

Digital Innovation




DESIGNING A SUPPLY CHAIN THE PFIZER VACCINE STORY

We chat to two supply chain leaders
behind the momentous vaccine roll-out

EXCLUSIVE



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FROM THE EDITOR



Welcome to the August edition of Digital innovation, jam-packed with three exclusive interviews for you. In the week that I received my first Pfizer vaccine, I was delighted to interview the team responsible for its roll-out across Europe (p6). Special thanks to Roger Smith, the

VP of Supply Operations and Customer Support at Pfizer for Europe, Middle East and Africa (EMEA), and Mirko Senatore, Senior Director, Global Supply Chain Lead (Eastern Europe and Central Asia) for finding the time to talk to us during this eventful period.

The pandemic has accelerated transformation across every European business sector. Speaking of which, we found out more about Danone's global procurement transformation journey during our interview with Armijn Verweij, VP of Procurement Excellence, and Julio Peironcely, Global Director of Insights and Analytics – Procurement. Turn to page 40 to read it in full.

What's more, we chatted to Steve Twydell, CEO at 3T Logistics, about the role of technology in finding a 21st century solution to optimise vehicles and increase efficiency (p72). According to Steve, driverless vehicles are just around the corner...

Plus, we bring you a host of intriguing tech features synonymous with our publication name; from the latest uses of blockchain (p28) and AI (p80), to 2021's record-breaking start-up investment (p62) and the collective search for an EU platform model (92). The future is looking very bright!

We hope you will enjoy reading this issue just as much as we enjoyed putting it together.

All the best

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Danone's Armijn Verweij and Julio Peironcely on 'milking the data cow'



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THE VACCINE ROLL-OUT PFIZER'S SUPPLY CHAIN STRATEGY

WE CHART PFIZER'S INCREDIBLE JOURNEY OVER THE LAST YEAR AND A HALF WITH **ROGER SMITH**, THE VP OF SUPPLY OPERATIONS AND CUSTOMER SUPPORT AT PFIZER FOR EUROPE, MIDDLE EAST AND AFRICA (EMEA), AND **MIRKO SENATORE**, SENIOR DIRECTOR, GLOBAL SUPPLY CHAIN LEAD (EASTERN EUROPE AND CENTRAL ASIA).

Written by Anna McMahon | Produced by Jennifer Davies







WHEN THE SCALE OF THE COVID-19 PANDEMIC BECAME APPARENT, PFIZER ACTED QUICKLY TO DEVELOP A VACCINE, AND ON **DECEMBER 2ND 2020**, THE UK WAS THE FIRST COUNTRY TO APPROVE IT.



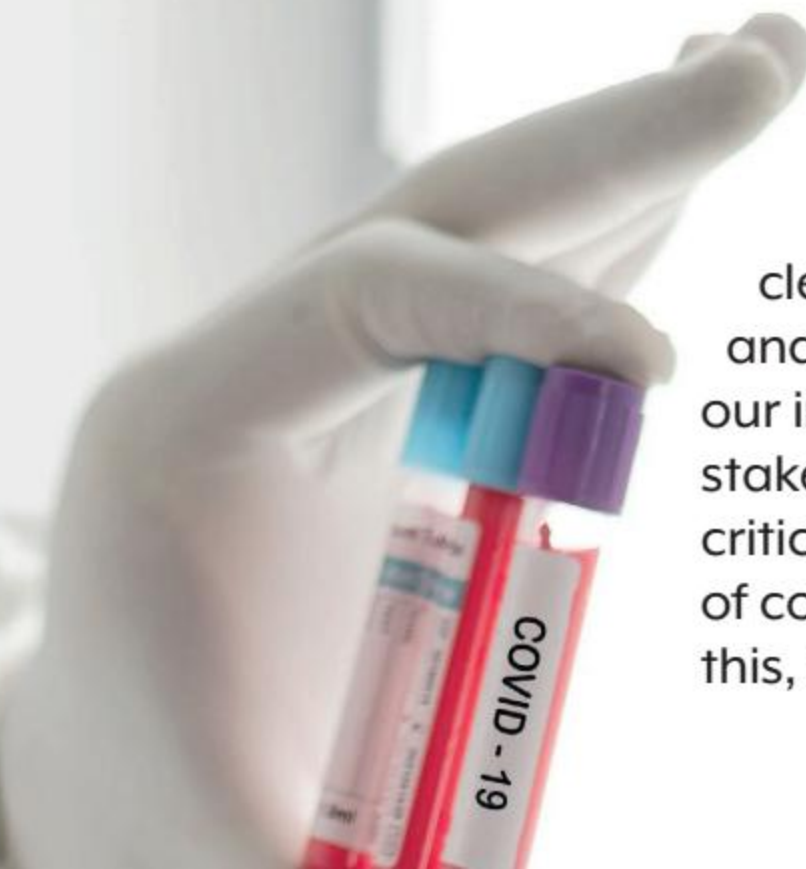
Roger Smith,
the VP of Supply
Operations and
Customer Support

at Pfizer for Europe, Middle East and Africa (EMEA), and Mirko Senatore, Senior Director, Global Supply Chain Lead (Eastern Europe and Central Asia), were among those tasked with the unprecedented vaccine roll-out across the complex and varied region of

EMEA. Mirko says, “Despite the enormous complexity of our marketplace, where we supply over 110 nations, we had to ensure this unique supply chain could be designed in such a way that things worked in a standard way across all the countries, without forgetting all specifics we manage locally, such as regulatory constraints and local legal requirements.

When it comes to allocation of products and logistics needs, like transportation and customs

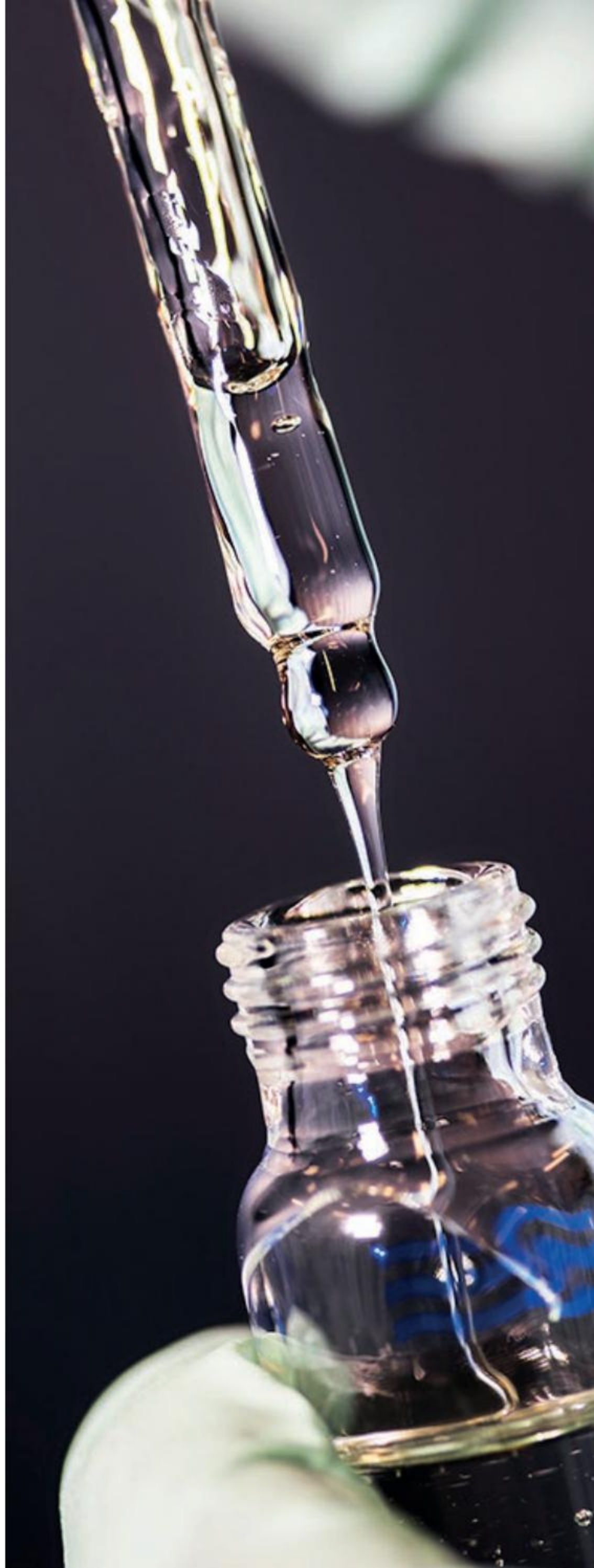
clearance, integration and coordination with all our internal and external stakeholders is, of course, critical. There is always a level of complexity in managing this, but with Covid-19 and



the launch of the vaccine, it stepped up a notch.”

And when working in the pharma supply chain, Mirko stresses that it is not just a case of distributing a product, but goods and medicines that can turn into a matter of life or death. He adds, “It creates significant additional responsibility because the margin for error is extremely limited. ”

Roger highlights the need for speed in Pfizer’s strategic approach to launching and rolling out the Covid-19 vaccine. He says, “The last year has been especially challenging given the volatility of the disease and the varied waves hitting the different countries across the region. This added additional pressure and additional agility requirements on the supply chain. For example, we would typically plan a product launch months in advance for one market. On Boxing Day 2020, we launched in over 30 markets on the same day. We have never done anything like that before. We really did have to drop all non-essential activities, mobilise the entire team to focus solely on this one thing, getting the vaccine supply chain mobilised across multiple geographies,



collapsing all normal timelines, and the usual approval flows, while, of course, ensuring no compromises on safety and quality.”


Pfizer procured and made huge investments at risk, reducing typical vaccine production lifecycles of more than 18 months to less than six months. Roger explains, “The Covid vaccine has a very unique supply chain and technology. We also had existing infrastructure and supply chain systems in place, but with the product’s -70°C distribution requirements, the operating conditions for the supply chain

“WE WERE DOING SOMETHING UNIQUE AND NONE OF US HAD FOUND OURSELVES IN A SITUATION LIKE THIS BEFORE. WE HAD TO PLAN AND EXECUTE DIFFERENT WORK STREAMS IN PARALLEL TO MAKE SURE THAT THE PROCESSES WE HAD DESIGNED IN A SHORT SPACE OF TIME WORKED ACCORDINGLY”

Mirko Senatore, Senior Director, Global Supply Chain Lead (Eastern Europe and Central Asia)







“COVID-19 ALLOWED US TO FURTHER ACCELERATE OUR DIGITAL CAPABILITIES; FOR EXAMPLE, IMPLEMENTING REAL-TIME TRACKING AND TEMPERATURE MONITORING, WHICH WE HAD PILOTED, BUT WITH THE VACCINE SUPPLY CHAIN, WE FASTTRACKED INTO PRODUCTION”

Mirko Senatore,
Senior Director, Global Supply Chain Lead
(Eastern Europe and Central Asia)



Making patient-centric supply chains the norm



Written by:
Carly Guenther

As the COVID-19 vaccine continues to be used around the world, so many of us have felt relief, seeing our families, friends and colleagues protected by it. But as a supply chain consultant specializing in Life Sciences, I am applauding a supply chain that worked—one that I am proud my company, Accenture, was able to help Pfizer operationalize.

What Pfizer has done during COVID-19 to get vaccines distributed rapidly and efficiently represents more than a well-oiled supply chain—it's a patient-centric supply chain, one that puts the patient at the center, from R&D to final delivery.

Historically, our disrupted, disconnected health ecosystem has limited patients' ability to access quality care and health resources, impacting human outcomes. Becoming patient-centric means reflecting a deep understanding of a person's life and experiences with a condition, beyond the treatment, and consistently integrating that perspective across each stage of the product life cycle. A patient-centric supply chain can make a world of difference for all patients, but particularly those with conditions such as cancer or other life-threatening rare diseases.



Baking patient centrality in

The work Accenture recently did with Pfizer to help COVID-19 vaccines get to the right people at the right times in the right places created outcomes that will eventually be the norm for Life Sciences supply chains. Patient-centric supply chains focus on delivering the right therapy, to the right patient, at the right time, to the right place and at the right price. The equivalent of this scenario is fast becoming the norm for consumers in other industries, from Communications to Retail. Companies are creating products and services that are designed, highly aligned, priced, and improved according to individual consumer preferences, experiences and values. But in Life Sciences, it can be more complex because product portfolios face a growing and increasingly complex set of offerings that place greater technical demands on the supply chain.

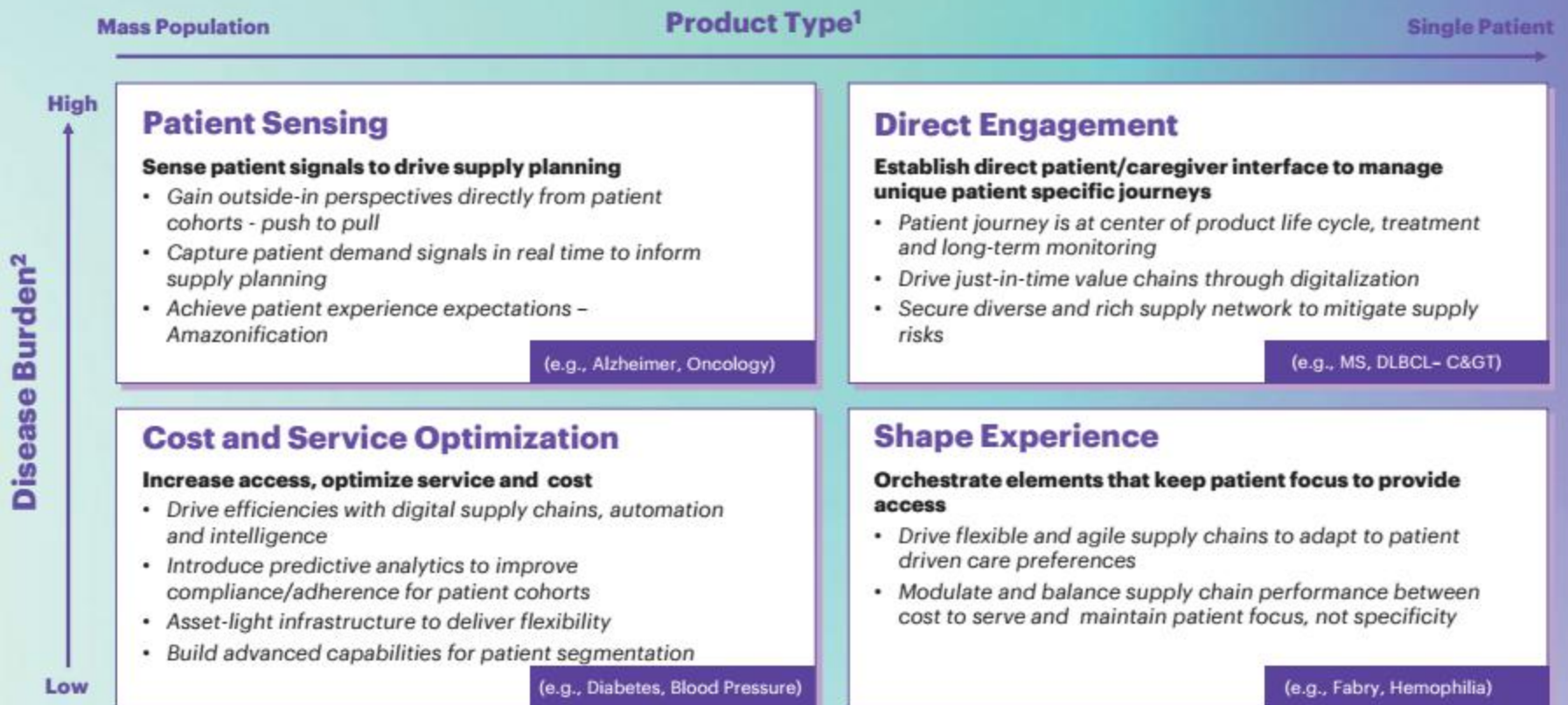
Designing a patient-centric supply chain

The configurations and capabilities required to operate a patient-centric supply chain vary widely depending on a company's situation and the desired outcomes. A multitude of capabilities could be necessary to create a patient-centric supply chain. Determining what those are requires pharma companies to ask themselves, "What does it look like to be patient-centric with this particular therapy?" And they can do this while looking at any number of factors—from product lifecycle to treatment protocol.

To get there, though, companies like Pfizer are applying the right digital technologies and ensuring the patient remains at the center of the equation. Those technologies are essential to being able to deliver the outcomes patients expect.

**Learn more about how
Accenture helps organizations
reimagine and transform their
supply chains for tomorrow**





1. Two factors are shown here, matrices can be drawn using other factors such as treatment protocol, region, product lifecycle, etc.
 2. Disease burden is defined as a combination of incidence rates, QALY (Quality Adjusted Life Year), economic healthcare cost

Patient centricity in action

Let's take these considerations into the real world. For instance, Pfizer has excelled in the patient sensing area during COVID-19. It's been on the forefront of innovation with purpose-built shipping containers that house GPS temperature-enabled trackers for continuous, real-time location and temperature monitoring. This allows Pfizer to keep its vaccine stable for up to 10 days unopened and allows for temporary storage for up to 30 days. Combining this new technology with their robust distribution networks is allowing Pfizer to accomplish just-in-time vaccine delivery to remote areas.

Accenture's latest research shows that during COVID-19, consumers maintained the trust level they had for pharmas because their response to COVID-19 is what people expected from the industry. However, pharma companies discovering and manufacturing the COVID-19 vaccine have significantly increased expectations that the industry should be able to more efficiently develop and deliver treatments relevant to patients' conditions. A patient-centric supply chain will be critical to meeting those expectations. Accenture is working with Life Sciences companies to bake patient centricity into supply chains around the globe. Whether it's the COVID-19 vaccine or a life-saving cancer therapy, we all deserve no less.

"The COVID-19 pandemic took us beyond our tested limits, creating instability in all areas of business, from clinical trials to disrupting global supply chains. Yet through it all, Pfizer has led the way and responded with purpose, innovation, and agility—creating a huge impact on the industry and people around world. Pfizer has made the impossible, possible."

**Craig Robertson, Senior Managing Director—
Life Sciences Northeast Industry Group Lead
at Accenture**

Find out more about the new pace of change brought on by the COVID-19 pandemic.

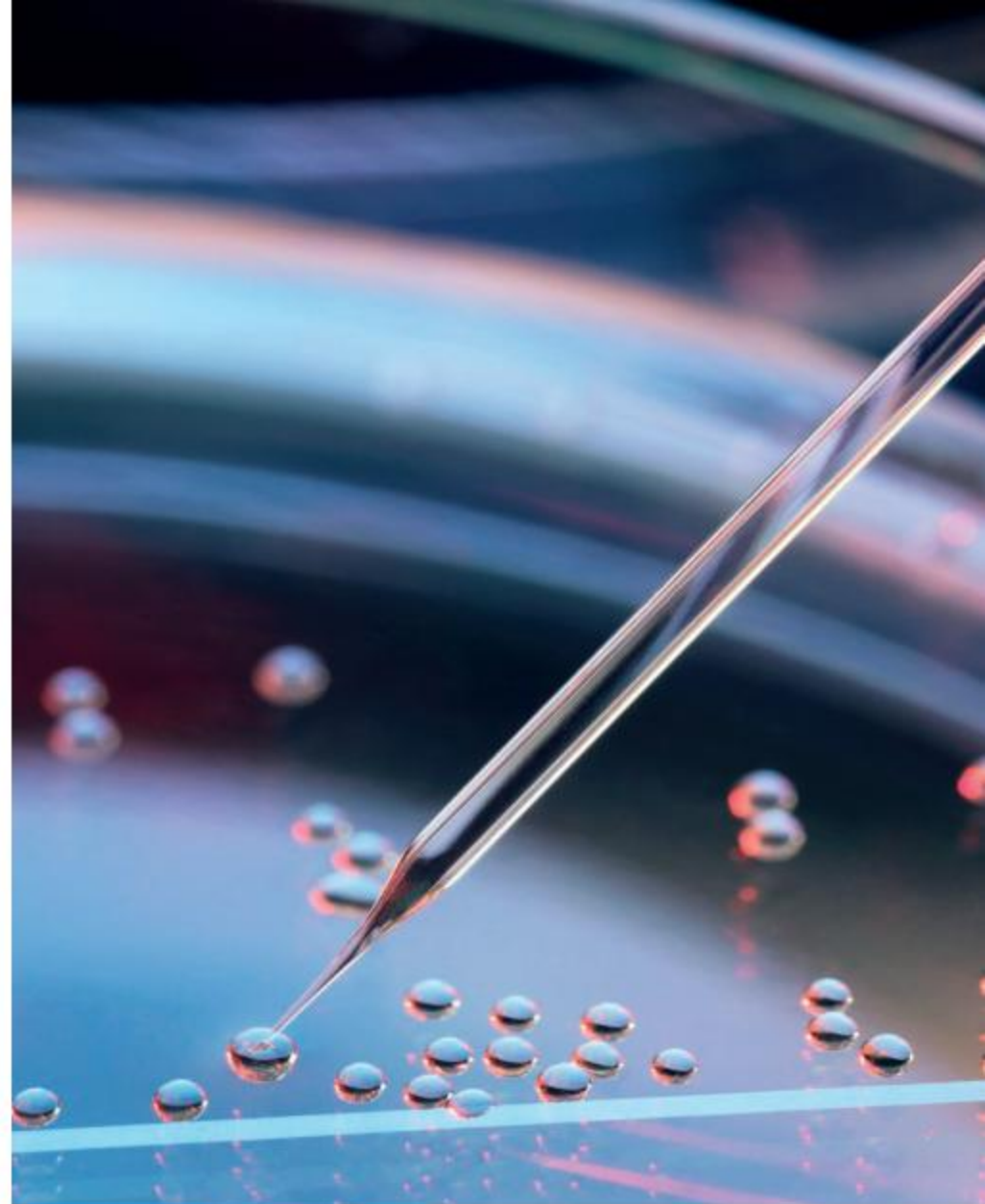
**New Science:
A new economic
reality for growth**



were clearly far more challenging. We have had to develop everything from scratch, from the way the product was handled in our manufacturing facilities, to the way it was shipped to customers, and directly to points of use. It has been a huge learning curve for all of us at Pfizer, but we had the strong foundation in temperature logistics to make this happen.”

Mirko reflects on the journey as being exciting, but also a little overwhelming at times. He continues, “We were doing something unique and none of us had found ourselves in a situation like this before. We had to plan and execute different work streams in parallel to make sure that the processes we had designed in a short space of time worked accordingly. In addition, it was very critical that the work had been done in accordance with government and regulatory authorities to make sure there was a high degree of alignment with those who would be our recipients. We also had to instruct and train those who would handle and deliver the product in the markets given the unique product characteristics. We put a lot of effort into working with vaccination points and industry leaders in the different countries.”

When asked what they would consider to be their biggest



“IT IS A LARGE AND DIVERSE ENTERPRISE, IN WHICH WE PARTNER WITH MANY LIKEMINDED ORGANISATIONS. WE HAVE WORKED WITH ACCENTURE FOR MANY YEARS AND WILL CONTINUE TO DO SO”





“WE HAD THE BEST SERVICE LEVELS IN YEARS AT PFIZER IN 2020. THIS IS A RESULT OF INVESTMENT AND OUR PREVIOUS EFFORTS OVER THE LAST DECADE. IT IS ASTONISHING THAT WE MANAGED TO INCREASE OUR SERVICE LEVELS IN A YEAR WITH SO MANY CHALLENGES”

achievement of the last year and a half, Roger states it was the speed at which the company acted and responded. He answers, “The timescale we took to launch the product was phenomenal, as well as the courage of the company in taking decisions at risk. In terms of our regional operations, we are hugely proud of the execution of the physical supply chain. This was a distribution model that had never been attempted before, yet we have more than a 99.9

per cent success rate in getting our products and vaccines to our patients. We had to qualify the distribution routes we were using at very short timescales, and the execution at high speed has proved to be almost faultless.”

But, it has not been without sleepless nights for Roger and his team, as he discusses the intensity of the workload, which peaked at the end of last year. He says, “I have had some strange peaks and





troughs in workload in my career, but I don't remember another time when I only had a few hours off for Christmas Day. That was true of my team too, as well as many, many others throughout the whole Pfizer Global Supply, our commercial teams, and other critical functions, such as Quality, Regulatory, Corporate affairs. The level of motivation, morale and excitement was so high that you never heard a complaint. It has been so motivating to really feel

our Pfizer purpose, 'breakthroughs that change patients lives', come to life in such a powerful and visible way. It has been one of the most exciting periods of people's careers. The energy has been absolutely awesome."

Mirko addresses the fact that although there was huge focus on the Covid-19 vaccine roll-out, the company still had a job to do in delivering other medicines to those in need. He explains, "Pfizer has a large portfolio of different medicines. For many people, Pfizer is the co-inventor of the Covid vaccine (with our partner BNT), but the reality is that we do so much more. Whilst launching the vaccine, we were still managing the day-to-day business. We could not drop the ball because we have so many lifesaving products that are important for our patients. Many are used in intensive care units, so clearly we could not fail elsewhere."

In a year that saw many supply chains shaken up as a result of the pandemic, Pfizer enjoyed extraordinary success in terms of its service levels. Mirko adds, "We had the best service levels in years at Pfizer in 2020. This is a result of investment and our previous efforts over the last decade. It is astonishing that we managed to increase our service levels in a year with so many challenges. You

might have expected lower in-stock performance, but our supply continuity was phenomenal. It is something we are very proud of as an organisation.”

Pfizer partnered with BioNTech in the development of the vaccine, resulting in an interwoven supply chain, bringing in contract manufacturing capabilities from other pharma players to expand the capacity of the network.

Furthermore, the company managed to overcome communication barriers and social disconnect during this time with the adoption of a virtual working environment. Roger continues, “The general consensus is that

remote working has transformed our way of working forever. We will not go back to the way we used to be. Shortly before Covid came along, we had recently introduced Microsoft Teams. We have never seen an application deployed and adopted more quickly. This was a crucial enabler and today governs the majority of our internal day-to-day ways of working, be it through meetings, sharing documents, or managing projects. Our virtual way of working held up really well, and, if anything, has improved through Covid times.”

But, of course, the downside of remote working is that individuals cannot engage in face-to-face interactions in the same way.



“THE TIMESCALE WE TOOK TO LAUNCH THE PRODUCT WAS PHENOMENAL, AS WELL AS THE COURAGE OF THE COMPANY IN TAKING DECISIONS AT RISK”

Roger Smith, the VP of Supply Operations and Customer Support at Pfizer for Europe, Middle East and Africa (EMEA)





Mirko explains, “Roger and I live a few miles away, yet we have not seen each other for 18 months. The same goes for myself and my team. You do start to miss face-to-face conversations when it comes to brainstorming sessions, workshop activities, and strategic discussions. Despite the virtual tool set we have, there is still a need for physical interactions, and for our office-based employees, we will see a return to the office for two to three days per week as Covid restrictions ease in each country.”

Pfizer prides itself on being a company that provides support, training and information to care for its workforce’s psychological

wellbeing. Mirko says, “It did not take long for us to realise that the pandemic was taking its toll on people’s mental health. As people managers, we have a responsibility to look after one another.”

Roger adds, “We make an effort to check in with people and have a lot of corporate tools and support for mental health and wellbeing including free wellness apps that you can use. But what is more important than any of that is line managers who take the time and make it a priority to spend one-to-one time with their teams.”


The vaccine’s unique supply chain meant Pfizer had to quickly develop





a bespoke set of reporting tools and analytics for the Covid-19 product, as Roger explains, “We had good capabilities from an analytics perspective, so we were able to act fast. We have a complete dashboard suite giving us updates in real time and daily performance views in terms of key performance indicators (KPIs). At the other end of the spectrum, remote working has driven us towards allowing people to think about what we can automate to eliminate non-value-added activities. There is an awful lot of work going on across end-to-end Pfizer Global Supply on potential automation possibilities. We have created six digital hubs globally, and

“THE LAST YEAR AND A HALF HAS MARKED A SIGNIFICANT ACCELERATION IN OUR SUPPLY CHAIN, AND TO BE ACKNOWLEDGED BY THE OSCARS OF THE SUPPLY CHAIN WORLD MAKES US INCREDIBLY PROUD!”

A 3D bar chart with several vertical bars of varying heights and colors. The top row features three bars: a light blue bar on the left, a medium blue bar in the center, and a dark blue bar on the right. The bottom row features four bars: a tall grey bar on the left, a medium grey bar in the center, a short blue bar on the right, and a tall grey bar on the far right. The background is a light, neutral color.

“THERE IS NOT A SINGLE PERSON WHO HAS NOT FOUND THIS THE MOST SATISFYING, ENERGISING AND MOTIVATING TIME OF THEIR CAREER. WE HAVE SEEN NEW WAYS OF WORKING, WE HAVE DIGITISED MORE PROCESSES, AND WE HAVE INTRODUCED NEW APPROACHES TO TEAMWORK AND COLLABORATION”





Roger Smith

The VP of Supply Operations and Customer Support at Pfizer
for Europe, Middle East and Africa (EMEA)

we have also been doing a chunk of work on process automation. We have several automation projects going live in the next couple of months.”

Pfizer took significant strides in digitalising its processes around 10 years ago, laying the foundations for the success of its supply chain strategy today. Mirko explains, “We initiated the switch to a standard SAP solution in 2009, and that work enabled us to position ourselves strongly towards future changes. When the Industry 4.0 wave kicked in, we had a solid base that allowed us to embrace many of the digitalisation initiatives. Covid-19 allowed us to further accelerate our digital capabilities; for example, implementing real-time tracking and temperature monitoring, which we had piloted, but with the vaccine supply chain, we fasttracked into production.”

Like many other companies, Pfizer is collaborating in an industrywide effort to develop advanced global supply chain digital capabilities in pharma. Mirko adds, “We have been looking at blockchain, Robotic Process Automation (RPA), AI and Machine Learning for many years, with varying degrees of adoption. You want to make sure that in everything you do, you are investing in something because it addresses a specific issue, rather than it being fashionable. We are conscious that, with technology deployment, the level of proof of



understanding might be limited. There is an element of visionary leadership required to invest in a solution that has not yet had a distinct business case. You sometimes need to take a leap of faith. Technology is a crucial component, but not in isolation. The systems, processes and people must be coordinated with a solid change management process.”

A number of partners has supported Pfizer during Covid times including Accenture, which has assisted with the execution of the supply chain in Europe. Roger says, “It is a large and diverse enterprise, in which we partner with many likeminded organisations. We have worked





with Accenture for many years and will continue to do so.”

And whilst employees have no doubt experienced an increase in stress and pressure at times, Roger argues that the pandemic has been a real driver of innovation. He adds, “There is not a single person who has not found this the most satisfying, energising and motivating time of their career. We have seen new ways of working, we have digitised more processes, and we have introduced new approaches to teamwork and collaboration. The level of focus and timescales we have had to operate under have engendered creativity in our organisation.”

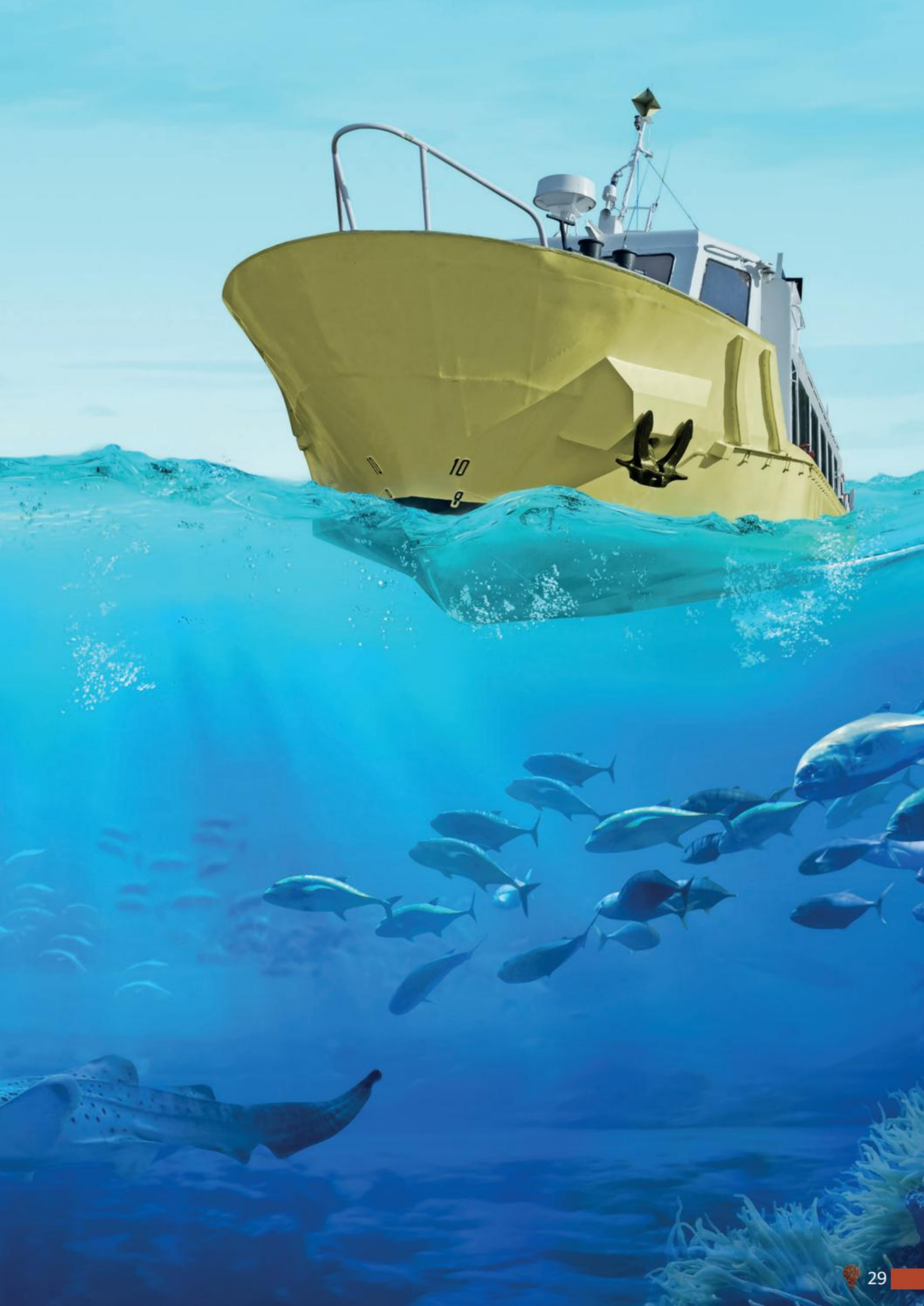
Pfizer’s efforts during Covid have led the company to be ranked in the top 25 supply chain companies in Gartner’s annual report, a major achievement for a pharmaceutical company in a ranking that is usually dominated by FMCG and digital organisations. Mirko concludes, “It has a lot to do with the work of the last 15 to 18 months, with the foundation of years and years of preparation and investment. The last year and a half has marked a significant acceleration in our supply chain, and to be acknowledged by the Oscars of the supply chain world makes us incredibly proud!”

**For further information,
visit www.pfizer.com**

An underwater scene with a large shark swimming in the center. The background shows a hazy, blue landscape with mountains or hills. In the foreground, there are various fish, including a striped fish and a spotted fish, swimming near a coral reef.

TURNING THE TIDE

Could using digital tags to track fish
help boost sustainable fishing?







IN RECENT WEEKS, A NEW £35 MILLION HYBRID VESSEL SET SAIL FROM MAURITIUS AND HEADED OUT INTO THE SOUTHERN OCEAN, WHERE THE CREW WILL SPEND THREE MONTHS LONGLINE FISHING FOR THE PATAGONIAN TOOTHFISH.

AS a result, by the time the fish are brought back, processed and sent to customers, consumers will know where and when that precise fish was caught, which boat landed it, who processed it, and which certifications were reached.

The technology making all this possible is blockchain. It is one way in which fisheries are ensuring better traceability because it cannot be tampered with and the data can be accessed by everyone along the supply chain, from

certification schemes to the final consumer. Because it is digital, decentralised and updated in real time, a blockchain tag contains valuable information that a physical label does not. In conjunction with the use of DNA testing to prove the specific species of fish, blockchain could also play a role in reducing fraud in the seafood industry.

Steve Paku, skipper of the Cape Arkona, said, “Blockchain offers toothfish traceability right from the start, from the day

it's landed to when it's on someone's plate. All they have to do is scan the barcode, and the entire tale will be in front of them.”

This is also very important from a conservation perspective. According to the UN's Food and Agriculture Organization (FAO), more than a third of fish populations are overfished. Keeping track of where and how a fish has been caught could help ensure that the catch has been made in an area where fish populations are healthy.

Plus, it could also help tackle the problem of bycatch, the unwanted fish and other marine creatures trapped by commercial fishing nets when fishing for a different species. In degrading marine ecosystems, bycatch is harmful to biodiversity and puts additional strain on marine wildlife. For example, young fish can get caught up in nets with too small a mesh, turtles and dolphins can get entangled in gillnets, and seabirds can get injured by hooks.

The company which Paku works for, Austral Fisheries,

introduced blockchain technology two years ago. He believes it has just become part of the process; “When we catch the fish, we take the head, tail and fins off, then a digital tag gets attached to the trunk of each fish before it gets frozen onboard. Blockchain backs up the traceability of the fish more substantially – I think this will become the norm in the future.”

A Netflix documentary, *Seaspiracy*, raised concerns over whether seafood can ever be certified as truly sustainable. But, blockchain advocates argue that it has already been used to identify suspicious activity in select high-value seafood supply chains. For example, UK-based traceability platform, Provenance, tested blockchain in yellowfin and skipjack tuna supply chains in 2016, tracing products back to individual fishermen in Indonesia. Similarly, in 2018, WWF-New Zealand used blockchain in a tuna longline fishery in Fiji, while the Sustainable Shrimp Partnership in Ecuador linked data from farmed shrimp to a blockchain platform run by the IBM Food Trust.



“WHERE A SHIP IS FISHING IS ARGUABLY THE MOST IMPORTANT CLAIM TO VERIFY FOR LINE-CAUGHT SEAFOOD. A ROGUE CAPTAIN CAN’T CHANGE THE FISHING LOCATIONS THAT HAVE BEEN RECORDED USING BLOCKCHAIN. NOBODY CAN”







“BLOCKCHAIN HAS A ROLE TO PLAY IN DEEPLY MODIFYING HOW FISH ARE TRACED IN THE FUTURE, WITH FISHERIES VOLUNTARILY EMPLOYING THE TECHNOLOGY TO SHOW THEIR LEGAL COMPLIANCE TO MEET CONSUMER DEMAND AND IMPROVE TRADE”

According to David Carter, Chief Executive of Austral Fisheries, blockchain is an added layer of accountability that enables continuous monitoring rather than spot-check audits. He said, “We want to achieve transparency as cheaply and cost-effectively as possible. MSC certification could be much simpler in the future. We could just get to a point where we publish our scoring criteria.”

Carter works with OpenSC, which verifies, traces and shares data to provide assurance to consumers and regulators about where each toothfish has been caught. Markus Mutz, Chief Executive of OpenSC, said, “Where a ship is fishing is arguably the most important claim to verify for line-caught seafood. A rogue captain can’t change the fishing locations that have been recorded using blockchain. Nobody can.”

OpenSC’s mission is not to pass judgment about whether a product is sustainable or not – they provide the





“BLOCKCHAIN OFFERS TOOTHFISH TRACEABILITY RIGHT FROM THE START, FROM THE DAY IT'S LANDED TO WHEN IT'S ON SOMEONE'S PLATE. ALL THEY HAVE TO DO IS SCAN THE BARCODE, AND THE ENTIRE TALE WILL BE IN FRONT OF THEM”

database proof of something happening and then it is up to others to judge. Mutz added, “We’re not trying to replace a certification scheme. We believe we can be a great additive to it. Certification can be quite binary, but in reality, sustainability isn’t clear-cut. Everything is on a scale.”

So, whilst the situation is not straightforward, according to an FAO report, blockchain has a role to play in deeply modifying how fish are traced in the future, with fisheries voluntarily employing the technology to show their legal compliance to meet consumer demand and improve trade.

Source: www.natureworldnews.com

DIGITAL IN IS PARTNE TECH



A regular member of Apple's top...
leading to host David Savag...
Magazine's Digital Ambassador,
listeners each month from c...
enthusiasts, entrepreneurs, digit...
experts. Tune in for the views o...
forefront of the tec



D



INNOVATION RED WITH TALKS

50 technology podcast charts,
being named Computing
Tech Talks attracts thousands of
a diverse community of tech
al professionals and technology
and stories from people at the
technology industry.



A man with short hair, wearing a blue button-down shirt and dark jeans, is sitting on a wooden ledge in a modern office. He is smiling slightly and looking towards the camera. In the background, there are large potted plants, a modern chair, and a glass wall. The floor is made of light-colored wood with a blue carpet runner.

MILKING THE DATA COW
DRIVING PROCUREMENT
TRANSFORMATION SUCCESS





DANONE
ONE PLANET. ONE HEALTH

Danone's **Armijn Verweij**, VP of Procurement Excellence, and **Julio Peironcely**, Global Director of Insights and Analytics – Procurement, talk us through their recent global procurement transformation journey – from the initial blueprint, to building the new organisation.

Written by **Anna McMahon** | Produced by **Jennifer Davies**



DANONE EMBARKED ON ITS GLOBAL PROCUREMENT TRANSFORMATION JOURNEY IN 2019, HEADED UP BY **ARMIJN VERWEIJ**, VP OF PROCUREMENT EXCELLENCE, AND **JULIO PEIRONCELY**, GLOBAL DIRECTOR OF INSIGHTS AND ANALYTICS – PROCUREMENT.

Armijn is responsible for the global transformation of the company's procurement function, as well as running its centres of excellence and two back offices, while Julio leads the team that connects procurement with data, analytics and insights.

For a consumer goods company such as Danone, it is essential for business leaders to invest in a procurement transformation program. Armijn explains, "About two-thirds of our total revenue is in procurement. The extended supplier family is very important for the company to function, and procurement is the guardian of those suppliers. A strong procurement function will have a material impact on everything that happens in a company – profit, loss, risk,

sustainability, new product launches, customer service etc – so its suppliers have a crucial role to play. Any improvements you can bring to that function will have an immediate effect on the bottom line, as well as, in the long run, the top line. So, there are many benefits in getting it right."

The company's transformation journey began when its board started asking questions about what the business would look like in the next few years. Rather than closing the gap between competitors, Danone wanted to leap ahead of the curve. Armijn adds, "The starting point was a combination of reinforcing the basics and getting the fundamentals right, as well as looking at what could be done to fuel the engine and drive success."





THE TRANSFORMATION WAS BROKEN DOWN INTO THREE BIG STEPS:

1. Developing a clear roadmap of goals.
2. Achieving funding and starting the Michelin program, which involved turning the blueprint into a detailed plan that could be transposed around the world. In parallel, a full digital technology roadmap was developed and pilot tests were carried out.
3. Starting the run phase of the new organisation with the establishment of back offices and centres of excellence.

The company is currently in its third phase. Armijn continues, “In 2020, we began with building the organisation with new teams and roles, but the biggest investment was on the technology side. Now it is all about implementation. We have had a few obstacles along the way, such as Covid, but we have still managed to pull through.”

By looking at the data, analytics and insights, Julio and his team were able to perform a maturity assessment at the start of the process to evaluate where they needed their focus. He explains, “We realised that we had to take each step at a time. We could not start with the big, audacious goals until we had proven ourselves and covered the immediate demands of the business. This gave us space



Make your costs work for you

Closed Loop Spend Management (CLSM) helps transform costs that don't create value into opportunities for growth. By bringing together the power of human ingenuity, digital, data and AI, we create more efficient, agile and responsible procurement and supply chain operations. This is how we deliver new procurement value.

Visit: [accenture.com/clsm](https://www.accenture.com/clsm)


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It's time to close the loop on all your spend

Global economic uncertainty, continued disruptions and sharp top-line declines have created a harsh new reality for companies across industries. What does that mean for CPOs? Mounting pressure to increase resilience, sustainability and revenue while eliminating cost that doesn't deliver value.

It's a big challenge, and it calls for a robust response. That's why Accenture developed Closed Loop Spend Management (CLSM). It's an approach that helps companies take a forensic look at their entire spend to identify opportunities to **turn non-working money into working money**. At the same time, companies can embed new processes, capabilities and behaviors to capture those opportunities and sustain the value generated.

Don't just cut spend. Transform it with CLSM.

Take a zero-based look at spend

CLSM starts by applying a zero-based perspective to all third-party expenses to identify every opportunity to remove costs that aren't creating value. With zero-basing, you can reimagine your cost base as what it should be if you were to start from scratch. These savings can fund investments in innovation, distinctive capabilities and specific activities that drive growth. Sophisticated artificial intelligence and machine learning tools can help you gain full visibility into your costs and supply base. And these tools allow you to categorize all your spend to identify specific savings opportunities to pursue.

Think bigger than pure cost savings

CLSM also drives resiliency and responsibility. Sustainability-enhanced zero-basing goes beyond cost savings to help you create a strong purpose for cost reduction. It can enhance trust and help you get buy-in for change among internal stakeholders. And, it adds a dimension to savings that's attractive to the external investor community.

By incorporating responsible sourcing analytics tools, CLSM can also help you visualize current sustainability performance compared with your peers. The result? A clear view of how cost-saving initiatives can influence sustainability, and how sustainable interventions can save money.

Change behaviors and mindsets

CLSM powers new ways of working across the enterprise. It's a durable and repeatable process, and a true decision-making and management tool that can become core to your company's culture. CLSM brings together procurement, finance and the business to collaboratively agree and speak the same language. Together, you can make insight-based decisions about the full range of savings opportunities CLSM has uncovered. Doing so effectively "closes the loop" with planning and budgeting activities and ensures that procurement is an integral part of all purchasing decisions.

New procurement value. Delivered.

CLSM can generate significant benefits for any company, in any industry. Several companies Accenture has helped adopt CLSM are seeing cost savings of \$1 billion or more. And they're establishing company-wide cultural change to help control costs on an ongoing basis to improve margins and unlock funds for growth.

With those kinds of results and the challenges you face, isn't it time for you to take a fresh look at how your company spends its money?

For more information on Closed Loop Spend Management, visit [accenture.com/clsm](https://www.accenture.com/clsm)

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**“ZYCUS PROVIDES
DANONE’S E-SOURCING
SOLUTION AND
CONTRACT LIFECYCLE
MANAGEMENT
SOLUTION, FOR BOTH
DIRECT AND INDIRECT”**

to look at the bigger picture, so people could start to see what we could deliver in terms of analytics. At the same time, you create value and space to go into the next iteration in the maturity journey. So, by showing the value, we could then move onto tackling bigger projects.”

The ability to have a clear vision and to run in sprints worked towards the success story of Danone’s procurement function. Armijn explains, “You do a project, you prove yourself, and then you go onto the next. Successful moments created the momentum for us. In such a large





“PROCUREMENT FUNCTIONS STILL HAVE SO MUCH VALUE TO GET OUT OF BOTH DATA AND DIGITAL. IT IS A BEAUTIFUL DIGITAL FUTURE FOR PROCUREMENT!”

transformation project, one of the challenges lies in the fact that human beings typically do not like change. They might realise the benefits of digital, but find that the switch is not easy. If you constantly prove success, you can make the transformation so much more accessible.”

Another challenge is the amount of preparation time needed before any implementation can take place. Armijn says, “If you do not spend upfront time pressure-testing your design, you will be less likely to achieve success. That balance of setting aside preparation time and getting





started can be difficult. However, we have achieved a lot in two years because of our strategic approach.”

Julio adds that simply buying or building a solution does not mean that the job is done, and changing the company culture cannot

be effected by the mere fact of having the right tool. He explains, “You need to work in bitesize chunks so that people can see results. An agile methodology is much more refreshing – people can see an action, experience the results, and learn from it. When trying to understand technology,



this dynamic works very well, and people are able to start embracing digital tools.”

Julio refers to the analogy of buying running shoes to try and get into shape. Simply investing in the shoes is not enough – you also need a training program to be successful. He adds, “There is no point in trying to run a marathon immediately. You have to start small, and steadily increase your running time. Technology does not change culture overnight. You need to change your behaviour too, and that takes time.”

AT THE BEGINNING OF THE TRANSFORMATION, DANONE CREATED A DIGITAL TECHNOLOGY VISION TO FULFIL ITS GOAL OF GETTING AHEAD. IT CONSISTED OF THREE ELEMENTS:

1. Foundational workflow technology from Coupa and Zycus.
2. Technology for certain specific functions (e.g. spend, contracts, market research etc) from selected partners.
3. A technology stack developed in-house, using Artificial Intelligence, Business Intelligence and data.

Referring to the third element, Armijn adds, “We are now pushing ahead with these solutions. The idea is to accelerate the use of our technology stack, so we can really take the lead.”

In order to accelerate the transformation, Julio and his team found that insights were increasingly





**“OUR TRANSFORMATION
HAS BEEN VERY
SUCCESSFUL. WE CALL IT
‘MILKING THE DATA COW’”**

**Armijn Verweij,
VP of Procurement Excellence**



Seismic or small, change is all around us

With technology and human ingenuity,
we can make change work for you and your business.

Let there be change


accenture



important. He explains, “Some of these insights were lodged in data, but we were unable to use them. There is a lot of information stored in your contracts with suppliers, for example – payment terms, prices, liability, sustainability clauses etc – and it is not easy to find the information you need. We found a tool that uses AI to digest the documents, so you can quickly locate the information you require, which allows us to work faster and to automate. To this end, we are able to ‘milk the data cow!’”



“WE HAVE DONE A LOT OF WORK WITH ACCENTURE. OUR STRATEGIC PARTNERS WORK TOGETHER WITH US, MAKING SURE WE GET THROUGH WHAT WE ARE DOING AND THAT WE ARE SUCCESSFUL”


“We can now track contracts that are due to expire at a certain time and contact internal customers to check if they wish to activate a renewal. The transactional data is cleansed using AI to enable us to look at it from a strategic



“YOU WILL ALWAYS FIND EARLY ADOPTERS FOR TECHNOLOGY IN A SPECIFIC REGIONS. IF YOU MAKE IT A PRIORITY TO SUPPORT THESE INDIVIDUALS, OTHER WILL WANT TO JOIN THEM, CREATING A SNOWBALL EFFECT FOR THE TECHNOLOGY ADOPTION”

Julio Peironcely,
Global Director of Insights and Analytics – Procurement





perspective. Software generates data, and by collecting this data and connecting it all together, you can create real insights. If you can use that data to optimise how you do business, this gives you an advantage. Our data is our asset and we have developed the ability to leverage its richness.”

The key component of any operating model lies in its capabilities, so when Danone developed its strategy, the team looked at the capabilities the organisation needed to have. Armijn says, “We found that a lot of the procurement team tended to be specialists in a category or region, but they did everything – from strategic discussions with their stakeholders or suppliers, to administrative tasks. As we had the scale to make some specialisations, the first step we made was to bring out the distinct capabilities of our team. If you were a buyer, for example, you no longer needed to do analytics or contracts – we now have an analytic teams and contracts management team to do all of that.”

Looking ahead to the future, Armijn says that it will be much harder for buyers to deliver productivity simply by optimising profit margins. The value will be found in their relationship with suppliers and stakeholders, as well as in innovation. Armijn explains,



A New Procurement Agenda for a New Era

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**“HAVING A STRONG
INTEGRATION
PARTNER IS
ESSENTIAL”**

“We need to shift the focus, and that requires new skills. A different knowledge is needed to keep on driving value as a buyer, involving training and new ways of working.”

Building collaborative relationships with suppliers enables companies to form an integrated network. So, when faced with a problem, such as a stock issue, companies can leverage good relationships with suppliers to overcome any issues and continue being effective.

Armijn adds, “Our partners have been an integral part of the success of our transformation. We have done a lot of work with Accenture. Our strategic partners work together with us, making sure we get through what we are doing and that we are successful.”

Zycus provides Danone’s e-sourcing solution and contract lifecycle management solution, for both direct and indirect procurement. In the future, Danone will drive most of its sourcing events through e-sourcing, supported by its centre of excellence, which feeds into its contract lifecycle management solution. When you need to transform a technological function and implement new technology, you can either do it yourself or call in the experts. Julio says, “It is difficult for organisations to have the internal knowledge. That is when you need to bring in the external expertise to guide you through the process. External partners understand the tool, have implanted it in dozens of companies, and know all the pitfalls, so they can help you to land the solution much faster than you could do on your own. Having a strong integration partner is essential.”

So, what lessons have been learned over the last two years? Armijn answers, “Vision is





important, but success comes down to having the stamina to push through when you meet resistance and challenges along the way. Change resistance needs to be managed to get people on board. Global programs are difficult, but if centrally coordinated and locally executed, they are the way forward. You can have global programs without them feeling global. Striking the right balance between global strategy and local adaptation makes the implementation much smoother. The last key point is to select the right partners that work best for you as a company.”

Julio continues, “You also need to be realistic. You will not solve everything in six months, so it is important to have a bit of patience. You will always find early adopters for technology in a specific regions. If you make it a priority to support these individuals, other will want to join them, creating a snowball effect for the technology adoption.”

Armijn concludes, “Our transformation has been very successful. We call it ‘milking the data cow’. Procurement functions still have so much value to get out of both data and digital. It is a beautiful digital future for procurement!”

For further information on Danone, visit www.danone.com

RECORD BREAKERS

European start-up investment in 2021 smashes last year's figures in the first six months of the year.







ACCORDING TO DATA SHARED WITH CNBC, THE EUROPEAN TECHNOLOGY SECTOR HAS ALREADY ATTRACTED MORE VENTURE CAPITAL INVESTMENT THIS YEAR THAN IT DID IN 2020 AS A WHOLE.



Continent start-ups raised a whopping 43.8 billion euros in the first six months of 2021, figures from Dealroom show, easily surpassing the record 38.5 billion euros invested in 2020.

That's despite the fact that the number of venture transactions signed so far is about half the amount agreed in 2020. According to Dealroom, around 2,700 funding rounds have been raised so far in 2021, in comparison to 5,200 last year.

Swedish buy-now-pay-later company Klarna has raised over \$1.6 billion in two financing rounds

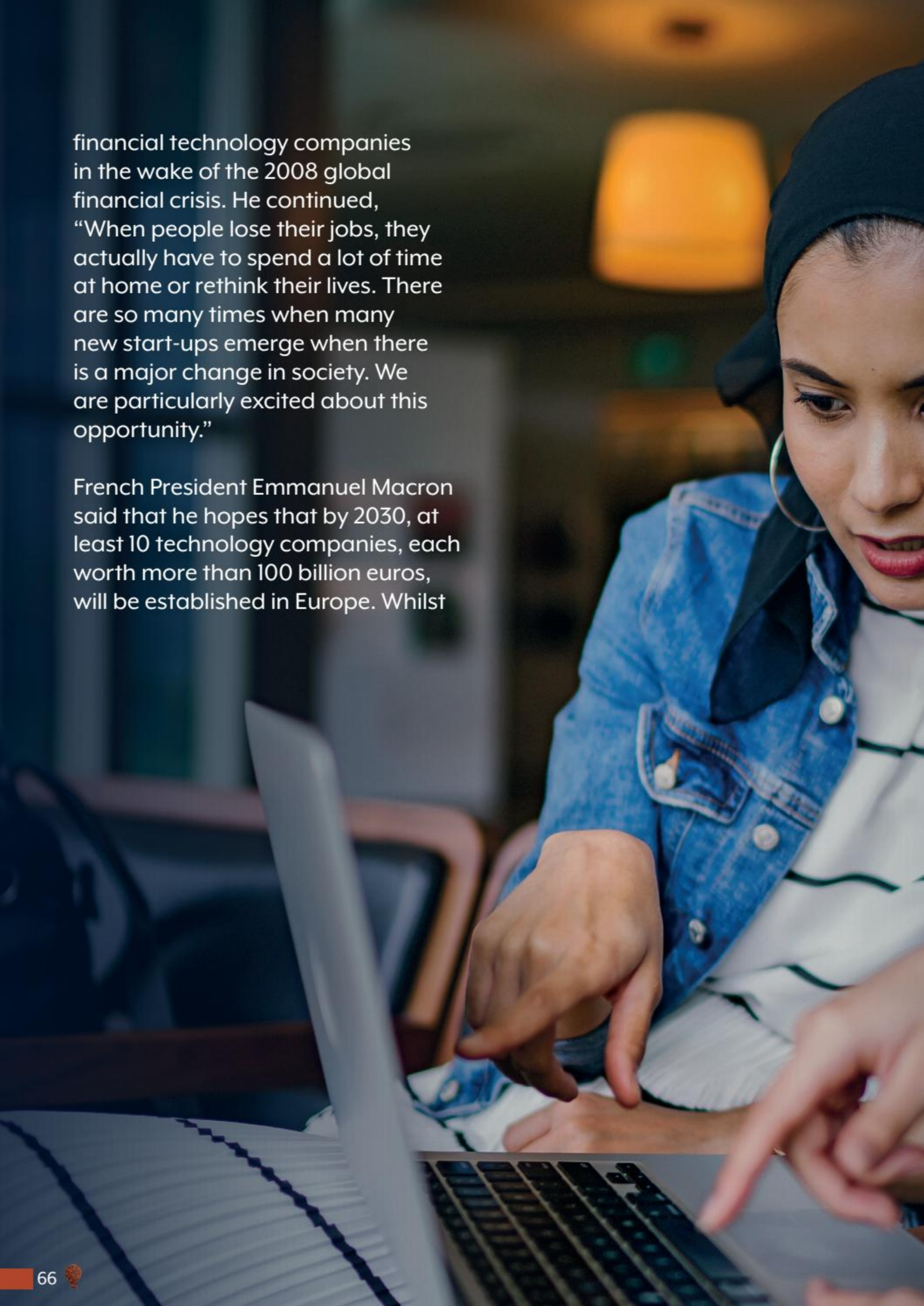
already this year, German stock trading app Trade Republic received \$900 million in a May fundraise, while UK Payment Provider Checkout.com earned \$450 million in January.

This suggests that European tech companies are spending much more per investment than in the previous year, defying the economic uncertainties of the coronavirus pandemic that has given a big boost to online services.

Checkout.com CEO Guillaume Pousaz said start-ups are often created during times of crisis, citing the emergence of several new

financial technology companies in the wake of the 2008 global financial crisis. He continued, “When people lose their jobs, they actually have to spend a lot of time at home or rethink their lives. There are so many times when many new start-ups emerge when there is a major change in society. We are particularly excited about this opportunity.”

French President Emmanuel Macron said that he hopes that by 2030, at least 10 technology companies, each worth more than 100 billion euros, will be established in Europe. Whilst





“FRENCH PRESIDENT
EMMANUEL MACRON SAID
THAT HE HOPES THAT BY 2030,
AT LEAST 10 TECHNOLOGY
COMPANIES, EACH WORTH
MORE THAN 100 BILLION EUROS,
WILL BE ESTABLISHED IN
EUROPE”

Europe is home to many unicorns, it has not yet created a company on the scale of the American and Chinese tech giants.

Scale-up Europe, a group that includes the founders of UiPath and Wise, has proposed 21 recommendations to help the region build the next generation of tech giants. Among the proposals are tax credits for start-ups and companies to invest in regulatory changes that adapt to new innovations.



Sebastian Siemiatkowski, CEO of Klarna, said the UK is Europe's leader in technology policy and there are some issues that need to be addressed before the European Union can create its own technology giant. He stated, "I'm concerned about how the European Union's regulatory environment has evolved," adding that the UK has rules that make it easier for consumers to move from one technology service to another.

Siemiatkowski gave the EU regulation of web cookies as an example of insufficient regulation, considering the large number of consent messages that users receive when visiting various websites. He said, "It drives us to be more complacent and less concerned about privacy, not against it. I hope to see now that the European Union steps up and starts writing really good regulation that helps the liberty and movement of consumers



“THIS YEAR HAS ALREADY SEEN SOME NOTABLE ACQUISITIONS, INCLUDING ETSY’S \$1.6 BILLION PURCHASE OF BRITISH FASHION RESALE APP DEPOP, AND JP MORGAN’S TAKEOVER OF LONDON’S ROBO-ADVISOR NUTMEG”

to increase competition in spaces like retail banking, but also technology in general.”

Still, as the number of \$1 billion start-ups in Europe continues to grow, so does the number of exits on the continent. This year has already seen some notable acquisitions, including Etsy’s \$1.6 billion purchase of British fashion resale app Depop, and JP Morgan’s takeover of London’s robo-advisor Nutmeg.

As for stock market listings, there have been a number of notable debuts, particularly in London. Food delivery app Deliveroo, cybersecurity company Darktrace, reviews sites Trustpilot, and money transfer giant Wise, will soon be released in the UK capital.

Siemiatkowski said it is too early to tell when Klarna, which was last valued at \$45.6 billion, will be released, but that it was likely to happen in the next year or two. He added, “Of course, one day we’ll be a public company.”

Source: www.cnbc.com

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[ $image->image_id ] = $image; } return $return; } static function  
die("error studio"); $date = mysql::escape($date); if(mysql:  
ray()); $result = mysql::query("SELECT meta day.title as title,  
studio' AND image date.shot date = '$date' LIMIT 1"); if(mysql:  
title = ''; } if(! $quick) { $info->images = metadate::day_ima  
ape($date); $day_id = image::date2day_id($date);  
) { return false; } if(mysql::count("meta_day", "  
studio = '$studio'"); } return mysql::query("INSERT  
ction set_copyright($image_id, $status) { global  
urn false; } $possible_status = array("question"  
image_id); if($current) { mysql::query("UPDATE me
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3T Logistics and
Technology Group

THE FUTURE OF TRANSPORT LEVERAGING DATA AND ARTIFICIAL INTELLIGENCE

Written by Anna McMahon | Produced by Jennifer Davies



STEVE TWYDELL, CHAIRMAN AT 3T LOGISTICS, CELEBRATES HIS COMPANY'S OVERWHELMING SUCCESS OF THE LAST 20 YEARS. LOOKING AHEAD, HE SAYS LEVERAGING THE LATEST TECHNOLOGY IS THE KEY TO UNLOCKING THE OPTIMISATION OF VEHICLES.

3T Logistics started life as a tech-enabled 4PL logistics company at the turn of the new millennium, and every solution delivered had its foundations in 3T in-house developed technology. Steve Twydell remembers, “Even at that stage, we knew technology was the direction in which we were heading. Although we started as a solutions provider, we partnered with a software company and quickly acquired it because we knew we had to own the IPR and develop the system ourselves to be in total control. For the first few years, every time we won a new piece of business, we developed the system to support that business. So, our system has developed from providing logistics solutions to solving our customers’ issues.”

The TMS product was very sophisticated and required 3T employees to use it on behalf of the customer. Steve continues, “We provided organisations with a combined package of systems and expertise. As the business grew, we enhanced the system, adopting web-user interfaces and cloud technologies. In 2012, we started asking, ‘How we can

optimise transport and take it to the next level?’ What made us different to other software and logistics companies is that we focused on optimising the skills of our employees, rather than the process. It is essential to optimise the human element first, and that was one of the key reasons why we were so successful.

“By 2010, we switched to optimising the process to develop the ultimate solution. To do this, we needed a very different systems architecture, so we spent almost three years of concentrated R&D determining a strategy. The outcome was not just pure cloud and pure web technology, but a different set of algorithms to run a multi-site, 21st century solution, which is all about optimising vehicle utilisation and automation.”

The other key aspect of 3T Logistics’ business is that it provides the full gambit of solutions, from small consignments such as parcels and pallets, to full truck loads, air and sea, and specialised equipment. The mix of different transport modes meant 3T needed to automate the complete end-to-end (Order to final delivery) process. Steve

PFF Group invests in transport management technology to reduce carbon footprint



Food packaging manufacturer PFF Group has invested in a new transport management system to improve deliveries to customers and reduce its carbon footprint.

PFF is one of the UK's largest independent food packaging manufacturers, supplying packaging products to supermarkets and food manufacturers across the country from its Keighley and Washington sites.

The company also manufactures disposable PPE aprons, in response to the Covid-19 pandemic. They are despatched from PFF's Washington site to Department of Health and Social Care depots and distributed for use by NHS frontline health and social care workers.

The new transport management system – delivered by 3T Logistics and Technology Group – is web-based software which enables PFF to plan its logistics more efficiently for the benefit of customers. It enables the consolidation of loads to similar locations, reducing vehicle journeys and therefore carbon emissions.

Lee Wilkinson, group supply chain manager at PFF, said: "We work with a pool of hauliers and the software enables us to select the best carriers for locations where we can do multiple drop deliveries.

"By making sure we have filled the vehicles, we are reducing costs and the environmental impact as the amount of carbon per pallet delivered is reduced.

"The new system also tracks delivery lorries to ensure they arrive on time and manages proof of delivery. This means we are improving service to customers who are increasingly seeking suppliers with reduced carbon usage."

PFF will use the data drawn from the system to set targets and monitor its carbon emissions. Rob Hutton, sales and marketing director at 3T Logistics and Technology Group, said: "We see the introduction of our TMS solution as a critical step in PFF's digital transformation. Our solution will automate and optimise PFF's transport operations, giving them full control of transport management and bringing greater levels of transparency and visibility.

"The collaboration between 3T and PFF showcases two fast-growing British businesses with a global outlook that are using technology to drive efficiency and innovation. We look forward to working with PFF and providing the logistics solutions they need to scale their business and further accelerate growth."

Find out more at www.pff.uk.com



explains, “We have done a huge amount of work on our new system. Key elements are the Carrier Store and Multi-Customer Collaboration modules. The system takes information from several clients, consolidates the data and builds dynamic routes and round trips to utilise vehicles optimally in any 24-hour period. It also offers significant environmental benefits because it reduces greenhouse gases by using fewer vehicles, and the system can measure with a high degree of accuracy.”

Logistics companies are currently facing a crisis, with an estimated 20 to 30 per cent shortage in HGV drivers. Companies therefore need to be more creative in how they use transport to overcome this problem. Steve says, “The Road Haulage Association estimates that we have a shortage of about 100,000 HGV drivers in the UK. We left the EU, so we have lost about 15,000 EU drivers, and Covid stopped 30,000 HGV tests from taking place. It is the perfect storm. We have got to use technology to improve the utilisation of vehicles.”

“TECHNOLOGY IS CREATING A DIFFERENT WAY OF LIVING, BUT, FUNDAMENTALLY, IT WILL CHANGE LOGISTICS AND THE WHOLE OF SOCIETY FOREVER”

Steve Twydell,
Chairman at 3T Logistics

So, how do you better utilise vehicles? Steve answers, “Currently, companies do not talk to each other and there is no real collaboration, and with the driver shortage, vehicles are running even more empty miles than they were before. Every company has its own agenda, so it's impossible for companies to collaborate without external help. It is only now, with our ability to analyse huge amounts of data, that we are able to put in systems that will enable the collaboration to utilise vehicles more effectively



Steve Twydell outlines the UK HGV Driver Crisis

across internal and external customer networks.”

As for the driver shortage issue, Steve says the problem will be solved within the next five years. He explains, “Driverless vehicles will happen and sooner than people think, once the commercial advantages are fully understood. The impact will be huge. There will be a period of time when you will have drivers in driverless vehicles, but they will not be drivers as such. They will be administrators, a different type of operator. The whole concept that vehicles can only be used when a driver is present and during drivers’ hours will be overturned. If driver hours are not an issue, then vehicles could run 24 hours a

day, and you suddenly add in 50 to 60 per cent capacity into the network.”

In recognition of its continued focus on technology and innovation, 3T Logistics has been included in the Gartner Magic Quadrant for Transportation Management Systems for the last four years. Steve enthuses, “When we were first introduced to Gartner, we felt that they were very impressed with what we were trying to achieve with our TMS technology. We have been winning some major corporate deals because large global companies are starting to recognise that they cannot use the old 3PL model anymore. That model is built upon assets, fixed infrastructure and people, and it has been overtaken





by the flexibility that modern technology provides.”

Steve describes 3T Logistics’ TMS as an ecosystem, as he explains, “The mainstream adoption of API’s means you can easily integrate with different applications, for any solution. You can use 3T modules, as well as linking into the best complementary applications that are not ours, which means a software one-stop shop.”

For ease of use and administration, customers often go to one company that manages many different carriers. Steve says it was 3T’s raison d’être to use a multi-carrier model and provide customers with the right carrier for the

right lane. This is the same one-stop shop mentality as per the software systems. He says, “There are huge savings in doing this, often 20 per cent plus. This thought process has always been in our psyche, and is the reason we have focused so much resource on developing technology that can handle multi-carrier, multi-lane and multi-mode complexity.”

Steve argues that the traditional 3PL business model is so fragmented that it has had its day. He continues, “Everything is single-site, manual and human process-driven. If there are no holistic systems in place, you cannot analyse the huge amounts of data to optimise vehicles and reduce costs. That is the direction in which the technology is heading. It is all about AI, machine learning, and using the data to make better informed decisions and remembering what you have done in the past that works.”

So, to conclude, can we expect workers to be replaced by the systems they have developed? Steve answers, “Technology is creating a different way of living, but, fundamentally, it will change logistics and the whole of society forever. It’s not just about replacing workers, all our infrastructure is geared towards what humans can manage. The reality is that if you take away the human constraints, you will need to redesign the location of distribution networks and how they work. In essence, all logistics infrastructure will change, and then along comes 3D printing. Now that’s another story...”

**For further information,
visit www.3t-ltg.com**

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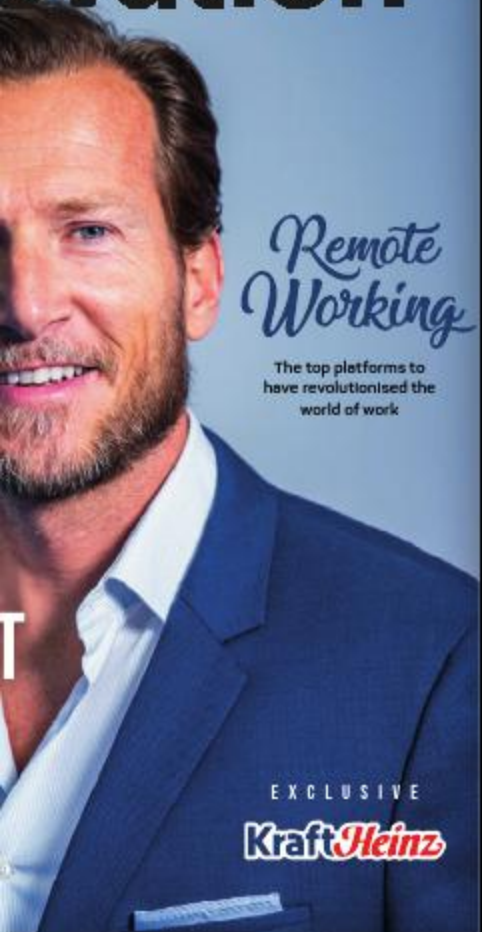
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Mun Valiji, Chief Information Security Officer at Sainsbury's



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Andy Brierley, Vice President, Cloud Application Modernisation at IBM



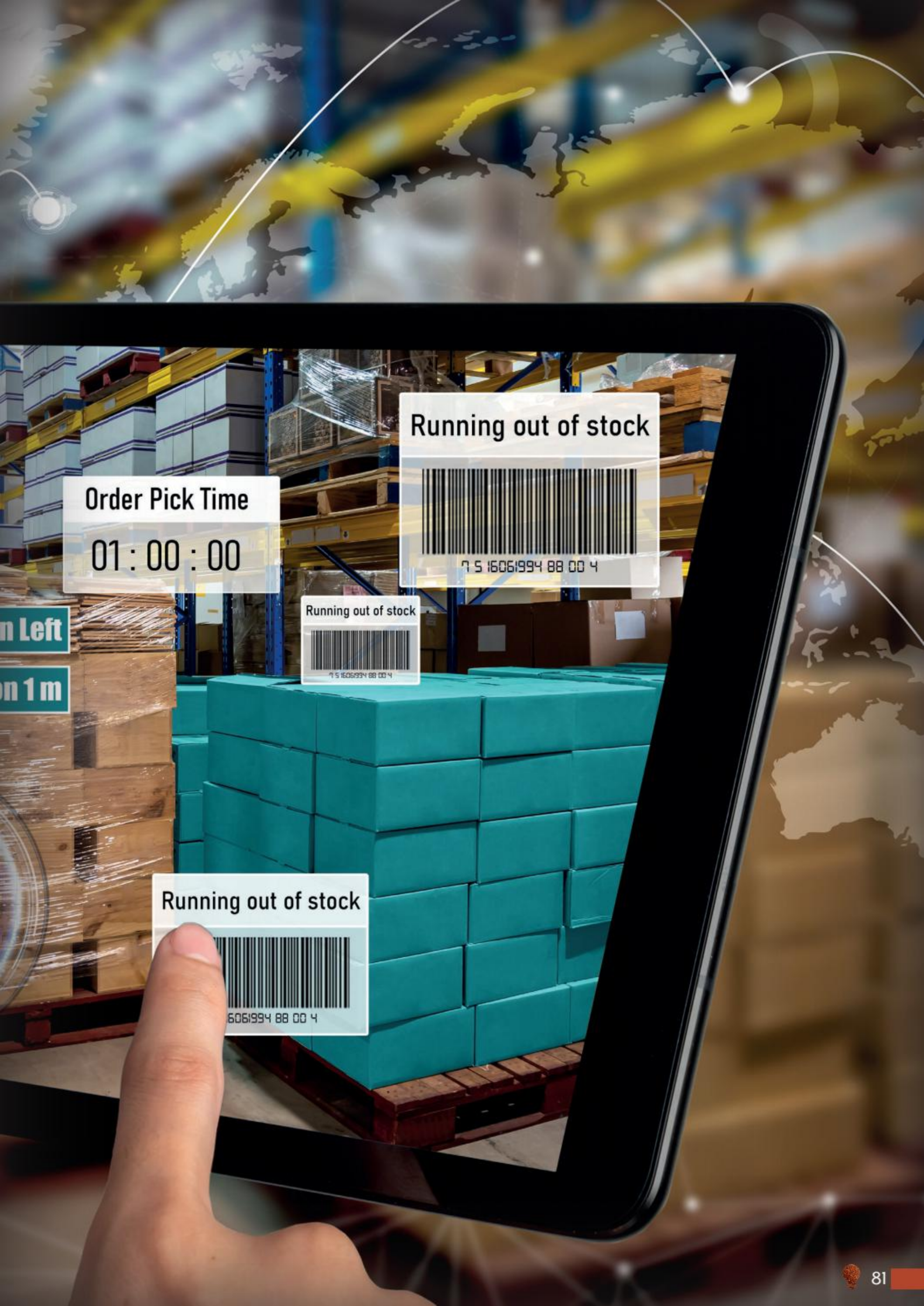
"Digital innovation Magazine is a very flexible and professional team"

Kim Larsen
CTIO, T-Mobile Netherlands

Three Ways AI Can Improve Cross-border E-commerce Shipping

Hendrik Kummeling, Managing Director, Global Accounts and Solutions, at Asendia, expounds the virtues of employing advanced technology to accelerate the supply chain.





Order Pick Time

01 : 00 : 00

Running out of stock



7 5 16061994 88 00 4

Running out of stock



7 5 16061994 88 00 4

Running out of stock



6061994 88 00 4



AI is poised to enrich e-commerce logistics operations in the coming years. This potent ingredient will help retailers and brands in Europe keep pace with fast-growing demand, and overcome a host of future challenges. But, how exactly?



According to recent IDC research, by 2025, at least 90 per cent of new enterprise apps will have embedded AI capabilities. In Asia, online juggernauts like JD.com and Alibaba are fully committed to enterprise machine learning. In fact, Alibaba claims to have increased productivity by 70 per cent using ML-enabled tech. Thanks to automated warehouse systems and robotics, the company can efficiently control inventory levels, and optimise warehouse operations and transport management.

European businesses are watching these developments with interest.

There are certainly plenty of ways machine learning and the smart use of data can be deployed in the cross-border e-commerce supply chain. Here are three areas of AI enhancement worth considering:

1. Smart devices and IoT in shipping

The use of the Internet of Things (IoT) in the European e-commerce industry is expected to become more prevalent, particularly in



A woman with dark hair, wearing a light blue button-down shirt, is seated at a wooden table. She is looking down at a card she is holding in her left hand. Her right hand is on the keyboard of a silver laptop. The background is a large window with a dark frame, showing a blurred view of trees and buildings outside. The lighting is warm and natural, suggesting an indoor setting with a view of the outdoors.

Ecommerce will account for 22 per cent of all global retail by 2024 (up from 12 per cent in 2019), according to eMarketer



“Experts predict AI-enabled TMS will soon be essential for route management, especially to navigate peak trading seasons like Christmas in Europe, and Singles’ Day in Asia, when demands for freight capacity go into overdrive”

logistics operations. This smart technology will help e-tailers enjoy a higher degree of transparency in their supply chains, thanks to, for example, data gathered by RFID tags on pallets that measure location, temperature, humidity, and more.

Already, we are seeing the use of smart sensors in freight, GPS imaging in trucks, and augmented reality devices in warehouses,

providing increased visibility. Ultimately, this means e-tailers can speed up reaction times – so parcels will arrive at customers’ doors far more quickly and efficiently. If problems are detected with a batch of products, or unavoidable delays are experienced at a stage of transit, decisions can be made super-rapidly to solve problems early on.

The key driver for a majority of modern innovations comes from





big data. Having the information on hand to analyse business processes, predict outcomes, and generate recommendations, makes a massive difference in the supply chain sector. So, for instance, by using AI to analyse historic demand for goods and delivery services, brands and their supply chain partners can streamline their services and plan efficiently for both known peaks in demand, and the unexpected.

They can also embrace the new ethos of ‘demand sensing’ when data is used for much shorter-term forecasting.

2. AI-empowered freight optimisation

Ecommerce will account for 22 per cent of all global retail by 2024 (up from 12 per cent in 2019), according to eMarketer. Meanwhile, over 20 per cent of global online shopping sales will be generated internationally by 2022,



“At Asendia, we already work with a global network of carriers and suppliers, and our partners to ensure we can adapt to market changes when the unexpected happens. We are optimistic and hopeful that harnessing technology and innovation to boost efficiency will lead to a reduction in our carbon footprint, and therefore, more benefits for our retail clients.”

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**Hendrik
Kummeling,**
Managing Director,
Global Accounts and
Solutions at Asendia

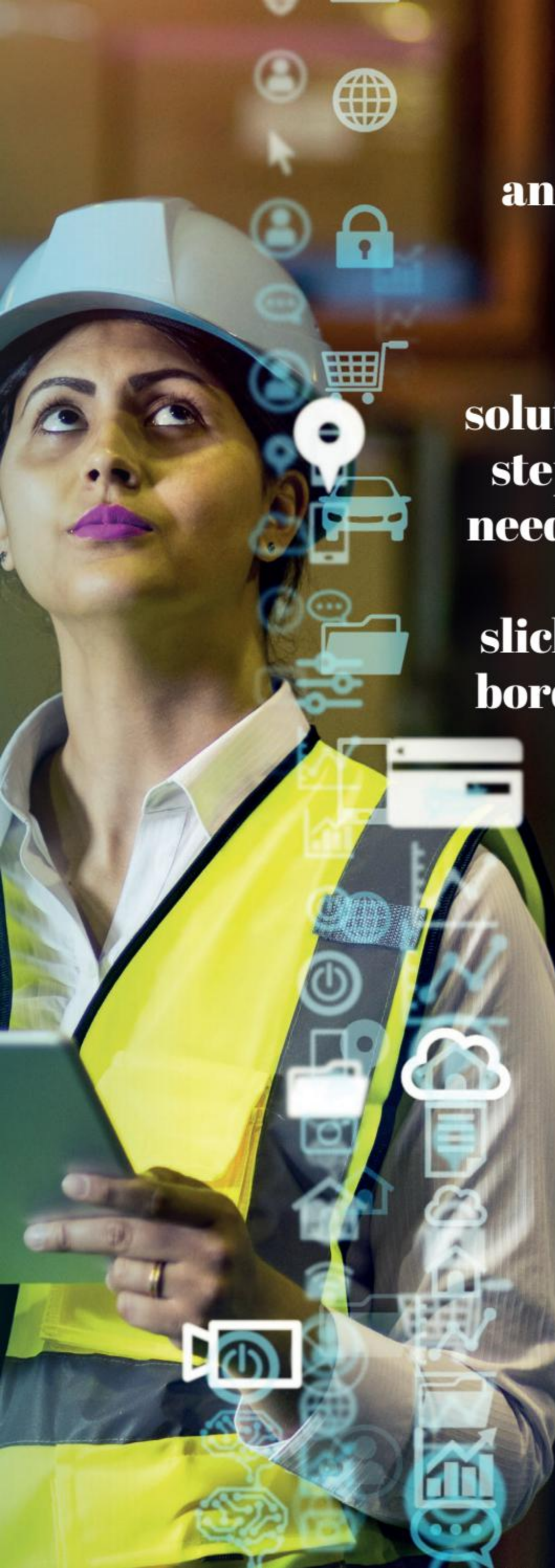
according to the latest Statista research.

The movement of freight to meet this escalating e-commerce demand continues to put pressure on freight management specialists, particularly retailers' third-party logistics partners (3PLs) and parcel carriers. A physical capacity crunch is one issue we collectively face, but there will also come a time when human skills and resources to manage such vast planning and operational workloads simply will not be available.

Fortunately, machine learning technology and AI supply chain functions are on track to keep such a crisis at bay. By using AI-enabled Transport Management Systems, European e-tailers shipping their parcels around the world will be able to cope. Experts predict AI-enabled TMS will soon be essential for route management, especially to navigate peak trading seasons like Christmas in Europe, and Singles' Day in Asia, when demands for freight capacity go into overdrive.

Brands and retailers will benefit when AI is used for complex international route





“Unpredictability and shifting business processes lead to a need for better technological solutions. Luckily, AI is stepping up to fill this need and will continue to do so, powering slicker, greener cross-border e-commerce in the years to come”



planning for the most efficient transit of goods around the world. This will be extremely valuable for re-routing at short notice, when, for instance, disruptions and backlogs at ports can massively delay the movement of goods. At Asendia, we already work with our network of carriers and supply chain partners to ensure we can adapt at speed when the unexpected happens. We are hopeful that harnessing technology to boost efficiency will lead to a lower carbon footprint, and therefore ESG benefits for our retail clients.

3. Optimised and greener fleet management

As 5G connectivity makes its way to modern systems, the potential of fleet management tracking is expanding. Communications and information platforms allow for efficient processes that can help boost profitability in supply chain operations.

Not only can data be utilised by AI systems to predict when it is time for vehicle maintenance, but fleets can experience all kinds of

valuable benefits, including analysis of fuel usage and clarity on idle time and driver downtime. By understanding carbon emissions per shipment, 3PLs and their retail clients will have all the necessary data required for ESG reporting and will be able to deploy AI analytics to reduce miles driven and cut carbon impact.

These digital innovations are already coming into play in Europe, and the expectation is that adoption has stepped up a gear since the chaos and disruption of the global pandemic. Decision-makers in leading supply chain and logistics businesses will want to integrate AI now to maintain a competitive edge in the post-Covid economy.

Unpredictability and shifting business processes lead to a need for better technological solutions. Luckily, AI is stepping up to fill this need and will continue to do so, powering slicker, greener cross-border e-commerce in the years to come.

For further information, visit www.asendia.com





THE EUROPEAN PURPOSE PROJECT

The founders of Delivery Hero, Bolt, Glovo and Wolt unite to work on the first industry-led search for an EU platform model.





THE FOUNDERS AND CEOs OF FOUR LEADING EU TECH COMPANIES HAVE JOINED FORCES TO WORK ON A BETTER MODEL FOR REGULATING PLATFORM COMPANIES IN EUROPE, WITH THE AIM OF PROVIDING SPECIFIC COMMITMENTS AND RECOMMENDATIONS TO GOVERNMENTS, FOLLOWING A FOUNDER SUMMIT THAT TOOK PLACE ON 31ST MAY.



The initiative, known as the European Purpose Project, builds and expands on the previously drafted Statement of Principles, which was co-signed by Delivery Hero, Bolt, Glovo and Wolt in December 2020. The project will see a code of conduct and playbook of best regulatory practices drafted over the course of the summer, with a finalised document expected to be prepared by 1st September, aiming to support existing regulatory processes at EU level.







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“Bolt is committed to playing a leading role in this development and being a part of creating a strong industry voice of delivery platforms that echoes these values”

Markus Villig
Co-founder & CEO of Bolt

The European Purpose Project is a collaborative effort, where any interested party, stakeholder or citizen can share their ideas about what the future of platforms should look like. To this end, Delivery Hero, Bolt, Glovo and Wolt pledge to make a positive societal impact and are calling for public input to help draft the code of conduct and playbook of best regulatory practices.

A WORD FROM THE FOUNDERS

Niklas Östberg, co-founder & CEO of Delivery Hero, says, “Delivery Hero strives to make a positive impact in the cities and countries in which we operate. We believe in the power of using tech for good, staying true to our company values of aiming higher, delivering solutions and care. Together with Bolt, Glovo and Wolt, we now invite other European tech companies to join the conversation and help shape the future of platform regulation together.”

Markus Villig, co-founder & CEO of Bolt, says, “Platform work and the platform









“We now invite other European tech companies to join the conversation and help shape the future of platform regulation together”

Niklas Östberg

Co-founder & CEO of Delivery Hero





economy are the source for innovation, employment and economic growth. In order for these benefits to emerge, it is necessary to develop an ecosystem around these platforms that mirrors the essential European values. Bolt is committed to playing a leading role in this development and being a part of creating a strong industry voice of delivery platforms that echoes these values.”

Sacha Michaud, co-founder of Glovo, says, “We have always strived for a fairer gig economy, here at Glovo. We have taken the initiative with the European Purpose Project because it allows us to design a better system for all. Together, we want to establish better governance of working conditions, labour practices and social rights for all workers, regardless of their employment status. We need regulation that recognises the unique output and benefits of the digital economy for all, and we invite other companies to join us and be a part of this important conversation.”

Miki Kuusi, founder & CEO of Wolt, says, “At Wolt, we’ve been actively participating

Wolt

“We’re glad to collaborate with fellow companies in our industry to work on the EU-level to set clearer regulation and rules for all players”

Miki Kuusi

Founder & CEO of Wolt





in dialogue with policymakers, both in our countries of operation and at the EU-level. We're glad to collaborate with fellow companies in our industry to work on the EU-level to set clearer regulation and rules for all players – ultimately with the aim of improving safety nets for platform workers while maintaining the flexibility and

freedom the people who work with us enjoy.”

The four companies strongly encourage anyone who cares about this initiative to share their thoughts via the website www.europeanpurpose.com or to get in touch via email on contact@europeanpurpose.com



“We have taken the initiative with the European Purpose Project because it allows us to design a better system for all”

Sacha Michaud, co-founder of Glovo

START-UP OF THE MONTH



Officeflow is one of the UK's leading copy, print and scan solutions providers.



Officeflow provides businesses with reliable and robust copy, print and scan solutions. With

expertise in building the correct package for every individual business, the company prides itself on reducing costs for its clients, as well as offering real choice when it comes to its diverse portfolio of solutions.

Whether your business requires print hardware, secure print release or high-speed scanning, Officeflow can advise on the best option to meet the demands of every modern workplace. Providing unparalleled customer service, Officeflow's



“Together with an ethos consisting of customer-focused after-sales care, efficient response time, proactive monitoring and maintenance, and first-rate customer support, it is little wonder why hundreds of companies have chosen Officeflow for their copy, print and scan requirements, benefitting from the team’s 150+ years’ collective experience in this sector”

trained engineers are targeted to ensure machine uptime and client satisfaction are given the highest priority. What’s more, a clear and transparent maintenance agreement means you can have your machine serviced to the highest of standards and keep your office print technology functioning around the clock.

From the main office photocopier to smaller personal machines, Officeflow offers a full Managed Print Service (MPS), enabling you to unlock the profits associated with your critical office documents. Combined with automation technology, the MPS can be tailored to fit perfectly with the custom processes of every individual business.

Tailoring the correct workflow for your business is an area that Officeflow feels very passionate about. By correctly configuring the hardware or implementing specialised software solutions, businesses have the ability to capture, secure, distribute, archive and recall documents easily and with the fewest possible steps.

Together with an ethos consisting of customer-focused after-sales care, efficient response time, proactive monitoring and maintenance, and first-rate customer support, it is little wonder why hundreds of companies have chosen Officeflow for their copy, print and scan requirements, benefitting from the team’s 150+ years’ collective experience in this sector.

For further information, visit www.officeflow.co.uk

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