

Third ranking of Denmark's supply chain leaders

**Danish Dynamite:**

# Top 50

**Supply Chain Executives 2019**

For the third 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. Together

with supply chain-focused headhunter, Inspired-Search, and Supply Chain Media, the leading European supply chain magazine and web channel, SCLF has evaluated and prepared a ranking of the Top 50 Supply Chain Executives in Denmark. The award is sponsored by Synchronic

Management Consulting and consists of a creative statuette by Åse Højer and an SCM problem analysis.



By Henrik Knak and Michael Schou Willumsen,  
Synchronic Management consulting



## Ranking Denmark's Top 50

To produce this ranking of the Top 50 Supply Chain Executives in Denmark, we took the following four factors into consideration:

- I Company success
- II Personal responsibility
- III Personal visibility
- IV Peer voting

Based on the relevant evaluation criteria as shown in the figure below these factors were divided into four quadrants, with each quadrant contributing one quarter (25%) of the total score.

### I Company Success

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

We compared performance in 2017 and 2018 to quantify the revenue, EBIT and ROCE growth in percentages. Additionally, the number of FTEs per company was identified and ranked.

### II Personal Responsibility

In the second quadrant, to assess the personal responsibility of each of the Supply Chain Executive, we first examined the span of control and scope (SCOR) which

defines the executive's role, level of responsibility and leadership position.

Secondly, the geographical scope indicated each executive's geographical area of command.

Thirdly, the level of the organizational complexity was classified in order to determine the multiple hierarchical layers and functional structure. Fourthly, the supply chain complexity was evaluated to gain insight into the dynamic system of operation within each company.

Last but not least, the supply chain maturity was assessed based on the Gartner 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.

### III Personal Visibility

In the third quadrant, personal visibility was defined as each executive's level of media exposure through activities such as press releases, interviews, keynote presentations, university guest lectures and the completeness of the executive's LinkedIn profile. These criteria were then given a weighting value. For example, press releases (including on news websites and other online sources of supply chain information) received one point per source. Interviews in

a weekly, monthly, quarterly or annual publication received two points each. Participation by the Danish supply chain executive in keynote presentations or conferences was valued at three points per event. University lectures were awarded four points each, in order to highlight and recognize those executives who prioritize and focus on sharing knowledge, promoting education and attracting promising new talent to the supply chain sector.

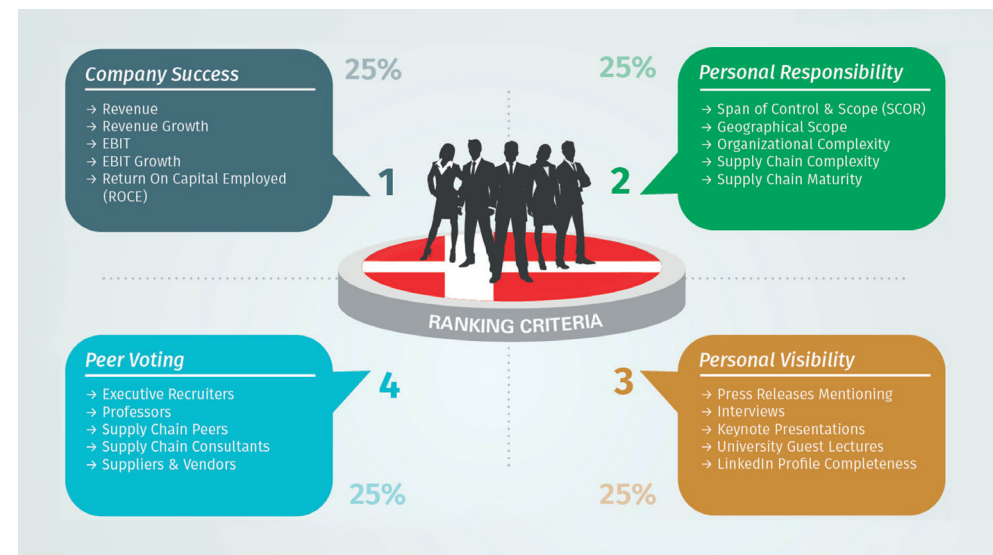
### IV Peer Voting

In the fourth quadrant, the peer voting was based on the feedback from executive recruiters, professors, supply chain peers, consultants and the Danish SCLF Board

attending the conference in Copenhagen on 11th September 2019. Each of the above-mentioned voters awarded points, starting with 10 points for the Danish Supply Chain Executive that they believed deserves first place, nine points for second place, and so on down to one point for the executive deserving tenth place. The voters based their scoring on their professional and personal collaboration with the Supply Chain Executives in question.

### Total score

The total score for each quadrant was multiplied by 0.25 and the scores were added together to arrive at this ranking of the Top 50 Danish Supply Chain Executives.



# And the winner is ...



**Carsten Rasmussen, Chief Operating Officer at The Lego Group**, has been ranked as Denmark's most influential supply chain leader for 2019. SCLF together with Inspired-Search and Supply Chain Media arrived at that conclusion by applying its thorough methodology.

As in the previous two years, the decision about who should top the 2019 ranking was a very close call. This year, the financial results of The Lego Group tipped the scales in Carsten Rasmussen's favour. The Lego Group returned to growth in 2018 and its revenue and operating profit both grew by 4%, plus its market share increased in all major markets. As COO of The Lego Group and member of the Executive Leadership Team, Carsten has made a significant contribution to the changes and growth of Lego over the years. Rasmussen and The Lego

Group have made highly valuable efforts in terms of embracing new innovations and focusing on supply chain sustainability – from both an environmental and a human/ ethical perspective. After all, in The Lego Group's case, it is a huge challenge to change not only the packaging, but also the ingredients of the product.

SupplyChainMovement.com portrays Carsten Rasmussen on the front page of their website: Rasmussen joined Lego in 2001 as a buyer and has since worked in various roles in purchasing, production and supply chain across the globe, including leading the supply chain office in Hong Kong (2006-2009), leading Lego Production in the Czech Republic (2009-2012) and overseeing the EU packing (2012-2014). Between 2014-2015, Carsten became responsible for the Lego Shopper Marketing & Channel development. This demonstrates Supply Chain's role as an integral part of the company and a success factor in developing an omnichannel strategy. During 2016-2017, as Senior Vice President Capability Building, Rasmussen laid the foundations for the renewed growth by ensuring coherent alignment between the product innovation value proposition, the customer value proposition and the supply chain value proposition. In April 2017, Rasmussen became COO with global responsibility for Manufacturing, Distribution, Supply & Demand Planning, Quality, Engineering and S&OP.

## Hall of Fame

Carsten Rasmussen will in 2020 join the Hall of Fame for a period of three years. After this period he rejoins the pool of potential winners of the Best Supply Chain Executive in Denmark.

### 2018



Jean-Marc Lechêne, Chief Operating Officer at Vestas, took the top spot last year. He has been a member of the top management in Vestas and COO since 2012. He took an MBA from Insead in 1988 and spent 5 years at McKinsey, worked for Lafarge for 18 years and spent, before joining Vestas, three years at Michelin in the European tire business. At Vestas, he is responsible for the company's global operations with ~12,000 employees and a tripling of capacity in just 5 years. Jean-Marc Lechêne's public profile has been built up through press releases, mentioned in numerous supply chain publications and participation in conferences.

### 2017



Susanne Hundsbaek-Pedersen, Senior VP Devices & SCM at Novo Nordisk, won in 2017. She has worked for Novo Nordisk since 2002. Currently in the position of Senior Vice President with Global Responsibility. Novo Nordisk recorded 4% revenue growth and 10% EBIT growth in 2016 versus 2015. Susanne Hundsbaek-Pedersen is particularly concerned with the implementation of new developments and is often quoted in supply chain magazines. In addition, she regularly attends conferences and lectures at universities.



The 8th Supply Chain Leaders Forum 2019 has held at CBS in the exceptional beautiful Killn hall – the former Royal Copenhagen porcelain factory in Fredriksberg, Denmark. This year, the event attracted over 300 registered participants. The conference theme ‘Sustain the chain’ focusing on sustainable production and supply chain management attracted great attention among business leaders and supply chain students in Denmark.

The main purpose of the conference was to bridge research and business and education and practice. This conference – consisting of key note presentations, expo area with 20+ booths and an award show – is a unique example of how universities and private companies can collaborate across institutions. The event is organized as a collaboration between Copenhagen Business School, the Technical University of Denmark, AAASCM, and IDA Operations Management, with a strong support from Synchronic.

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 2019. The award is again this year presented by CEO of Synchronic Lars Kissow after a thorough analysis that includes a broad and compre-



Photo (from left): Kim Sundtoft Hald (professor at CBS and chairman of the SCLF Board), Henrik Knak (partner in Synchronic, member of the SCLF Board and chairman of AAASCM), Lars Kissow (founder and partner in Synchronic Management Consulting), Carsten Rasmussen (COO at the LEGO Group), Martijn Lofvers (founder of Supply Chain Media BV), Peter Brønd (member of the board of directors of IDA Operations Management and member of the SCLF Board), Mariëlle Wester (headhunter at Inspired-Search), and Peter Jacobsen (associate professor at DTU and member of the SCLF Board).

hensive assessment of many criteria. The data collection, analysis and the final choice were carried out by the executive supply chain recruitment agency Inspired-Search

from the Netherlands in collaboration with the leading supply chain communication channel Supply Chain Media and the board of directors of the SCLF forum.

This year, Carsten Rasmussen, Executive Vice President and Chief Operating Officer at the LEGO Group ranked #1 in Denmark.



**Carsten Rasmussen**  
LEGO Group  
Chief Operating Officer (COO)

Carsten has a global and long-lasting career of 18 years at Lego, where he started in 2001 as a Buyer. Since then, he held various leadership positions in the American, Asian and European regions, from Senior Director to Senior Vice-President Organisation Capability Building in the United Kingdom.

He became the COO of LEGO in 2017, with global responsibility ranging from Distribution, Quality and Manufacturing to S&OP, reporting directly to the Lego Group CEO. He is the Chairman of the Board of Directors and also the member of the Executive Leadership team. He is the #1 in the Top 50 due to his C-level responsibility, visibility, peer voting recognition, and due to LEGO

Group's financial results. LEGO had almost €5 billion in revenue in 2018, with +4% revenue, +4% EBIT and +9% ROCE growth, compared to 2017. As a result, Carsten has advanced from the #12th place in 2018 to the #1st place for winning the 2019 Supply Chain Leader Award as the top Executive in Denmark. His educational background includes a Masters in Logistics from the University of Aarhus.



**Sami Naffakh**  
Arla Foods  
EVP, Chief Operations Officer

Sami is since 2018 the EVP, Chief Operations Officer for Arla Foods, with global responsibility as Executive VP for Supply Chain and as the member of the Executive Management team. He is currently in charge of the global supply chain transformation, leading a team of 13,000

people, across five continents, with responsibilities including global procurement, logistics and operations, including manufacturing, operations, quality, food safety and sustainability.

Sami is an example in terms of personal visibility, being one of the highest ranked and most voted by peer voters. Sami had a very strong progress ranking as #2nd in 2019, considering he was ranked #14th in 2018.

He also worked for Unilever (10 years), Reckitt Benckiser (5 years), Danone (5 years) as VP of Manufacturing and VP Operations, and Estée Lauder (almost 4 years) as Senior VP Supply Chain EMEA.

He has a Bachelor's degree in Mechanical Engineering from SVSU Michigan and a Master's degree in Engineering from HEI.



**Per Rud**  
Man Energy Solutions  
Senior Vice President

Per became the SVP After-Sale Marine and Power Plants division for Man Diesel & Turbo, in January 2016, after being VP for the Supply Chain division, and VP of After Sale Service with 2.5 years of experience in each division. He is a board member of the company, managing 3.500 employees globally with 14 direct reports and a sales budget of €1.3 billion.

The company achieved impressive financial results such as +12% revenue, +72% EBIT, and +64% ROCE growth, comparing 2018 financial year with 2017.

Due to his global responsibility, visibility, peer recognition and the company's solid financial performance, Per maintains #3rd place in 2019 as he was also ranked #3rd in 2018.

His educational background includes a Master's degree in Mechanical Engineering from Cranfield University, and various executive leadership and supply chain management certifications from institutions such as Columbia Business School, INSEAD, IMD, and Stanford.



**Jan Breinholt**  
Carlsberg Danmark  
Vice President  
Customer Supply Chain

Jan was announced in his current position as the VP of Customer Supply Chain in August 2015, after previously holding the positions as VP Procurement



Europe and VP Group Procurement, for 2 years each at Carlsberg. He also held positions as VP Supply Chain at Turk Tuborg for 5.5 years, and as VP Business Development for Carlsberg Breweries for 3 years. Currently he is a Board member of Dansk Retursystem since August 2015. Jan was ranked the #2nd in the 4th quadrant in our Peer Voting ranking, being one of the most recognised and most voted supply chain executive. Financially, Carlsberg had +142% EBIT growth and +17% ROCE growth when comparing 2018 with 2017, Year-over-Year (YoY) results.

Due to Jan's senior role, financial results, and interviews, ranking #2nd as most voted by supply chain peers, he maintains the same position as in 2018, ranking on the #4th place in 2019.

Academically, Jan has a Master in Chemical Engineering from the Technical University of Denmark (DTU) and a Bachelor's in International Business Administration from Copenhagen Business School.



Emmanuel became the VP Head of Supply Chain and Procurement for ISS in March 2019, after being promoted from previously held position as a Director, Head of Group Category Management for 2.5 years. He also worked for Orsted as a Senior Manager, Head of IT and Indirect Procurement for 4 years, and before that he worked for almost 8 years for Accenture in various positions as a Consultant and as a Manager.

Emmanuel is one of the most visible supply chain executives, actively participating in procurement conferences. He made a significant progress ranking on the #5th place in 2019, as a new candidate.

His education includes a Master in Applied Economics Sciences and an Academic degree in Maritime Economic Sciences, both from the University of Antwerp.

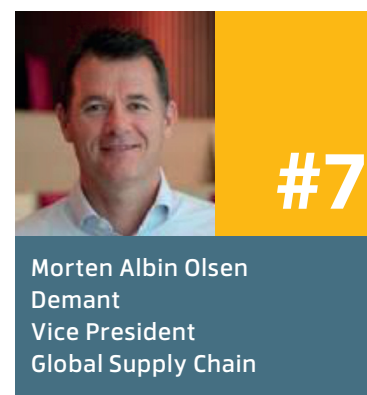


Mark was appointed as the SVP Operations for Wind Power at Orsted since June 2018. Previously he worked for E.ON for a total of almost 13 years, in various positions such as Director Asset Management, Director Wind Operations and Director Onshore Europe, for 2 years each, for E.ON's Climate Renewables business.

Financially, Orsted achieved +29% revenue, +52% EBIT and + 27% ROCE growth in financial year 2018 compared to 2017. Orsted was the #1st best financially performing company in the 1st quadrant ranking.

He is also a new candidate entering the Top 10, when comparing with 2018, due to his senior role, visibility and company financial performance.

He did his Bachelors in Engineering and Management at Durham University and his MBA at Warwick Business School.



Morten Albin started in his current position as Vice President Global Supply Chain at Demant in 2010, where his role and responsibilities span across multiple areas such as Production, Quality, Logistics, Finance, IT and Human Resources.

He previously has worked for Oticon A/S as the VP of Logistics (9 years) and as Purchasing Manager (4 years).

Additionally, he is an active Member in the Advisory Council for the Graduate Diploma at Copenhagen Business School, where he usually participates in lectures and events, on topics such as the "Sustainable Supply Chain". Morten Albin is also a Mentor, volunteering in his free time, for the "WELCOME HOME - Powerful Veterans" in Copenhagen. In 2018, Demant registered +5.7% revenue, +8.3% EBIT and +7% ROCE growth, compared to the 2017 financial year. Considering Morten Albin's personal visibility, peer votes, responsibility, and the firm financial results, he is a new candidate in 2019 compared to the 2018 ranking, achieving the #7th place.

Academically, he has a Graduate Diploma degree from Aalborg University.







Jörn was named in 2018 in his current role as the Senior Vice President COO, in which he reports directly to the Velux CEO David Briggs. His role as SVP followed after his tenure at NORMA Group, where he was the VP Operation & Supply Chain and Managing Director for 2.5 years, in Frankfurt, Germany. Previously, he also led the company Hoerbiger as the Head of Global Operations COO for almost 3.5 years. In the financial year 2018 Velux registered an increase of +5.1% revenue, compared to 2017. He is also well recognized in the supply chain industry and in our 4th quadrant, considering the total points awarded from the

peer voters, he achieved the #10th place from a list of 71 supply chain executives in Denmark. Jörn is a new candidate in 2019, ranking on the #8th place.

Jörn has a Diploma in Engineering from Hochschule Heilbronn.



Lars has been appointed as the Executive VP of Product Development and Supply for H. Lundbeck since 2018, where he has global responsibility across divisions such as global product development, manufacturing, safety and environment, among others. He has been working for H. Lundbeck for the past 29

years, and he is currently the Chairman of the Board of Lundbeck Pharmaceuticals in Italy, and the President of Elaiapharm SAS (Lundbeck Pharmaceuticals France). Additionally, Lars is actively involved in education, having the role as the representative of the Technical University of Denmark, while also serving the community as a Member of the Business Council at the Copenhagen Municipality. Ranking wise, he achieved the #2nd place in the Top 25 Supply Chain Executives in Denmark in 2018, and currently holds the #9th place, also from a total researched list of 71 supply chain executives in Denmark.

Financially, in 2018 H. Lundbeck registered significant results, with +5% revenue, +20.3% EBIT, and +58% ROCE growth, when comparing to the financial year 2017.

Academically, he has a Master in Industrial Engineering from the Technical University of Denmark and a Bachelor in Marketing from the Copenhagen Business School.



Frank built a solid 16-year career at Coloplast, where he currently is the VP of Global Supply Chain since 2016, after he was promoted from his previous role as VP and General Manager in Guangdong, China, in which he worked for almost 2.5 years. Even before this, he was the Site Director leading Coloplast's manufacturing site in Thisted Denmark. He has now global responsibility for Coloplast end-to-end supply chain.

Coloplast has grown its revenue in 2018 by +5.9% and EBIT by +1.3%, when comparing to 2017. Due to his responsibility, visibility and Coloplast financial performance, Frank is a new candidate

entering the 2019 ranking, positioned on the #10th place.

He has a PhD in Physics from the University of Aarhus and did his Post Doc research at the University of Amsterdam and at the Risø National Laboratory. Additionally, he also participated in the Leadership Challenge Program at the IMD Business School in 2013.





Claudia is since 2019, Head of Supply Chain Management at Biogen. Previously she was employed at ALK Abelló as Director of Supply Chain, where she was for three years and prior to that she was Director of Supply Chain Management at Ferrosan Medical Devices A/S for 4 years. In her career, Claudia Holmen has more than 20 years of experience in the Pharmaceutical and Medical Device industry. Claudia came in as #11 strongly supported by the excellent financial results of Biogen and, her personal responsibility reach. Claudia obtained her Master of Science at Odense University.



Jacob is Vice President of Global Supply Chain at Pandora - Designer and Manufacturer of Jewelry - since August 2018. Jacob started in Pandora in 2011 as Vice President of Group Logistics. He is the head of an international team of employees

(Copenhagen, Bangkok, Baltimore, Hong Kong) and is the strategic leader of the overall supply chain strategy and KPIs. He is generally praised for his ability to focus on the challenges and adapt to the local reality, which allows him to win small victories in complex situations.

Due to less good financial results and new high-end entries into the list he reduces his previous #8 position from 2018 to #12 in 2019.

Academically, Jacob Kops Pedersen has a Master in Industrial Engineering from the Technical University of Denmark and a Bachelor in Marketing from the Copenhagen Business School.



Nicolaj became Chief Supply Chain Officer at Coop Denmark Feb. 2019, where he is responsible for the supply chain for more than 1000 stores. He is currently optimizing Coop's distribution network, by moving distribution to a more modern center in Odense. Before this position, Nicolaj was Group Logistic Director for 4 years, where he was responsible for Logistics across all stores and distribution centers and, has worked at Coop since his beginning in

Kvickly in 2002. Additionally, he is also a board member of GS1 Denmark since 2015. Nicolaj has a GDBA and an EMBA from CBS.



Dan has worked for FLSmidth since 1993 and has been VP Head of Supply Chain since 2014. Prior to this position, Dan Nielsen worked as a General Manager of Procurement for 8 years. Due to his global responsibility and high visibility, Dan ranks #14 and is new on the list.

Dan Nielsen has a B.Sc in Mechanical Engineering from Copenhagen's Technical School, which is now called Technical University of Denmark (DTU).



Panos has been Executive VP for ECCO since 2011. Before this position, Panos was President of ECCO Leather Group for 5 years. Panos is specialized in leather production, factory management, and

sales. Panos is a new candidate in 2019 and ranks #15 due to his large area of responsibility, and his visible leadership style.

Panos Mytaros studied his Bachelor's degree at the University of Tübingen in Germany.



Dr. Gentner has been Vice President of Global Supply Chain in LEO Pharma since October 2018. He is responsible for the end-to-end global supply planning. In particular, he is very passionate about integrating business planning and systems implementation. Before his current position, Dr. Gentner was Head of Supply Chain in Novartis for 2 years and Head of Global Supply Chain in Sandoz for 2 years.

Dr. Gentner has a Ph.D. in Industrial Engineering and Operations Research from Karlsruhe Institute for Technology.







Andrew has worked as CVP Supply Chain since 2013, where he is globally responsible for supply chain strategy and development, S&OP, network planning, NPI, supply chain IT, and shipping & distribution. Andrew Finnegan has been with Novo Nordisk for 15 years and has been working at the CVP level since 2009.

During 2004-2009 he led Novo's LEAN program trademarked 'cLEAN' delivering a significant optimization of the Novo Nordisk end-to-end flow leading to grand economic results for the company.

Andrew holds a BA in business studies from University of West London, and a Master's degree in International Marketing and Management from CBS.



Kristian has worked as Senior VP for one year and is responsible for product introduction, master data, warehousing, distribution, HQ security, corporate health, safety, and environment to name a few.

He has worked for Lundbeck for more than 14 years in five different positions. Kristian Sibilitz was the youngest ever VP at Lundbeck at the time he was promoted in 2011.

Kristian Sibilitz has a Master's degree in Supply Chain Management and Logistics from DTU.



Per has worked as Senior VP for five years where his goals are to improve the quality of products, increase delivery performance and drive cost down. Before this position, Per worked as General Manager for FOSS Analytical Ltd. in China. Prior to joining Foss he worked 12 years at Nilfisk in various positions around the world.

Per holds a Master's degree in Mechanical Engineering from DTU.



Torsten has worked as EVP of Global Operations since 2017, but have worked for Chr. Hansen for more than 7 years now. In parallel to his executive position at Chr. Hansen he is member of the board of Altia

Plc as well as the board of CO-RO A/S. Torsten took his Master's of Pharmacy from Copenhagen University.



Morten has worked as VP of Manufacturing and Supply Chain Technology for almost two years now and is responsible for 120 employees around the world. He furthermore has a focus on End-to-End Digital Product Lines and Supply Chain 4.0 innovation. Morten has worked for Lego since 2010 where he started as an internal consultant.

Academically, he is educated as a production engineer from Aarhus University and holds an HD and Executive MBA also from Aarhus University.



Kurt has worked as VP Supply Chain for four years, with a prior engagement as plant manager in Danish Crown since 2010. During this period he, amongst others, was leading the implementation of a new robotics solution to minimize workplace injuries.

Kurt Pedersen took his Cand Merc and HA at Syddansk University. And have since then taken his HD and Executive MBA at Aarhus School of Business.



Pernille has worked as Global Supply Chain Director for two and a half years. She has worked for Danfoss for almost 19 years and has had eight different positions since she started in 2000.

Pernille Fagerberg has a Bachelor's degree in mechanical engineering and the first part of an HD from Aarhus School of Business.



Stéphane has worked as Group Executive Vice President, COO for four years, and is in charge of Global Manufacturing, Supply Chain/Logistics, Purchasing, Technology



Center/NPI, Shop Floor & Business Excellence, Quality and Sustainability across 27 plants with more than 18,000 employees. Before Grundfos he was VP of Global Operations for Honeywell in Switzerland, and worked for Valeo for nearly 7 years in various production and supply chain director positions in China, France and Slovakia.

Stéphane has a Master's degree in Industrial Engineering and Computer Science from Valenciennes.



Thomas has worked as CFO and Head of Logistics - a very unusual combination - for Bestseller for two years. Before working for Bestseller he worked as Divisional CFO and other positions for Novo Nordisk for 11 years.

Thomas has a Master's degree in Finance and Business Law from Aarhus University. He supplemented his education with studies from Harvard University and Depaul University and was amongst the top 3% when he graduated.

## Final Ranking Supply Chain Top 50 Danish Executives 2019

#	Name	Position	Company
1	Carsten Rasmussen	Chief Operating Officer	Lego Group
2	Sami Naffakh	EVP, Chief Operating Officer	Arla Foods
3	Per Rud	SVP After Sales Marine & Power Plants	MAN Energy Solutions SE
4	Jan Breinholt	VP Customer Supply Chain	Carlsberg Denmark
5	Emmanuel Buyse	VP Head of Supply Chain and Procurement (Group CPO)	ISS
6	Mark Porter	SVP of Operations	Orsted
7	Morten Albin Olsen	VP Global Supply Chain	Demant
8	Jörn Neubert	Senior Vice President, COO	VELUX
9	Lars Bang	EVP Supply Operations & Engineering	H. Lundbeck
10	Frank Berg Rasmussen	VP Global Supply Chain	Coloplast
11	Claudia Holmen	Head of Supply Chain	Biogen
12	Jacob Kops Pedersen	VP Group SC	Pandora
13	Nicolaj Boysen	Group Logistics Director	Coop Danmark
14	Dan Nielsen	VP Head of Supply Chain	FLSmidth
15	Panos Mytaros	EVP, Global Shoe Production	ECCO
16	Karsten Gentner	VP Global Supply Chain	LEO Pharma
17	Andrew Finnegan	Corporate VP Supply Chain	Novo Nordisk
18	Kristian Sibillitz	SVP Supply Chain & Facility Management	H. Lundbeck
19	Per Sonne Sørensen	SVP Global Quality and Production & Supply Chain	Foss
20	Torsten Steenholt	EVP Global Operations	Chr. Hansen
21	Morten Lundsgaard Degn	VP Manufacturing and Supply Chain Technology	Lego Group
22	Kurt Tornbjerg Pedersen	VP Supply Chain	Danish Crown
23	Pernille Fagerberg	Global Supply Chain Director	Danfoss Power Solutions
24	Stéphane Simonetta	Group EVP Operations / COO	Grundfos
25	Thomas Børglum Jensen	CFO & Head of Logistics	Bestseller
26	Bjørn Rici Andersen	SVP Group Operations and Technology	Rockwool Group
27	Claus Høgholm	Corporate VP Sourcing Operations	Novo Nordisk
28	Søren Grubbe	SVP Global Supply Chain	Nilfisk
29	Peter Grier	VP SCM	Novozymes
30	Torben Koch	VP Global Supply Chain	Danfoss
31	Kim Hedegaard	SVP Supply Chain	Haldor Topsoe
32	Lars Lundgaard	SVP of Operations	WS Audiology
33	Thomas Stig Lundstrøm	SVP Global Operations	GN Hearing
34	Jesper Madsen	EVP Global Operations / COO	Nilfisk
35	Henrik Storm Jørgensen	VP Supply Chain	AMBU
36	Morten Buhl Sørensen	SVP & Managing Director Danfoss Solar Inverter	Danfoss Solar Inverter
37	Per Olesen	VP SCM	Novozymes
38	Morten Knudsen	VP BU PVG/DCV	Danfoss Power
39	Karen-Marie Katholm	Integrated operations leader	Dupont
40	Vagn Hundebøll	Director, Group Vice President	Dansk Landbrugs Grovvarereselskab (DLG)
41	Morten Egeberg	Director, Supply Chain Development & Optimisation	LEO Pharma
42	Lars Petersson	EVP & Chief Operating Officer (COO)	Hempel A/S
43	Martin Hagger Kirk	VP Global Supply Chain, Sourcing & Operation Programs	WS Audiology
44	Johan Crusefalk	Supply Chain Director, Europe & Africa	Hempel
45	Birgit Dam Jespersen	Head of Nordic Supply Chain	Sandoz
46	Claus Ostergaard	SVP Global Supply Chain	Vestas
47	Morten Kaiser Nielsen	VP Supply Chain	Cheminova
48	Michele Sterlecchini	VP SCM	Grundfos
49	Niels Lange Jørgensen	VP Supply Chain	Arla Foods
50	Allan Kyhe Kjærgaard	EVP Logistics	JYSK

# Become a great Supply Chain Leader

– and win the SCLF award for Best Supply Chain Leader in Denmark next year

Whether you are on the Top 50 of Best Supply Chain Leaders in Denmark 2019 or not, you might wonder what it takes to become a great leader. And how you may improve your position on the list before the 2020 top 50 list is made available in about one year from now. These might be two very different things...

The top 50 list is based on a thorough data collection, validation and analysis of public available data. Hence, improving your position on the list basically means you need to improve on each of the four factors being considered:

- I Company success** – improve profitability and ROCE, and help grow the business
- II Personal responsibility** – increase your scope to lead more functions and geography
- III Personal visibility** – make noise, i.e. promote SCM via lectures, conferences, articles etc.
- IV Peer voting** – be known and respected amongst your peers, e.g. via more of factor III

Does this mean that having ‘only’ a Danish end-to-end supply chain responsibility limits my chances to be a part of top 10, or even becoming #1? Well, not at all. Jan Breinholt from Carlsberg Danmark with mainly DK responsibility (factor II) is a great example of: He is currently #4 on the 2019 top 50 list and may still improve on the other factors.

Equally, having a global, end-to-end responsibility or leading a company with great financial performance does not automatically get you on the list. You need to focus on all four factors.

Søren Grubbe (#28) is another example of a great supply chain leader that delivers excellent on three of the four factors, but as company financial performance (factor I) is not fantastic in the latest annual report he is much lower in the list than he should be, namely in top 10 measured on the remaining three factors.

Delivering excellent on publicly available data only is NOT what makes a great leader. But it is a very good indicator.



**Headhunter Mariëlle Wester** from Inspired-Search presented at the annual Supply Chain Leaders Forum five essential capabilities that they look at when recruiting top talent, while also taking into account the cultural and personal fit:

- 1** Understand the effects of economics and market dynamics (e.g. sustainability, Brexit)
- 2** Understand how to leverage IT and automation knowledge (e.g. data analysis & AI)
- 3** Understand the cost to serve in your supply chain
- 4** Embrace innovation
- 5** Understand how you effectively can use the following three C's of supply chain leadership:

**3x**  
**C** Communicate  
Collaborate  
Change





Operations  
Management

## IDA Operations Management strengthen your opportunities

As a key part of IDA – The Danish Society of Engineers having more than 125,000 members – the Operations Management network provide members with access to new and exiting knowledge, people and companies. This professional network organises 2,500 members working and studying in the fields of technology, natural sciences and IT. Together we realise the potential of technology and knowledge.

### **Become member of IDA OM and gain access to a world of opportunities:**

- Events, conferences and dusk/dawn seminars focusing on hot topics
- Company visits, where you experience best practice and discuss specific learnings
- Training in LEAN, Supply Chain Planning, network design, S&OP leadership and more

IDA Operations Management is a core member of the Supply Chain Leaders Forum board together with CBS, DTU and AAASCM. And a sponsor of both the annual SCLF conference and of the award for 'Best DTU Operations Management Thesis'.

See more here:

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