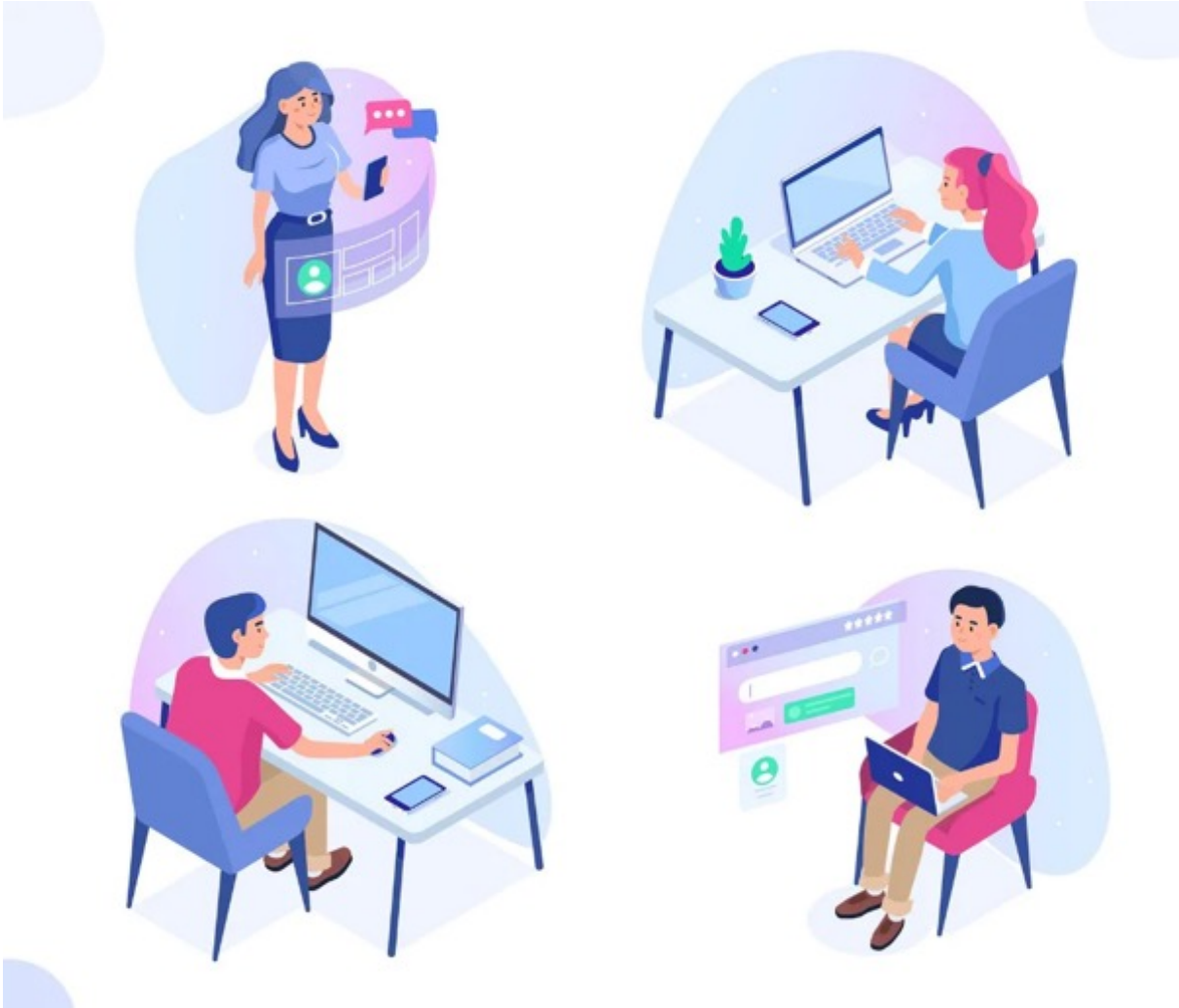
Collaborative Leadership in the Age of Digitization

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Covid-19 forced massive change upon us

- *Working from home/distanced/ virtually*
- *Getting used to cyber business travel/video conferencing/digital collaboration…*
- Cyber shopping, consumption,… cyber economy and life
- Cyber risks and more…



The future of the supply chain is digital and connected

- *Productization*
- *Planning*
- *Procurement*
- *Production*
- *Provision*
- *Point of sale*
- *Preservation*

Productization

- *Data (foundational commodity)*
  - Real-time, complete and clean
  - Data sharing (standards)

- *Analytics (better decisions)*
  - Descriptive: what is?
  - Diagnostic: why?
  - Predictive: what could be?
  - Prescriptive: what option(s)?

- *Higher order business value*
  - Contextual intelligence
  - RPA, smart contracts (DLT)
  - Collective decision-making



Planning

- *“Real-time” monitoring/planning (ultimate resilience and agility)*
  - Historic data
  - System/sensor data
  - Continuous analysis
- *Partner benchmarking*
  - Compliance with SLAs
  - Performance, improvements, innovation
- *Lane/node evaluation*
- *Cost, time, CO2 etc.*



Procurement

- *Digital collaboration platforms*
  - Upstream procurement
  - Downstream procurement
  - Automated (smart contracts, RPA)
- *24/7 real-time supplier monitoring*
  - (Big) data analytics
  - Distributed control towers
  - Benchmarking
- *Supplier selection also based on environmental and social impacts*
  - Data/Transparency



Production

- *Factory 4.0*
  - Circular (no waste, no emissions)
  - Automated
  - Distributed (3D-printing)
- *Work station benchmarking*
  - Retrofitting
  - Digital replica/twins
- *Process reengineering (people)*
  - Computer vision
  - Co-bots
- *CO2/Circularity, industrial symbiosis*



Provision

- *Integration: systems (of records, inquire, production etc.) and platforms*
  - Intelligence (sites, lanes, nodes)
  - Synchronization
  - E-documents

- *Risk management*
  - Prevent (damaging) excursions
  - Ensure compliance

- *Performance*
  - Modes, routes, velocity, agility
  - Reduce waste (capacity/miles)
  - Time, cost and CO2



Point of sale

- *Draw information from PoS*
  - Inventory movements
  - Inventory at hand
  - Reduce time, errors, CO2 etc.

- *Demand workflows (optimization)*
  - Avoid out-of-stock situations
  - Move goods to where they sell
  - Optimize inventory levels

- *Automate routine processes*
  - Remote inventory management
  - Improve working environment



Preservation

- *Build (digitally supported) circular supply chains*

- *Data management (transparency)*
  - Supplier product
  - Internal processes
  - Customer utilization
  - Industrial symbiosis

- *System management*
  - Circular marketplace
  - Material passports and pool
  - Product-as-a-Service etc.



The new reality of the digital age

- Ecosystem
  - Collaboration
  - System value
- E-business
  - E-commerce, e-processes, e-payments etc.
  - E-customs clearance etc.
- Exigence
  - Direct partners (synchronization/standards)
  - Indirect stakeholders (transparency)

The leaders of tomorrow

- Ecosystem stewards
  - Driving integration, tools and knowledge sharing
  - Creating shared value
- Executives of digital enterprises
  - Ensuring connectivity, within and with others
  - Data and analytics driven
- Ethical leaders
  - Embracing data sharing, driving common standards
  - Following a digital code of conduct (eg. staff health)

Covid-19 has delivered the future to us today!

The pandemic has forced the digitization of the economy and society upon us with immediate effect.

The new age, the digital age is here.

Now we need to shape it in an inclusive way

Thank you!