

Fourth ranking of Denmark's supply chain leaders

Danish Dynamite:

Top 25

Supply Chain Executives 2020

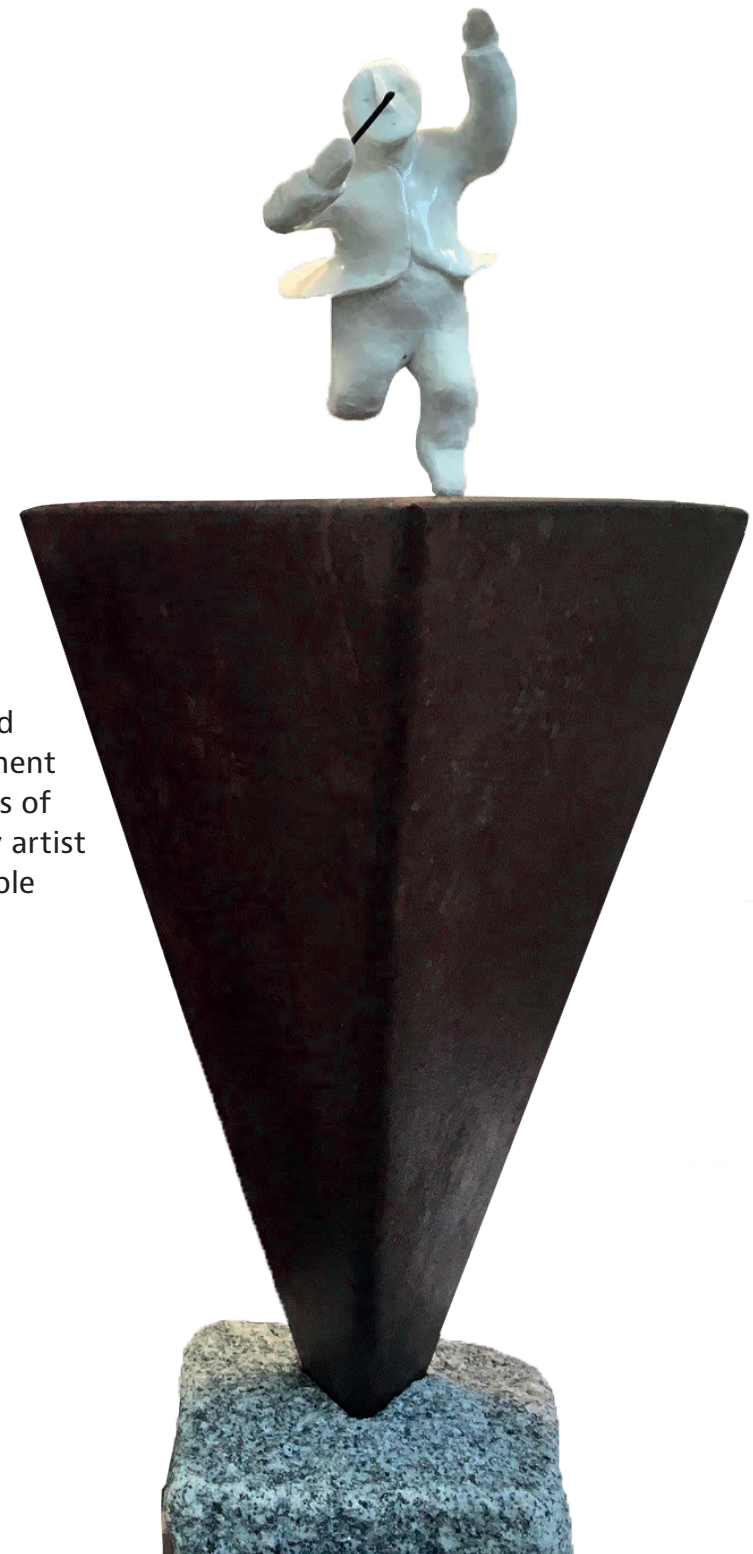
For the fourth consecutive year, Supply Chain Leaders Forum (SCLF) is celebrating the fostering of great supply chain leaders at Copenhagen Business School. SCLF is a collaboration between CBS, DTU, IDA Operations Management and the association AAASCM.

Based on a thorough and extensive analysis of a triple-digit number of very strong leaders across Danish companies and organizations, SCLF and the leading headhunter Korn Ferry have evaluated and prepared a ranking of the Top 25 Supply Chain Executives in Denmark.

The award is sponsored by Synchronic Management Consulting and consists of a creative statuette by artist Åse Højer, and a valuable SCM problem analysis.



By Henrik Knak, Partner in Synchronic Management Consulting



The 9th Supply Chain Leaders Forum 2020 very early in the annual preparations during springtime concluded that the corona-situation would force the event to re-innovate itself and to go online. Hence, we transformed the event to a studio-based setup with guest speakers from around the world and with a few guest physically visiting the SCLF studio located at CBS in Copenhagen. Supported by technicians, professional video and sound equipment, and members from the involved organisations: CBS, DTU, IDA Operations Management and AAASCM. This year, the event attracted over 250 registered participants.

The conference theme 'Green Supply Chain Management – from plan to action' offered

many exciting presentations and discussions. From reinventing the business model, over circular economy tier-1 and tier-2 collaboration to the challenge of turning the green business case into real value and harvesting the benefits.

The main purpose of the conference was to bridge research and business, education and practice across commercial and technical domains. This conference is a unique example of how business and technical universities and private companies can collaborate across institutions. 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 Synchronic. In addition to honoring 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 2020. The award was presented by partner in Synchronic Henrik Knak grounded in a thorough analysis that includes a broad and comprehensive assessment of many criteria. The data collection, analysis and the final selection were carried out by the SCLF board in close collaboration with the executive search company Korn

Ferry represented by senior client partner Katriina Lillelund Schøier, member of the global Supply Chain & Operations COE.

This year, Torsten Steenholt, Executive Vice President and Chief Operating Officer at Chr. Hansen A/S ranked #1 in Denmark.

Ranking Denmark's Top 25

To produce this ranking of the Top 25 Supply Chain Executives in Denmark, we initiated with a long list of triple-digit number of senior leaders in bigger companies

Financial performance

1

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

Job complexity

2

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

Lighthouse

3

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

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

RANKING CRITERIA

situated in Denmark. We then took the following four overall factors into consideration:

- 1 Company:** Financial performance
- 2 Role:** Job complexity
- 3 Impact:** Lighthouse
- 4 Person:** Track record & reputation

Based on detailed evaluation criteria shown in the figure page 2 each factor were analyzed, evaluated, rated 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 the revenue and EBIT, and ROCE. This entailed extracting the companies' revenue details and EBIT results from their annual reports.

Furthermore, we compared performance in 2019 and 2018 to quantify and evaluate the improvement in revenue, EBIT and ROCE.

2

Role: Job complexity

During second step we assessed the complexity of the leader's responsibility

for each of the Supply Chain Executive. 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 executive'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 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 executive succeeded in exposing the supply chain concept to an audience beyond the persons own company. We looked at role model engagements that the leader was involved in outside the company, keynote presentations and university guest lectures, press releases and interviews. These 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. University lectures were awarded four points each, 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. Participation by the Danish supply chain executive 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.

4

Person: Track record & reputation

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

The total score for each factor (ranging from 25 to 0 point) was added together to arrive at this ranking of the Top 25 Danish Supply Chain Executives.



**SUPPLY CHAIN
EXECUTIVE
2020**



SUPPLY CHAIN EXECUTIVE 2020

And the winner is **Torsten Steenholt,** **EVP and COO at Chr. Hansen A/S**



The four criteria described previously have thoroughly been leveraged, and the result discloses a very senior leader, though still fairly young: 51 years, given his executive status for more than 3 years.

The winner of the SYNCRONIC award for Best Supply Chain Leader in Denmark 2020 goes to a person that hold excellent track records from leading positions in fast moving consumer goods and bio-

science. Torsten is involved in several non-executive board roles in successful FMCG-companies but also engages himself in delivering presentations, lectures, interviews, video-casts and tweets about various supply chain and leadership topics. During the initial COVID-19 crisis he actively tried to motivate operations people across Denmark via the association Danish Industry to keep up the good faith and spirit while being safe and delivering good supply chain management.

The company, Chr. Hansen has under his leadership delivered increasing performance across all key financial dimensions, and the supply chain has matured to a level aspiring to Gartners level 4. Despite a very complex global setup with 12 plants and 20 distribution centers supplying to a global market, he and his team have secured an agile, yet resilient and efficient operation across the planet. And this in a such sustainable manner that it contributed via UN Sustainability Development Goal number 12 to place Chr. Hansen as #1 in the world in 2019, and #2 in 2020. Good job.

Mr. Steenholt holds a strong background from blue-chip supply chain companies, has consistently demonstrated strong results over his career and is a strategic thinker with a holistic end-to-end supply chain view. His market reputation from current and former peers, superiors and other stakeholders is very strong, and he is a persuasive people leader with an ability to build high performing, diverse teams. He shows strong supply chain capacity also beyond Chr. Hansen – being a true supply chain role model for all of us.

Finally, and beyond the formal scoring criteria, it is worth to mention that the winner is capable of living a balanced work-life with time for his wife and three kids, running marathon, reading books and playing with gadgets. And once COVID-19 is more contained I am sure he will again pick up on his eagerness to explore the world and new parts of our beautiful earth.

Torsten Steenholt received the award for Best Supply Chain Executive in Denmark 2020 – an art-piece called 'The conductor' created by Åse Højer – at the SCLF studio in CBS. Henrik Knak represented the sponsor Synchronic Management Consulting at the event.



SUPPLY CHAIN
EXECUTIVE

Hall of Fame

Torsten Steenholt will in 2021 join the Hall of Fame for a period of three years pushing out Susanne Hundsbæk-Pedersen. She will then rejoin the pool of potential winners of the Best Supply Chain Executive in Denmark.

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.

2018



Jean-Marc Lechêne, Chief Operating Officer at Vestas, took the top spot in 2018. 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 Hundsbæk-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 Hundsbæk-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.



Torsten Steenholt
Chr. Hansen
EVP for Global Operations

Torsten Steenholt is EVP for Global Operations in Chr. Hansen and has been since 2017. Beforehand he was SVP for Global Product Supply since 2012. 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 why the award that Chr. Hansen received as most sustainable company in the world, ranked by the Canadian based Corporate Knights in 2019, is a remarkable achievement.

Chr. Hansens manufacturing portfolio includes facilities in the US, Brazil, Czech Republic, Germany, France and Denmark and by looking at their production of culture and enzymes alone, they are said to reach 1 billion people daily and worldwide as they are represented in every second cheese product manufactured in the world and likewise their enzymes and cultures are used in general dairy products all over the world.



Tommy Rahbek Nielsen
Vestas
EVP & COO

Tommy Rahbek Nielsen is EVP & COO in Vestas and holds a the global responsibility for around 10,000 employees spread out to 19 factories in 15 different countries. Furthermore, Tommy is member of Vestas Executive Management team.

Vestas design, manufacture, install and service wind turbines globally and with more than 108 GW of wind turbines in 80 countries they have installed more wind power than any of their competitors. 2020 is the first year Tommy is to find on the list covering the best supply chain leaders in Denmark and shows a very high level of expertise when entering the list as second best, the first year he is listed. Tommy

held different positions in vestas since he joined the Company in 2001 starting as a Finance Manager from 2001 – 2004 he later become VP Finance & IT, 2004 – 2006. From 2008-2009 Tommy was Vice President/Managing Director in Vestas Wind Systems, China after which he in 2009 became SVP, in 2012 Group SVP for Supply Chain, in 2015 Senior SVP, PEX, Assembly & towers and in May he was appointed Executive Vice President & COO.



Jesper Terndrup Madsen
Nilfisk
EVP operations & Service

Jesper Terndrup Madsen, joined Nilfisk in 2015 and is now EVP operations & Service and on the short list among candidates for the fourth year in a row! In 2019 Jesper was ranked #34 and this year he can proudly find himself

in the third place among the best supply chain leader in Denmark! He is part of Nilfisk's global leadership team and manages an organization of +2,500 employees across Europe, US and Asia. His responsibilities include demand and supply planning, procurement, supply management, manufacturing, warehouse operations, distribution, sales support etc.

The global company that Nilfisk is today builds on many years of innovative thinking. As an example, Nilfisk was the first to launch the very first electric vacuum cleaner in Europe back in 1910.

Jesper graduated from Aarhus School of Business in 1999 with a M.Sc in Economics & Business Administration and later he added an MBA course in Strategic Financial Analysis.





#4

Lars Bang
H. Lundbeck
Executive Vice President,
Supply Operations
& Engineering

Lars Bang joined H. Lundbeck back in 1988, the last 32 years he has worked with pharmaceutical and since 2018 he has been EVP Product Development & Supply in H. Lundbeck with a cross functional and global responsibility for product development, manufacturing, safety and environment etc. 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.

In 2019 Lars was ranked #9 among the best supply chain leaders in Denmark and in 2018 he took the #2nd place, placing him in top ten for the last three years! In 2020 Lars was especially

recognized for his global outreach and the complex supply chain he is responsible for.

Educational-wise, Lars holds a Bachelor degree of Marketing from Copenhagen Business School and furthermore a Master's degree in Industrial Engineering from the Technical University of Denmark.



#5

Bjørn Rici Andersen
ROCKWOOL
Senior Vice President
for Group Operations
and Technology

Bjørn Rici Andersen is Senior Vice President for Group Operations and Technology in ROCKWOOL. He is the part of the group management, consisting of 7 Vice President and the President and CEO. Bjørn has since 2018 been responsible for the Group Operations & Technology throughout the organiza-

tion which is counting 46 global manufacturing facilities!

In 2019, Bjørn was ranked no. 26 among the best supply chain leaders in Denmark, and this year he jumps to be fifth in the overall assessment, where especially his person responsibility and reach counted!

Regarding the educational background Bjørn holds an MBA from Henley Business School and has been employed in the building industry since 1988. Since 2014 Bjørn has volunteered in Team Rynkeby who bikes from Copenhagen to Paris every year to raise money for children with cancer.



#6

Karen-Marie Katholm
DuPont Nutrition & Biosciences
Integrated Operations Leader

Karen-Marie Katholm is Integrated Operations Leader in DuPont Nutrition & Biosciences,

she holds an Engineering Degree from the University of Copenhagen and additionally an Executive MBA in Change Management. In her role in Dupont, leading a global organization of more than 6,000 employees, she puts a strong focus on Operational Excellence, Productivity and Digitalization while her every day includes responsibility for Manufacturing & Supply Chain, Contract Manufacturing, Operational Excellence, Integrated Business planning and many more.

Next to her employment in DuPont Nutrition & Biosciences, Karen-Marie is a Board Member of NTG Nordic Transport Group.



#7

Graziela Chaluppe dos Santos Malucelli
Novozymes
Executive Vice President

Graziela Chaluppe dos Santos Malucelli has since 2019 been

part of the Executive management team in Novozymes, as Executive Vice President for Operations, Supply & Quality. Novozymes is an organization with more than 6,000 employees and offices and facilities spread out on the globe.

Graziela joined Novozymes in 2002 and through the years she was based in both Brazil, Denmark and China. Currently she holds the global responsibility for Operations, Supply Chain, Engineering & Sourcing, Environment & Safety and many more. It is the first time that Graziela is ranked among the best supply chain leaders in Denmark, and a +6% ROCE growth and her global responsibility, was among the factors that resulted in her coming in as 7th.

Next to the many years in pharmaceutical industry Graziela holds a master's degree in food engineering.





Andrew Finnegan
Novo Nordisk
Corporate VP Supply Chain

Andrew Finnegan is corporate VP Supply Chain in Novo Nordisk. Andrew joined Novo Nordisk in 2004 and the last 16 years he added different titles to his portfolio. Andrew took his first education from the University of West London (Thames Valley University) and later added a master's degree in Economics and Business Administration from Copenhagen Business School.

Andrew has the global responsibility for Supply Chain Strategy & Development, S&OP, Supply Network Planning, Launch Planning and Execution, Supply Chain IT and Shipping & Distribution. In the period of 2004

to 2009 Andres was responsible for developing the overall LEAN strategy applied in Novo Nordisk, called cLEAN which covered more than 9,000 employees.

Andrew is on the list among the best supply chain leaders in Denmark for the second year in a row and this year Andrew jumped 9 places on the list to be nr. 8 in 2020, remarked by especially his personal responsibility within his function.



Martin Hagger Kirk
WS Audiology
Vice President
for EMEA operations

Martin Hagger Kirk has since May 2020 been Vice President for EMEA operations in WSAudiology and before he was Vice President, Global Logistics and

Service with a responsibility for customer focused Supply Chain activities for the merged company of Widex and Sivantos. He has been in the Hearing Aid industry for the past 7 years. Beforehand Martin worked as a consultant for 8 years, working with larger procurement and supply chain transformation. Furthermore, Martin is well recognized for his work in academia with bonds to the Copenhagen Business School, teaching classes of Supply Chain Theories.

In 2019 Martin was ranked no. 43 among the best supply chain leaders in Denmark and his place as #9 in this year assessment is well deserved!

WS Audiology was formed in 2019 through the merger of Sivantos and Widex, which provides them a combined experience and expertise based on 140 years in the business. Today, their market share is showed as one in three hearing aids worn by people across the world is manufactured by WSAudiology!



Jacob Kops Pedersen
Pandora
Senior Vice President
for Global Operations

Jacob Kops Pedersen joined Pandora in 2011 and since 2012 he held VP positions in the company within logistics and supply chain, before he in March 2020 became Senior Vice President for Global Operations. Jacob holds a Master of Science from the Technical University of Denmark and furthermore added a Leadership Module within Retail from Harvard Business School in 2017. In the role as Senior Vice President for operations, Jacob is among other responsible for the global operations strategy in Pandora, the global logistics, customs & Compliance, 10 E-commerce

warehouses and E-call centers with up to 3,500 employees, he leads the Global Supply and S&OP planning for Pandora and furthermore and he leads a team with three directors and four vice presidents in direct reporting line to an organization of roughly 500 people. In 2019 Jacob was ranked #12 as the best supply chain leader in Denmark so this year he jumps two spots to reclaim his position in the top ten.





Nicolaj Boysen
Coop Danmark
Chief Supply Chain Officer

#11

Nicolaj Boysen has since February 2019 been Chief Supply Chain Officer in Coop Denmark with the responsibility for supply chain setup for more than a 1,000 stores. Nicolaj is co-responsible for implementing the SAP retail ERP in Coop and also part of the Coop Management team. With 2,000 FTE his areas of responsibility, counts Operations of distribution centers, demand planning, master data management, in- and outbound freight for all commodities and many more. Nicolaj joined Coop Denmark in 2006 as project manager, and since held different management and director positions. Nicolaj holds an EMBA from Copenhagen Business School among other educational achievements.



Per Rud
MAN Energy Solution
Senior Vice President for
After Sales Marine
& Power Plant

#12

Per Rud is Senior Vice President for After Sales Marine & Power Plant in MAN Energy Solution and have been since 2016. Per's responsibilities counts a sales budget of approximately 1,4 Billion EUR, approxi-

mately 3,500 employees worldwide with 14 direct reports being SVP's VP's & MD's, development of 3-5 years strategy and many more. Additionally, Per is a Member of the Executive Management, Chairman of the Board and Member of the Board of Directors in different divisions of MAN Energy Solutions. His educational background includes degrees/diplomas from Cranfield University, INSEAD, Columbia, IMD and Stanford University.



Thomas Stig Lundtrøm
GN Group
Senior Vice President
for Operations

#13

Thomas Stig Lundtrøm is Senior Vice President for Operations in GN Group and has been for three years now. Beforehand, Thomas was Vice President for Global Supply Chain for almost four years, and combined with his seven and a half years in GN ReSound he holds more than 15 years of experience in the field of hearing aid. Additionally, Thomas has a total of five years as management and strategy consulting experience from different agencies. Thomas has an educational background with a Master of Science in Management of Planning and Technology and an Executive MBA from IMB Business School.



Frank Berg Rasmussen
Coloplast
Vice President for
Global Supply Chain

#14

Frank Berg Rasmussen has been Vice President for Global Supply Chain in Coloplast since 2016. Frank brings 17 years of experience within Coloplast to the table, and before his current position as VP he had numerous of positions, both in Thisted and China with a responsibility for around 1,000 employees at the time. As VP for the global supply chain, Frank holds the end to end responsibility for the full global supply chain of Coloplast, a cooperation with more than 12,000 employees.

Besides many years of professional experience, Frank holds a Ph.D. in Physics from Aarhus university and a number of management educations.



Stéphane Simonetta
Grundfos
Group Executive
Vice President for
Operations, COO

#15

Stéphane Simonetta is since 2015 Group Executive Vice President for Operations, COO in Grundfos giving him the global responsibility of the manufacturing, Supply Chain/Logistics, purchasing etc., spread out on 27 plants, more than 18,000

employees and 3,4 Billion Euro in annual sales. Prior to his employment in Grundfos, Stéphane has worked in Switzerland, France, Mexico, Slovakia and Thailand in different positions related to supply chain, plant management, planning etc. Educational, Stéphane holds a Master's degree in Industrial Engineering and Computer Science from Valenciennes.



Nicolai Gradman
Salling Group
Executive Vice President
for Supply Chain
& Logistics

#16

Nicolai Gradman became Executive Vice President for Supply Chain & Logistics for Salling Group in 2013. Previous, he was Senior Vice President CAM and Supply Chain in Esko Belgium for 10 years and Deputy Director and Factory in Grundfos for nine years.

Today, the Salling Group counts more than 1,400 stores in three countries and additionally the portfolio covers web shops, coffee shops, restaurants, meal boxes and self-owned brands, to which Nicolai holds the global responsibility of the supply chain and logistics.

About education, Nicolaj holds a degree as Master of Science in Engineering from Aalborg University.





Vagn Hundebøll
DLG, Director and Group
Vice President for
Production &
Logistics

#17

Vagn Hundebøll is Director and Group Vice President for Production & Logistics in DLG and has been for the last 10 years! Despite the name and ownership by the Danish farmers, DLG is one of the largest actors on the European market within import and export of agriculture products. DLG employs 1,500 people in Denmark alone, 3,800 employees in Germany and has companies in 18 countries!

Since 1994, Vagn held CEO positions with 8 years in DanGrønt and 13 years in Vitalys.

Vagn is educated from University of Southern Denmark with a Bachelor of Business Administration, a study on University of Hong Kong in Development of Business in China and holds an MBA from University of Aarhus in Business & Economics.



Morten Buhl Sørensen
Danfoss Drives
Senior Vice President for
Global Supply Chain

#18

Morten Buhl Sørensen is Senior Vice President for Global Supply Chain in Danfoss Drives. Morten joined Danfoss in 1989

and has since worked in different positions within manufacturing, product development and supply chain. During time, Morten was both SVP in Global Supply Chain and SVP & Managing Director for Danfoss Solar Inverter. Besides his work in Danfoss Drives, Morten is since 2018 Chairman of the Board in MADE, a non-profit organization consisting of universities, companies, GTS-institutes and educational institutions, with a vision of world class manufacturing in Denmark.



Emmanuel Buyse
ISS
Vice President,
Head of Supply Chain
& Procurement

#19

Emmanuel Buyse has since March 2019 been Vice President, Head of Supply Chain & Procurement in ISS giving him the responsibility of the group supply chain and procurement consistent of approximately 350 procurement professionals in 30+ countries. Before his promotion to current position, Emmanuel was Director and Head of Group Category Management for two and a half years in ISS. His previous positions include a Senior Manager position in Ørsted and seven years as consultant for Accenture. Emmanuel is educated from the University of Antwerpen with an Academic Degree in Maritime Economic Science and Master's degree in Applied Economic Sciences.



Katarina Lindström
Hempel
Executive Vice President
and COO

#20

Katarina Lindström was in august 2020 announced as Executive Vice President and COO in Hempel where she is driving the company strategic agenda regarding operational excellence, innovation and sustainability. Prior to her position in Hempel, Katarina worked more than 20 years at Volvo Group holding a series of global senior executive positions within both operations and product management. Besides her roles as EVP, Katarina is a Board Member in Stockholm based Gränges, a global supplier of rolled aluminum products. Katarina is educated from the Royal Technical Institute in Sweden with a Master of Science in Material Science.



Mark Porter
Ørsted Wind Power
Senior Vice President
for Operations

#21

Mark Porter has been the Senior Vice President for Operations in Ørsted Wind Power, since 2018. Mark demonstrates international expertise with more than 25 years of experience in the electricity

industry in the UK, Sweden, Denmark and Germany. Prior to his position in Ørsted he worked 12 years in E.ON, an international provider of energy solutions, in various director roles with assets management, operations etc. and in various countries. Mark is educated from Durham University where he holds a BSc in Engineering & Management and from Warwick Business School where he took his MBA.



Aymeric Chandavoine
A.P. Moller – Maersk
Senior Vice President as
Global Head of Logistics
and Services

#22

Aymeric Chandavoine was appointed Senior Vice President as Global Head of Logistics and Services at A.P. Moller – Maersk in April 2020. Before joining A.P. Moller Maersk he was 10 years in CEVA Logistics, a logistics and supply chain company based in Marseille. Here he held different positions on top management level as VP for Consumer & Retail in Shanghai, EVP for Global Sales in Zürich, and COO for Freight Management. Aymeric's records shows another 11 years in the logistics field in FM logistics in both Poland and China. Aymeric is educated with a masters degree from Ecole Supérieure des Affaires in Business and later from Centrale Lille a Masters degree in Computer Engineering.



Pernille Fagerberg
Danfoss Power Solutions
Global Supply Chain
Director

#23

Claudia Holmen was in 2019 appointed Head of Supply Chain Management at Fujifilm Diosynth Biotechnologies (former Biogen). Claudia has more than 20 years of experience with the pharma industry and medical device industry. In her career she held different supply chain titles as Director of Supply Chain in ALK Abelló, Director of Supply Chain Management in Ferrosan Medical Devices. Along the way, Claudio also took a one year international contract as Manager for the Plan & Sourcing unit in UNICEF.

Claudia initiated her career as a Management Consultant and Sr. Project Manager in PwC, after she graduated from Odense University with as a Master of Science in Operational Research.



Lars Bille
DSV
Executive Vice President

#24

Lars Bille has since January 2018 been Executive Vice President in DSV – Global Transport and Logistics. Lars joined DSV in 2010 when he was hired as Director for

Group Insurance & Group Procurement. Prior to joining DSV Lars held positions at the LEGO Group as Corporate Risk Manager with responsibility for all insurance and risk management in the LEGO and KIRKBI group. Later he was assistant Director in AON with the regional responsibility in Jutland and later Director for the Large Accounts Department in Codan Insurance. About education, Lars is educated from the Copenhagen Business School.



Søren Lisbjerg
Unibrew
Vice President
for the Supply Chain

#25

Søren Lisbjerg has since 2018 been Vice President for the Supply Chain in Royal Unibrew with a record of supply chain in the brewing industry to 1991 when he started out as a Brew Master and Department Manager in the Carlsberg group. Since then, Søren held numerous positions within supply chain in both Coca Cola Nordic Beverage and Carlsberg Group with titles such as VP Supply Chain, EVP Supply Chain & Logistics etc., before he became Supply Chain Director for Royal Unibrew in 2009. Søren's educational background is a Master of Science in chemistry from the Technical University of Denmark and Brewmaster from Scandinavian Brewing School.

Final Ranking Supply Chain Top 25 Danish Executives 2020

#	Name	Ranking 2019	Progression 2019 → 2020
#1	Torsten Steenholt	#20	+19
#2	Tommy Rahbek Nielsen	Not listed	New Commer
#3	Jesper Terndrup Madsen	#34	+31
#4	Lars Bang	#9	+5
#5	Bjørn Rici Anderen	#26	+21
#6	Karan-Marie Katholm	#39	+33
#7	Graziela Chaluppe dos Santos Malucello	Not listed	New Commer
#8	Andrew Finnegan	#17	+9
#9	Martin Hagger Kirk	#43	+34
#10	Jacob Kops Pedersen	#12	+2
#11	Nicolaj Boysen	#13	+2
#12	Per Rud	#3	-9
#13	Thomas Stig Lundstrøm	#33	+20
#14	Frank Berj Rasmussen	#10	-4
#15	Stéphane Simonetta	#24	+9
#16	Nicolai Gradman	Not Listed	New Commer
#17	Vagn Hundebøl	#40	+23
#18	Morten Buhl Sørensen	#36	+28
#19	Emmanuel Buyse	#5	-14
#20	Katarína Lindström	Not Listed	New Commer
#21	Mark Porter	#6	-15
#22	Aymeric Chandavoine	Not Listed	New Commer
#23	Claudia Holmen	#11	-12
#24	Lars Bille	Not Listed	New Commer
#25	Søren Lisbjerg	Not Listed	New Commer

Leading in a Crisis

What Supply Chain Leaders are Saying – and Doing



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

Many corporate COOs and CSCOs are facing their toughest leadership challenge. A Korn Ferry veteran tell us what she is hearing—and seeing—from the C-suite.

In a stunningly short time, demand for his firm's multibillion-kroner product had dropped almost in half. And almost as quickly, the call for many inside the company was to act fast and preserve as much

capital as possible. It was the standard reaction multiplied many times by a global pandemic—save all that is left for better times.

Yet this COO saw things differently. Cutbacks were made, of course. But instead of purely hunkering down, he directed the teams to work on finding new efficiencies for the product, create new services for

customers, and streamline operations. The goal: yes, wait for better times, but give the company an edge for when demand inevitably returns.

In today's remarkably rough times, with the global coronavirus outbreak upending the modern world as we know it, everyone is dealing with their own challenges. And that certainly includes the world's chief operations officers and chief supply chain officers. It is these leaders who must keep their organizations supply chain and operations afloat. It is they who must inspire people to innovate and try to preserve as many jobs as possible while making the organization agile and fast. And while these COOs/CSCOs are balancing so many impossible dilemmas—what suppliers to pay, what factories to keep open—they must carry the burden of their own uncertainties as well as those of the thousands of workers for whom they bear responsibility.

"It's something that nearly everyone we're working with is wrestling with," says Katriina Lillelund Schøier, Korn Ferry's EMEA Leader of the Supply Chain & Operations CoE. "It has never been tougher."

In a recent conversation, Katriina spoke about the common themes that shine through her work with the COOs and CSCOs, and what great leaders are doing to help not only their organizations but themselves.

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**Top-8
steps
a leader
can take
now**



▶▶▶ Leading in a Crisis

Top-8 steps a leader can take now

1 Be purposeful

- Constantly remind people why it is so important that we exist.
- See this crisis as a new way to purposefully serve colleagues and customers in new, meaningful, value-creating ways.
- Leverage purpose as a new tool of innovation; purpose can touch lives in new ways.

2 Be empathetic

- Acknowledge others' stress in this situation.
- Know that people are also struggling with personal and family issues beneath the business issues.
- Show you care about them versus the enterprise only.
- Repeat, repeat, repeat.

3 Be calm, clear, and confident

- Communicate with realness, clarity, authenticity, and regularity: tell the real story.
- Express a vision of the other side of this... elevate from now to next.
- Convert anxiety to the attitude "we will get through this together."

4 Be both action oriented and reflective

- Reconcile the paradox of pause and action; both are critical.
- Avoid being too passive or too hyperactive during these times.
- Step back to reflect, learn, and strategize when the pace and bias for action are too high.

5 Be inspiring

- Share stories that reveal the enduring values and what is really important now.
- Remember the purpose of the enterprise and rally people around it.
- See the crisis as an opportunity to more deeply live and serve our people and customers.

6 Be resilient

- Take care of your energy, wellness, and fitness.
- Encourage others to take care of themselves, and demonstrate by modeling it.
- Show your energy to take on these challenges with energy and innovation.

7 Be aware of mindsets

- Move from fixed/fear mindsets to growth mindsets.
- Know that our openness and closedness opens or closes others.
- Catch yourself in fixed/fear mindsets and move to growth mindsets before acting or behaving.

8 Be courageous

- Make the tough decisions on purpose and with courage.
- Pay attention to fear-based, reactive decisions.
- Inspire others with your courage, energy, and positivity.



**Bedste Supply Chain
Leder i Danmark
2020**

(fra venstre):
Peter Jacobsen (emeritus professor på DTU),
Kim Sundtoft Hald (professor ved CBS
og formand for SCLF),
Torsten Steenholt (EVP Global Operations i Chr. Hansen),
Peter Brønd (medlem af bestyrelsen i IDA
Operations Management), og Henrik Knak
(partner i Synchronic og formand for AAASCM).



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