain talent. A KF4D assessment includes a 45-60 minute online Psychometric assessment combined with behavioral and market specific interviews. We assess individuals through four different dimensions; Experience, Competences, Traits and Drivers to get a whole person view and match it up with the requirements of a specific data-driven Success Profile to benchmark and assess fit to the exact role and context. Our data demonstrates that individuals with a strong fit to the success profile are 13 times more likely to be engaged than individuals with a low fit, which correlates significantly with stronger performance. Our data also shows that employees closely aligned with our assessment approach are eight times more likely to be promoted to leadership roles and 67% greater chance to be retained.

The feedback from the Forum underscores the highly competitive landscape in the quest for exceptional supply chain talent. We are

here to empower your organization's success, relying on factual insights rather than intuition to equip you to thrive in tomorrow's operating reality.

Summary

This year's Supply Chain Leaders Forum serves as a stark example of how the demands on Chief Supply Chain Officers are rapidly evolving, and the competition to find talent capable of making this transition has never been fiercer. Supply Chain Leadership has become a pivotal component of a CEO's agenda, and Korn Ferry, with its assessment expertise, is exclusively positioned to educate organizations on the critical leadership competences, traits and drivers essential for successful supply chain executives. Our data-driven, objective, and supply chain-tailored KF4D assessment offers best-in-class benchmarks, enabling companies to assess and develop their existing talent pool and mitigate the risks associated with external hiring.

We extend our gratitude to the Supply Chain Leaders Forum for the opportunity to present, and we look forward to further discussions and exchanges in the future.





12TH SUPPLY CHAIN LEADERS FORUM 2023

12TH SUPPLY CHAIN LEADERS FORUM 2023

12TH SUPPLY CHAIN LEADERS FORUM 2023

12TH SUPPLY CHAIN LEADERS FORUM 2023

Best Supply Chain Leader in Danmark 2023 (from left): Henrik Knak (Director in Deloitte, Chairman at AAASCM), Kim Sundtoft Hald (Professor (mso) at CBS, Chairman at SCLF), David Boulanger (EVP & CSCO at Arla Foods, winner of the award in 2023), Allan Kyhe Kjærgaard (Global Logistics Director at BESTSELLER, winner in 2022), Peter Brønd (Director EMA Operations at Novozymes, Boardmember in IDA OM), Peter Jacobsen (Lector Emeritus at DTU).

Build a supply chain to **withstand the forces of change**

A risk-resilient and sustainable supply chain is one that is connected, contextualized, and collaborative. Supply chains have changed and our solutions mitigate risk and drive sustainable growth.

Learn more at
<https://www.sap.com/denmark/products/scm.html>



SAP