

# The Procurement Power List 2020

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The Procurement Power List 2020 celebrates the most influential and inspiring people in procurement today. It recognises the leaders steering through tough times and elevating the profession. Find out who is on the 2020 Procurement Power List inside.



# CONGRATULATIONS TO ALL THE INSPIRATIONAL LEADERS ON THIS YEAR'S LIST

**The CIPS Procurement Power List is a benchmark of the effect procurement can have on organisations. Each year our panel of experts recognises the work of inspiring leaders who are raising the profile of the profession**



**Malcolm Harrison,**  
CIPS Group CEO

I'm delighted to share the CIPS Procurement Power List 2020 with you in what are the most exceptional circumstances for us all; may I personally congratulate everyone who is featured on the list this year. It seems more important than ever to celebrate the great success of procurement leaders and their teams.

The devastating impact of the coronavirus has put immense strain on procurement teams across the globe. I have spoken to so many procurement leaders during this time and, although everyone is under more pressure to keep their organisations going, the praise and profile procurement teams have received has been outstanding.

From heroic stories of procurement teams working with their suppliers to continue to deliver fantastic value, right through to those helping in the fight against this deadly disease, procurement teams have been at the very heart of the solutions.

What is clear from these past few months is that increased collaboration has been critical in overcoming many of the challenges that have impacted our supply chains, and I believe we will see much more collaboration going forward, with suppliers and perhaps with competitors too.

For some sectors this has been an important wake-up call for CEOs, who now know their supply chains are not as resilient as they need to be, or that they need to unlock areas of procurement value that previously have been stifled.

Winston Churchill once said: 'Never let a good crisis go to waste', so if we are to continue to ride the crest of this wave, then any disconnect between the business and the supply chain cannot continue, especially if recovery is to be smooth and efficient, but also to avoid future disruption.

Leaders on this list are engaged in major change or transformational projects, whether that was the positioning of

*"The work these leaders are doing is all helping to build a stronger connection linking procurement and supply with the boardroom, with business strategy, and making decisions on strategic options"*

procurement within their organisation or driving the ethical sourcing or sustainability agenda. But in addition to this, they all have credibility within the wider procurement community. They don't just deliver; they have a reputation for delivering and for doing it in the right way. They have a reputation for delivering through their people and for developing their people into great professionals in procurement and supply.

The work these leaders are doing is all helping to build a stronger connection linking procurement and supply with the boardroom, with business strategy, and making decisions on strategic options. We hope CEOs will look to the procurement leaders on this list and truly embrace procurement as a key function in their own organisations in order to gain the greatest value from the supplier base and to manage their supply chains with a focus on resilience and not just on cost.

The list is a snapshot in time and will continue to evolve as our leaders move into different roles, take on additional responsibility or undergo exciting new projects. They are part of a larger community of CPOs across the globe who are great ambassadors to the wider profession, and who actively champion the development of their teams, in part through their support of CIPS.

We have introduced a new category this year recognising CPOs who have taken on much broader roles, have representation at company executive level and are often leading on sustainability for their organisations. We hope our focus on Champions of Change will help organisations realise that the sustainability agenda sits firmly with procurement as the natural lead. One where sustainable solutions are considered first and foremost in every business decision and not as a box-ticking exercise. From reducing single-use plastics, cutting our carbon footprint, conserving water, making responsible decisions on the use of resources, right through to the impact on people and their human rights.

In a world where everything is connected, understanding the impact of our sourcing and buying decisions has never been so important. Ethical and sustainable procurement is now an economic and reputational imperative and, in some contexts, a legal requirement too. The opportunity is there for the taking for procurement and supply, as too often issues like sustainability have fallen through the cracks, or they are the political hot potato that teams pass around. Procurement and supply teams need to grab these opportunities with both hands, accept the responsibilities and own this space to help build a brighter future, and a better society for us all.

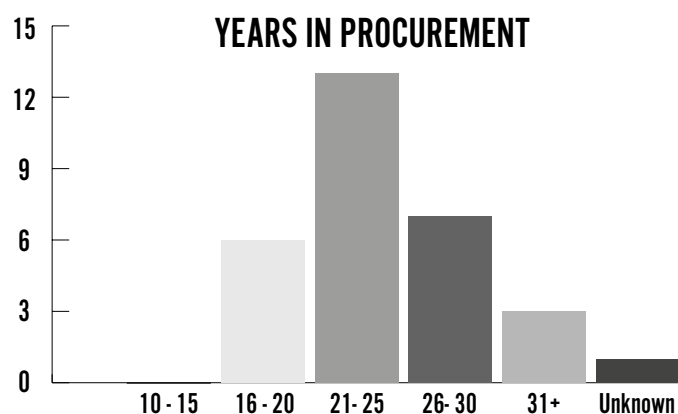
We will continue to watch the career paths of this fantastic and diverse group of leaders and share their experiences with you throughout the year.

*“We hope our focus on Champions of Change will help organisations realise that the sustainability agenda sits firmly with procurement as the natural lead”*

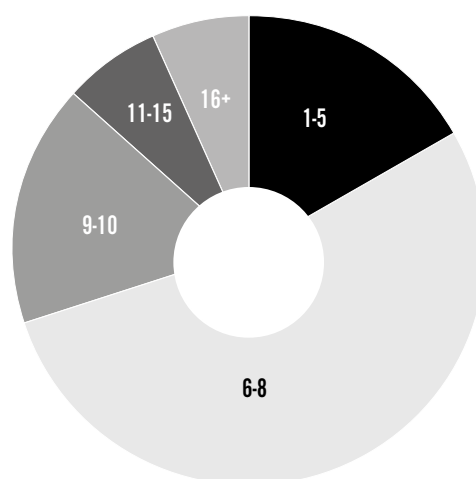


# THE LIST IN NUMBERS

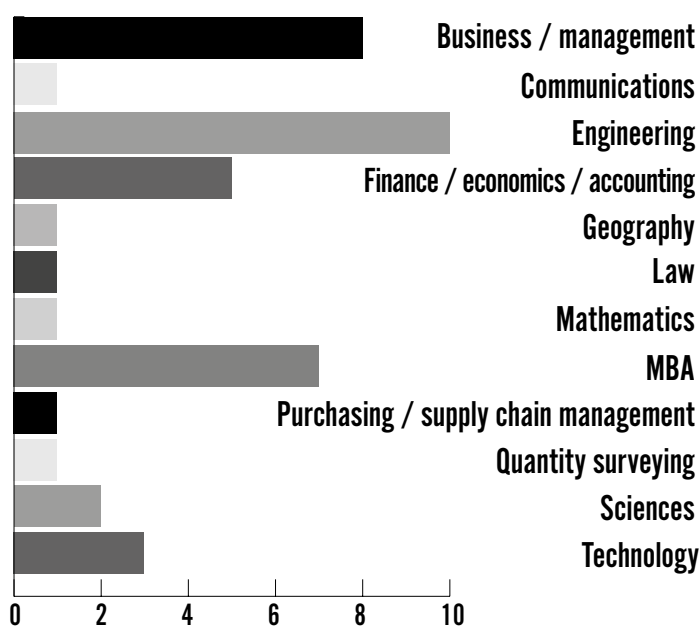
What makes a successful procurement leader? It's not an exact science, but analysing their similarities – and differences – could reveal key criteria



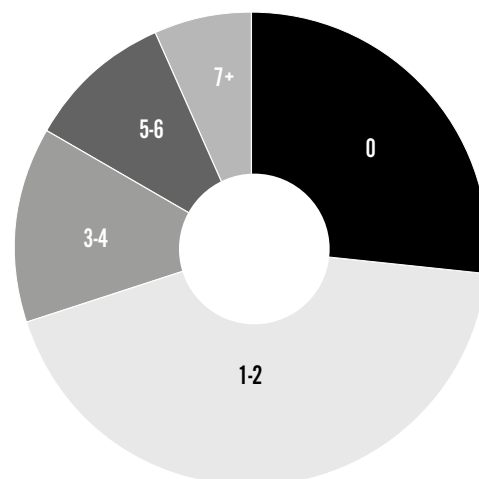
**NUMBER OF ROLES HELD (TOTAL)**



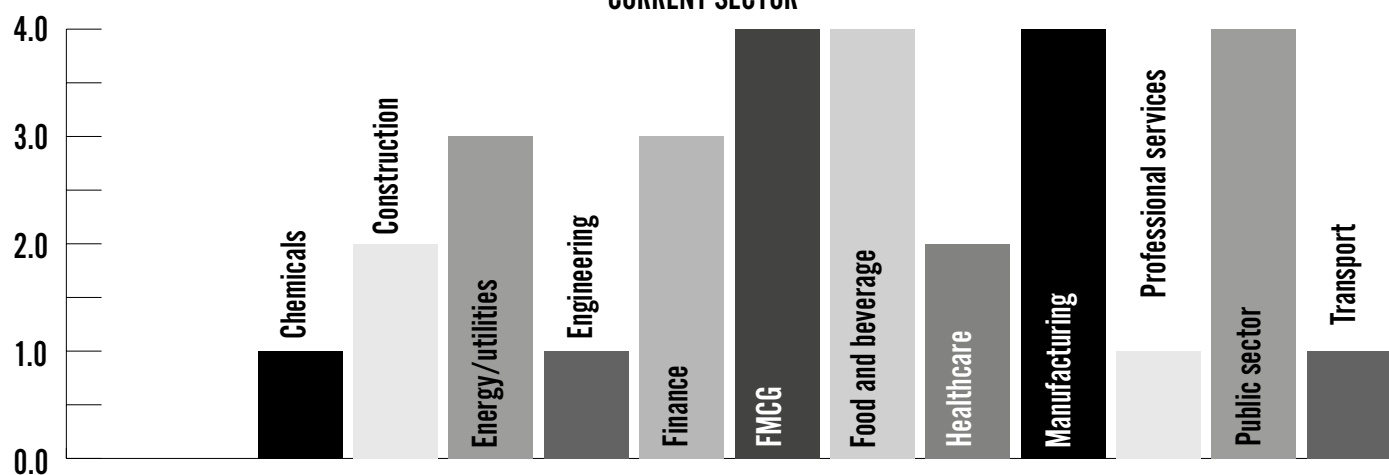
**DEGREE COURSES STUDIED**



**NUMBER OF NON-PROCUREMENT ROLES HELD**



**CURRENT SECTOR**



# What skills will future procurement leaders need?

Procurement has evolved into a position of strategic prominence in business. But while that brings many benefits, it also means the function has to shift with the times – and times are changing fast. At the turn of 2020, climate change loomed large on the to-do list, but within a matter of months the coronavirus pandemic had proved procurement's most fearsome challenge in decades.

In the longer term, concerns over sustainability and moral rectitude have not gone away. Nor has the requirement to make supply chains more agile, cost-effective and transparent. What does this mean for the procurement leader of the future? *Supply Management* asked a group of leading procurement professionals and academics for their insights into the attributes CPOs will need to succeed.



**Bobby Dhanoa**  
Global chief purchasing officer, KPMG



**Liam Fassam**  
Associate professor, food supply chain management at the University of Northampton



**Andrew Forzani**  
Chief commercial officer at the UK's Ministry of Defence



**Michael Lewis**  
Professor at the University of Bath School of Management



**Mark Stevenson**  
Futurist



**Antonia Wanner**  
Chief procurement officer, Nestle

## Persistence

Having a clear target and working alongside other functions of the business in the wake of Covid-19 has opened the way for procurement to be involved in important business decisions, says Antonia Wanner. Utilising this, procurement leaders should now focus on creating an authorising space and a legitimacy to act in order to get better at what they do.

**AW** “We all had to prioritise [during the Covid-19 outbreak]. We had to select which materials we really want to survive and to put on the shelves and which are most relevant for the consumer. Everyone was in alignment and procurement was a completely natural part of this process. We need persistence in maintaining the momentum and this fantastic level of integration. Procurement leaders are in a great position to do that as we have also the insight from the suppliers. We have external insight and the benchmark.”

**ML** “There’s an expectation that somehow there’s a freedom with senior roles because you’ve got more authority but, generally, you have more responsibility and consequently it can feel more constrained. Those that manage to break free from that tend to be the most successful, and they do that generally

*“Be prepared to stand up and challenge the status quo, using your knowledge and insight to influence the organisation to do things differently”*

by creating their own authorising environment. You’ve got to create the authority, then you can act strategically but you also have a capability. Those things interact with one another. Once those elements are in place, people trust you more and you have more room for manoeuvre and you get better at what you do.”

## Influence

Listening, learning and building strong relationships will always be important to procurement leaders, but for the future CPO, this may be critical to protect firms from future global supply chain disruption, says Liam Fassam. He believes the emergence of social capital has enabled procurement leaders to better engage with stakeholders and suppliers, a crucial element to building resilience.

**LF** “Social capital is about understanding the networks you have and your shared norms and values. If you can embed those values within your team, then your team will embed that with your suppliers. You get away from this historically top-down perception of procurement to be more of an amenable, listening and aligned team.”

**BD** “Your learning during times of change has to come from a wide range of avenues and you’ve got to be willing and open-minded to try new approaches because the paths you’ve chosen in the past may not be the paths that are needed today. That means being prepared to stand up and challenge the status quo, using your knowledge and insight to influence the organisation to do things differently. You need to be prepared to have that conversation and take that risk, after all, if you don’t ask, you don’t get.”

**AF** “The balance of power will be with the seller. Procurement will play a key role in the management of these critical suppliers and supply chains. We might

even get renamed ‘risk managers’ or ‘supply chain protectors.’”

## Reputation

Procurement leaders in the future must be able to understand and navigate reputational risk. As firms fight to protect their businesses from the impact of Covid-19, some have warned against neglecting sustainability issues and instead building these green principles into recovery plans. Supply chains suffered as a result of the outbreak because of a lack of planning. By tackling these issues now, firms will be better able to mitigate risk in the event of future disruption.

**MS** “The big game in town is climate change. There’s no point delivering anything to anyone if we’re all burned to a crisp. We need the people who care about this to move quickly... If you can start to make supply chains more sustainable you’re going to be a hero. It should be the ambition of every supply chain professional to say: ‘We’re here to clean up the world.’”

**BD** “We have to think differently about our role as leaders today because we have the opportunity and responsibility to make a wider positive impact on the world than we may realise – from sustainable sourcing and supply chain transparency to creating a function fit for the next generation of procurement leaders and helping young people in schools understand that what you buy and why you buy it, has meaning. I find it difficult to separate my role in the community, as a parent, or as a leader at KPMG because I know the words I use and the example I set can inspire others and help drive change.”

**AW** “There’s no way back because we don’t want child labour or a hotter temperature on the planet. It’s a fundamental belief. Now the task is making sure that products are affordable,

*“This visibility now has Board-level importance and it will change the way that we work and interact with our people, suppliers, and stakeholders”*

but they also don’t have a negative impact on the environment from a social point of view. Some of the solutions will cost more, but then that’s the motivation to create savings elsewhere.”

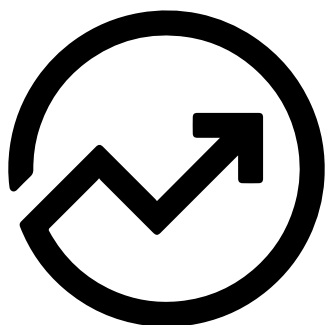
**BD** “I think the need for far greater visibility of the entire supply chain is a change we are seeing as a result of Covid-19, especially in areas like manufacturing, retail and beyond. This visibility now has Board-level importance and it will change the way that we work and interact with our people, suppliers, and stakeholders. A lot of these are things that we have been raising for a while but they have not necessarily been heard, until now. It’s going to be an interesting few years.”

WORDS CHARLIE HART

# How to get on the Procurement Power List

The Procurement Power List celebrates those demonstrating leadership in the profession, and the efforts involved in becoming a key influencer in procurement. But with challenges aplenty and competition rife, how do you stand out, what are the key skills recruiters look for when filling principal roles, and, in particular, what should procurement leaders be doing to make the list next year?

WORDS CHARLIE HART



## Understand your landscape

More than ever, in the wake of a pandemic and a fundamental rethinking of supply chains, the key to reaching the top of the procurement profession is having an intricate grasp of the broader business environment, where value is generated inside your business and what sort of external factors might influence your capital flows in the future.

“The profession has become even more critical than before,” says Jorge Gouveia de Oliveira, managing director at Russell Reynolds Associates and a member of the PPL selection panel.

“This may be a key moment for procurement to enhance its visibility and conquer its place

at the top table of decision-making. The key component of supply chains currently being rethought is where to source components and intermediary products, and should we relocate back from China?” he says.

“The other dimension is social responsibility and the environment. That is expected to accelerate as a trend for companies to focus on even more than before. Procurement professionals play an absolutely key role in identifying sources of energy, raw materials or intermediary products that offer the best possible environmental footprint. These two dimensions of the current changes directly offer procurement professionals an opportunity to make an impact.”

Andreas Sjostrom, principal at Heidrick & Struggles, adds that technology and data science are procurement tools that will become increasingly important.

“It is around software-based processes and systems, and using data science to increase cash flow and save costs. Data science will also be used to evaluate suppliers as a risk mitigation tool, and

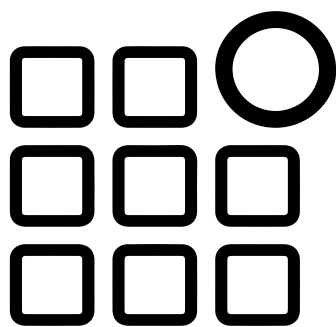


help identify and support critical suppliers that might be at risk (in a downturn). Data analytics is an early warning system, so that side of things is going to be extremely important,” he says.

However, the use of technology is not only reactionary. Sjostrom argues that implementing supply chain planning underpinned by data science, as well as a grasp on last-mile logistics, will be critical for business health in the months and years to come.

As such, leaders will be required to go beyond simply implementing these tools, and instead fully embrace how they can be used for maximum effectiveness and smarter, more agile procurement functions.

“How do you get your finished goods to your customers? Sometimes this is not within the procurement person's remit. It might be under the COO's remit but it's important that a procurement person has a broad perspective and a learning mindset to be successful,” Sjostrom says.



## Diversify your experience

As well as understanding the acceleration of key trends, headhunters are seeking candidates who can demonstrate a wide range of skills and a solid track-record of delivery. That means having an holistic view of operations, which some recruiters believe is often gained from working across different sectors or disciplines.

The result is a focus not limited to cost reduction, but one that encompasses how procurement leaders impact larger values and strategies, such as corporate social responsibility.

Diverse roles across the public and private sectors, and perhaps even industry and consultancy, provide a breadth of experience that often leads people to do particularly well. It demonstrates an individual is flexible and adjusted, and willing to learn along the way.

Ideally, this breadth of experience lends itself

## The CPO CV

- Capability to drive transformation
- Flexibility and resilience
- Using data and analytics
- Understanding of risk management
- Sustainability
- Be proactive
- Authenticity and empathy

to an adaptable working style in order to reach and inspire different people in different ways. For instance, a leader may have a strong mission, but they need to inspire their teams to fulfil it.

As James Day, senior client partner at Korn Ferry, says: “In the roles we've been filling recently, one of the key things clients have said is they've got to be able to be a good storyteller.

“This is not someone who spins a good yarn, but someone who can create the vision to take people on a journey. And that is not just within their own team, but that's their peers, or the people that they're reporting into. You need to have somebody that's going to be visionary and engaging.”

Day also believes that, in his experience, the most successful people tend to have a strong commercial dimension, and the ability to look outside of their function to provide solutions.

“They're more business savvy. In terms of leadership, they are people that will develop and create a vision, and people will follow that and understand their role in that. It's not just creating the procurement vision, but creating the commercial business strategy,” he says.

Part of this inspirational leadership comes from an external focus, as the leaders who stand out the most are often those who use their networks effectively in a multitude of ways.

In current times, this could be handled in a multitude of ways, for instance thought leadership, content creation, public speaking or use of social media platforms.

However, an aptitude for wielding all of these channels in order to develop a strong personal brand is likely to reap the greatest rewards, and clearly indicates the ability to network effectively.

When it comes to inspiring teams to carry out a vision, being seen as engaging and impactful are increasing important.

## PROCUREMENT IN NUMBERS

**88%** of senior procurement professionals cite influencing skills as the most important

**£85,999** – the average salary earned by advanced procurement professionals in the UK

While headhunters and recruiters still value the need for cost discipline and strong relationships, Lucy Harding, global head of practice, procurement and supply chain at Odgers Berndtson adds that fast-changing times call for additional skills. These extra skills would include experience working across multiple markets, leading teams remotely, and the ability to work with data and analytics.

Harding, one of the selection panel, also highlights the growing need for leaders to demonstrate softer skills such as empathy, especially during periods of remote working and high stress. “They need to be perceptive with their teams in terms of mental health and wellbeing, with more frequent and different ways of communicating. All of these things are coming to the fore. Good leaders before are still good leaders now, they’re just accelerating all the things that they were doing previously,” she says.



## Avoid the pitfalls

The biggest mistake procurement leaders can fall into is to make decisions without bearing in mind both business strategy and customer need, says Bernhard Raschke, senior client partner at Korn Ferry. Raschke, also on the panel says: “If you’re a leader who is very inwardly focused and really just talks about procurement terms, the rest of the business will probably not be that interested because they may see procurement as a policing

function, or as a pure service function rather than a competitive edge.” He recommends procurement leaders articulate their investment needs in the context of the wider strategy. “It’s no coincidence that a number of the CPOs that are now being put forward have at some point in life held commercial roles. That’s a real differentiator,” he says.

And Sjostrom agrees, reinforcing that CPOs should avoid putting themselves before the success of the team by failing to be inclusive. “A classic pitfall as a leader is not adapting to manage through other managers. You have to learn to lead through other leaders,” he says.



## Be brilliant

From the variety of skills and competing demands, it can seem like successful procurement leaders need to be almost superhuman.

But Gouveia de Oliveira says distinctly human traits like flexibility and resilience are still to the fore, supplemented by an understanding of digital transformation and an awareness of risk management. They also need highly proactive approaches in terms of leading digitally rather than face-to-face, he says. “The successful CPO of the future will have to be an authentic and empathic individual, with a strong understanding of risk and capability, an awareness of digital and the resilience, flexibility and knowledge of transformation.”

Harding puts it simply: “They just need to be doing their job. They need to be relevant to their businesses, relevant in their boardroom. Build high-talent, highly capable teams that are talked about by their businesses as being a great function and a real enabler of the future business strategy.

“If you’re focused on doing your job brilliantly, leading your team brilliantly, gaining the respect of your peer group and your senior internal stakeholders, the rest will take care of itself.”

# The Procurement Power List 2020



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## **JAMES ALLEN**

**Asset management director, Arriva.**

James is responsible for procurement, fleet management, and maintenance engineering across Arriva's bus and rail fleet. Following a Masters at Oxford University, he started his career at Airbus, moving to McKinsey and Babcock International, before joining Arriva.



## **DAN BARTEL**

**Chief procurement officer, Schneider Electric.**

Dan oversees a £12.5bn procurement spend, supporting over 200 manufacturing factories and 100 distribution centres in 44 countries, to drive change towards a supply base as an extension of the company enterprise.



"Procurement functions transcend industries and geographies, hence there's tremendous opportunity for us to learn from each other. I believe we have three key weapons in the battle of business: process, tools and people. Of those, people are the hardest for competitors to replicate – this is where we can create a competitive advantage.

"Those that can apply new technologies to solving business problems in an agile way will become future CPOs."

## **BERTRAND CONQUERET**

**President of global supply chain BV and CPO, Henkel.**

Having joined Henkel in 1989, Bertrand has extensive experience in procurement which he utilises to lead the Henkel global supply chain transformation. Bertrand speaks several languages and attended Harvard Business School.



## **BOBBY DHANOA**

**Global CPO, KPMG.**

Since 2016, Bobby has led KPMG's procurement functions – coupling state-of-the-art technology and processes with high-performance teams, with a focus on stakeholder management. Previously, she held sourcing and management roles at BP plc, Pfizer, Mars Inc and Marks & Spencer.



## **PATRICK DUNNE**

**CPO, J Sainsbury.**

Patrick is responsible for all of the group's procurement, leading its cost base transformation and overseeing the property portfolio across Sainsburys and Argos. Patrick is also the CIPS 2019-2020 Leader of the Year, and has made the Procurement Power List since its inception in 2018.



**LAURA FAULKNER****Director of shared services,  
Nationwide Building Society.**

A CIPS Fellow, Laura leads a team of more than 700 colleagues with a focus on developing the supply chain strategy across the building society, to maximise value, and drive efficiency, sustainability, resilience and innovation for the ultimate benefit of all members and customers.

**ANDREW FORZANI****Chief commercial officer,  
Ministry of Defence.**

Andrew leads over 2,000 procurement and commercial professionals, and a commercial function with an annual spend of more than £20bn. He has worked in the commercial, procurement and supply chain profession for his whole career, and been appointed a Crown Representative.

**JOHANNA HAGELBERG****Executive vice president  
sourcing and logistics,  
Stora Enso.**

Johanna gained Masters degrees in industrial engineering and management, as well as engineering and management of manufacturing systems, before joining the Stora Enso team, where she has been on the executive team for the past six years.

**JOHAN KEERBURG****Global CPO, Carlsberg.**

Johan has been leading a transformational programme within the global procurement function, by globalising strategic tasks and transferring tactical tasks to a shared service centre. He previously led supply chain and procurement at FrieslandCampina, Kraft Foods/ Mondelez, and McKinsey.

**DAVE INGRAM****CPO, Unilever, and head of  
Unilever Asia.**

Dave joined Unilever in 1989 and is responsible for the procurement of all goods and services globally. His extensive experience spans supply chain operations, including procurement, manufacturing, logistics and planning. Dave lives in Singapore and enjoys golf and motorbiking.

**CLARE JONES****Group procurement  
director, Mace.**

Clare supports the group board on all procurement and supply chain matters for the £2.1bn global business. With 30 years of experience, she is an accomplished and highly effective senior executive with significant experience in leading procurement activities, supporting professional and personal development.



“Today, I see the three most pressing issues for procurement as labour availability and movement from outside the UK, financial stability of the supply chain, and finally Brexit and of movement between borders.

To stand out in the crowd, “you must be hard-working, committed, passionate, and resilient, with excellent communication skills and, above all, the belief in yourself to succeed”.

**JANE LIANG****Global head of procurement,  
British American Tobacco.**

Jane’s career spans senior procurement positions across various industries, including at BHP in Singapore, Dover Corporation and Harman International in Shanghai, General Motors, and Procter & Gamble. Jane has lived in Singapore, Shanghai, and the US, and currently lives in the UK.



**HERVÉ LE FAOU**  
CPO, Heineken.

Over the past four years, Hervé has led a transformational programme within Heineken's global procurement function, with the goal of creating a world-class strategic sourcing community. With his career largely abroad working for Unilever, Danone, Cadbury, and Kraft-Heinz, Hervé now lives in the Netherlands.



**RACHAEL LEGG,**  
CPO, Johnson Matthey.

Rachael is accountable for transforming procurement's strategic contribution and positive impact on the business and wider society, for a cleaner and healthier world. Previously, she ran her own procurement and business transformation consultancy, amassing 29 years of leading procurement functions.



**BENEDIKT MACHENS**  
VP procurement, Vesuvius.

Since 1997, Benedikt has worked at several materials and utilities companies, including VAW Aluminium, Norsk Hydro, and nine years at BHP, running sales and procurement of raw materials. He has an MBA, and has worked across Germany, Hong Kong, Norway, the Netherlands and Singapore.



**LISA MARTIN**  
SVP global procurement  
and CPO, GSK.

Lisa leads the development and implementation of sourcing strategies and procurement activities on all externally purchased goods and services categories, totalling over £12bn per year. She has gained the prestigious J Shipman Gold Medal Award and previous recognition on the Power List.



**KAI NOWOSEL**  
CPO, Accenture.

Kai has worked at Accenture since 2005, during which time he has led sourcing and procurement practice globally, authored several studies, and transformed the procurement function into best-of-class. He currently lives in Germany, where he enjoys running, playing tennis and spending time with his family.



**GARETH RHYS-WILLIAMS**  
Government chief commercial  
officer, Cabinet Office.

Over the past four years, Gareth has been leading the transformation of the government's commercial activities, while delivering savings averaging £2bn a year. He trained as a production engineer, before becoming a supplier of broadcast and photographic equipment and services.



**JIN SAHOTA**  
Chief executive officer,  
Supply Chain Coordination  
Limited, NHS.

An experienced leader, Jin provides end-to-end supply chain services across the health system, delivering clinically assured, high-quality products at the best value, and savings of £2.4bn to frontline services by 2022-2023. He also led the award-winning Procurement Transformation Programme.



"All procurement leaders are COOs or CEOs in the making. We have the right mindset for these senior roles. Fast-changing markets are a concern, as suppliers, product offerings, services of today will not be the same in the future. "Being innovative and taking calculated risks/working at pace ahead of market changes, building strong teams will help keep ahead of change and predict where to place your bets."

**PAUL SMITH****CPO, BAE Systems.**

Paul is responsible for development and implementation of critical procurement practices that enable significant opportunities for improving efficiency and maximising the purchasing power of global enterprise. Previously, Paul spent 22 years at General Electric in oil and gas, drilling and aviation.

**KLAUS STAUBITZER****CPO and head of supply chain, Siemens AG.**

Klaus has been working at Siemens for 24 years, after joining the company as a consultant for strategic procurement and processes in 1996, and taking on the role of CPO seven years ago. He studied economics at Universität der Bundeswehr München.

**KATHARINA STENHOLM**  
**SVP, CCPO, Danone.**

Katharina is responsible for the global procurement function and the nature sustainability team. She has a strong background in research, business development, and leadership, and holds a Doctorate of technology in biotechnology as well as a Masters in chemical engineering.

**THOMAS UDESEN**  
**EVP and CPO, Bayer.**

Thomas leads Bayer's dynamic procurement organisation, with an annual spend of €24bn across a team of 2,000, aimed at functional excellence. He is also a co-founder and ambassador of The Sustainable Procurement Pledge, and a graduate of the Cranfield Business School of Management.

**CLAUDIA VIOHL****Senior vice president supply chain and CPO, E.ON SE.**

Claudia joined E.ON in 2001, and over the past years has been driving excellence in procurement and supply chain activities. She is a senior leader with the ambition to exploit the full supplier market potential for both E.ON and its customers.

**ANTONIA WANNER****Group head of procurement, Nestlé.**

Antonia is responsible for all procurement activities at Nestlé. Since joining the company in 1996, her roles have spanned in-house lawyer, buyer, group manager and CSV manager, before taking the lead of the procurement arm in 2017. Antonia lives in Switzerland with her family.



"You have to like conflict and have the skills to solve it constructively. Understanding your company and your suppliers' financials plus your supply market is key, and superior negotiation and project management skills are an all-time must-have right now.

"A top issue for procurement is bringing competitive cost, sustainability and leverage close to the business under 'one roof'."

**UWE WEHNES**  
**CPO, CRH BV.**

Uwe has vast procurement experience holding CPO roles in several different industries for the past 13 years. He joined the procurement profession in 1996 with a passion for building cross-functional, cross-regional procurement teams, and understanding the different cultural ways of working around the globe.





**MICHELLE WEN****EVP global purchasing and supplier quality, Groupe PSA.**

Michelle joined Groupe PSA in 2017 as senior vice president, and was promoted to EVP just over a year later. From starting out at Thomson Multimedia in 1994 as financial controller, her career has included management roles at major companies including Groupe Philips, Groupe Renault and Alstom Transport.

**AL WILLIAMS****CPO, Barclays.**

Al is responsible for overall procurement strategy focusing on maximising the value of all goods and services purchased. He drives key procurement-led initiatives and represents Barclays supply chain matters in the marketplace. Al previously worked at Accenture, Prudential and Dean Witter (now Morgan Stanley).

**NINIAN WILSON****Global supply chain director & CEO, Vodafone Procurement Company.**

During 11 years at Vodafone, Ninian has been responsible for technology sourcing and new product development, before taking on his current role. He previously held senior positions at Royal Mail Plc and Cable & Wireless Plc. Ninian lives in Luxembourg with his wife.



“Think digital, act digital, be digital. Geopolitical risk is increasing around the globe and this flows through to supply chain configurations. Also, this is linked to whether or not supply chains will become more regional over time, impacting their overall competitiveness.

“The forthcoming recession may have a significant impact on the supply base and threatens both long-term competition and innovation.”

**ROB WOODSTOCK****Chief commercial officer, HM Revenue and Customs.**

Rob provides strategic direction and commercial leadership across HMRC's spend base of £1.5bn per annum. Before HMRC, Rob was a managing director at Accenture, where he led its inclusion and diversity programme and was a champion of the ethnic networks.




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## On the move

**10 procurement leaders in new roles****PASCAL BALTUSSEN****Chief global procurement officer, Coty.**

Pascal joined Coty in January 2020, where he is leading procurement through a transformation, including a cost reset, divestiture programme and principal office set-up. Previously at Mars Wrigley and AB InBev, he has worked in the US, China, UK, Belgium and his native Netherlands.

**CLAIRE COSTELLO****CPO, the Co-op.**

Claire leads the group procurement function. Her team provides procurement services to the entire Co-op Group, and she is responsible for end-to-end risk management for goods not for resale spend. Claire is passionate about creating strong partnerships through engaged, skilled and driven teams.



**CHARLES LETIZIA****CPO - group procurement director, Tesco.**

Since 2019, Charles has led procurement for goods and services not for resale for the UK and international divisions. He has worked in procurement roles at WindTre, Generali and Cable & Wireless. Charles is a CIPS Fellow who lives in Italy with his family.

**DAMIEN LHORS****Global supply chain VP for OFS, Baker Hughes.**

Damien previously spent 12 years at Schlumberger, working in global procurement and supply chain management at its WesternGeco and Cameron companies, as well as the parent firm. Damien lives in France with his family and enjoys sailing, motorcycles and single-engine aircraft.

**STEPHANE MASSERAN**  
**CPO, IPSEN.**

Stéphane is a transformative procurement leader with a background in the FMCG and pharmaceutical sectors, and a track record in establishing procurement as a key enabler to short and long-term business performance. Stéphane has worked in four continents and currently lives with his family in the UK.

**THIERRY MINEL****CPO, GKN Automotive Ltd.**

Thierry is an expert in purchasing management in complex environments. He is responsible for procurement at GKN, championing organisational change. His focus is on high-efficiency, strong leadership and results-oriented practices. Before joining GKN, Thierry spent 16 years in the purchasing department of Valeo.

**CYRIL POURRAT****CPO, BT Group.**

Cyril joined BT Group in October 2019, during an exciting transformation in which digitalisation is a driving force to deliver long-term growth value and customer experience. Prior to this, Cyril was CPO at Sprint US and Saudi Telecom, gaining 15 years' experience working in Europe's telecom industry.

**ANGELA QU****SVP, Lufthansa Group.**

Angela joined Lufthansa Group in early 2019. She has 25 years' experience in SCM, including 13 years at ABB, where she created an award-winning SCM competence development model and launched a pilot female development programme. Angela believes "only engaged and empowered people can deliver high-level performance".

**CAMIEL SCHIJVEN****SVP procurement and CPO, Wintershall Dea.**

Camiel is a contracting and procurement leader with over 25 years at Total, Maersk Oil and Royal Dutch Shell. His career spans category and contract management, capital projects contracting, materials management, sourcing and procurement, sustainable development and operational excellence.

**SOPAN SHAH****Global chief procurement officer, InterContinental Hotels Group.**

Sopan leads the global IHG procurement team in sourcing and managing multi-billions of dollars of goods and services. He has spent over 15 years in supply chain management and procurement, travelled the world, and currently lives in the US with his family.





# Champions of change

**This new category recognises procurement leaders who have broader roles and lead on sustainability**

## **MARC ENGEL** Chief supply chain officer, Unilever.

Over 25 years at Unilever, Marc has gained a wealth of experience in roles, including VP and managing director of supply chain categories, and CPO. In this time, he has also been a member of several supervisory and executive boards, focused on sustainability, including the IDH, the Sustainable Trade Initiative, Green Fund, and SCM World. Marc considers himself a global citizen, “wanting to make a contribution to make this world a better place. Making a difference by always trying to do the right thing”.



## **BARBARA LAVERNOS** Chief technology and operations officer, L’Oreal.

Barbara has worked at L’Oreal for 29 years, leading the value chain of all company brands, from packaging and product development, sourcing and manufacturing, to the worldwide supply chain. Her focus is the creation of value, delivered through openness and rigour. She builds value, engaging her teams in major transformation programmes to scale and embed agility, to align and drive excellence on innovation, sustainability and Industry 4.0. Barbara puts her knowledge and experience at the service of sustainable and responsible growth.



## **HANS MELOTTE** EVP – president, global channel development, Starbucks.

Hans has been serving as EVP – chief supply chain officer for the past four years, and has recently taken on responsibility for the company’s global reach. His role relies on bringing the Starbucks experience to life through consumer packaged goods and foodservice channels; to deliver on-brand promises and augment the company’s capabilities and reach through world-class partnerships, including sustainable working relationships and initiatives with suppliers.



## **TONY MILIKIN** Chief procurement, circular ventures, sustainability and vertical operations officer, Anheuser-Busch InBev.

Tony has been at AB InBev for 11 years, joining as chief sustainability and procurement officer and CPO in Switzerland. In this double role he is responsible for sustainability, covering renewable energy, water, recycling, SmartAgriculture, waste to wealth; as well as \$35bn in sourcing.



## **BARRY PARKIN** Chief procurement and sustainability officer, Mars.

Barry has worked at Mars for 33 years, and is responsible for developing and driving the company’s sustainability programmes across its value chain, from farmers to consumers, leading the company’s future business success and its role as a corporate citizen. Barry is one of the key corporate spokespeople on sustainability, and is also Chairman of the World Cocoa Foundation. Barry is from the UK and currently lives in the US with his wife and children.





## Procurement Champions for Innovation, Collaboration and Sustainability

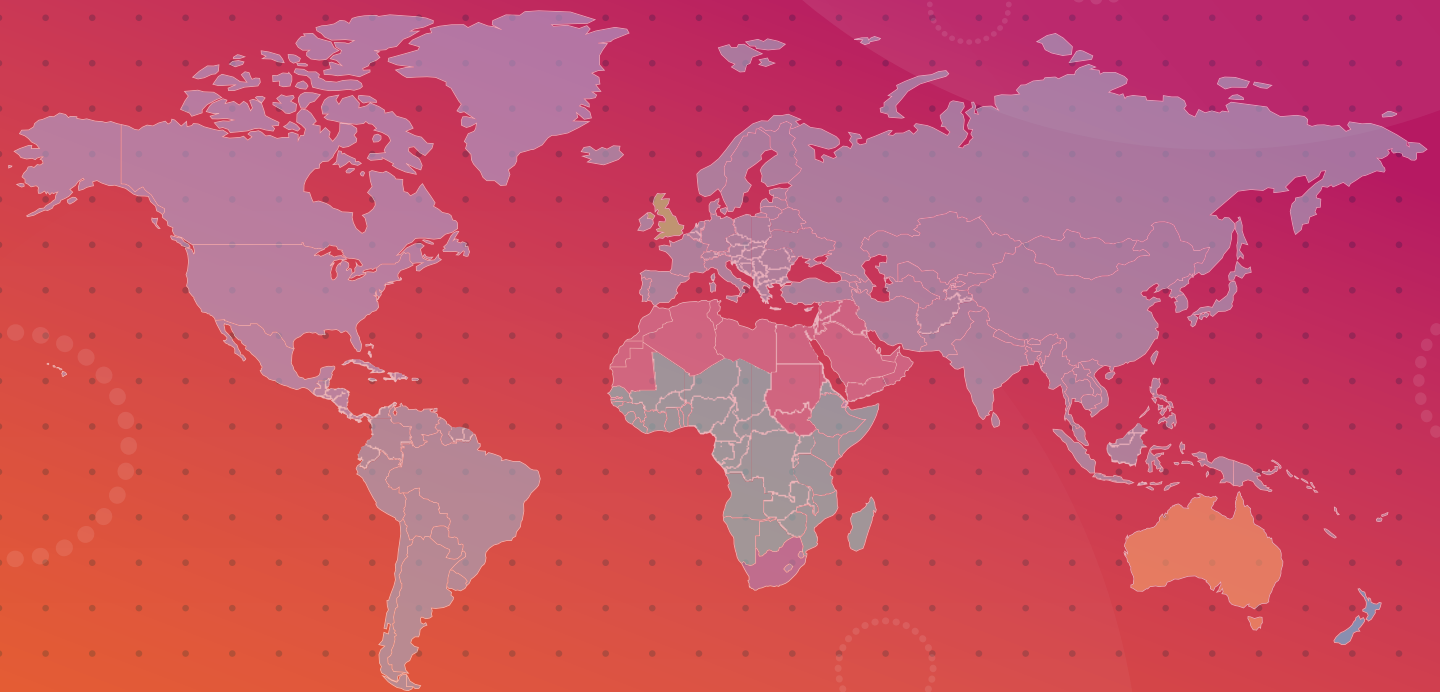
C2FO congratulates all the people who made it to the Procurement Power List 2020! Being recognised within this exclusive circle of procurement leaders is a great achievement in normal times, but in 2020 such accomplishment is even more inspiring. Many are the attributes these leaders have displayed in order to stand out: affinity for leadership, appreciation for global diversity, drive for accountability and results.

However, we believe there are probably three other traits which shaped the work of these leaders in recent months. First of all, their ability to adapt and innovate when managing the uncertainty (or chaos, in some industries) brought by the Covid-19 pandemic. After fighting fires and mitigating immediate risks, they had to re-forecast demand and re-evaluate commercial as well as operating models with suppliers. They had to move fast, work differently and look for new services or technologies never considered before.

The second attribute is extensive collaboration, cross-functional internally and with suppliers and customers externally. For procurement, to work alongside other functions like finance, production, IT, often remotely, has become part of the new normal. And it is only by creating deep engagements upstream and downstream the supply chain that corporates can address sudden changes. Many CPOs unveiled measures such as terms adjustments, extended contracts and supply chain finance initiatives, providing supply continuity and vital liquidity for vulnerable or key suppliers.

Last but not least, procurement leaders must embrace a sustainability agenda that reflects their company's environmental and social responsibilities. This will not only avoid reputational, regulatory and financial liabilities, but will also future-proof their supply chains or respond to changing consumer trends, and even gain a competitive advantage in the long term. The sustainability effort may not seem a top priority for some in these challenging times, but we are certain that the individuals on the Procurement Power List 2020 will drive sustainability plans – and the full ecosystem will benefit from them.

# *CIPS/HAYS Procurement Salary Guide* AND INSIGHTS 2020



HIGHLIGHTING KEY TRENDS AND INSIGHTS  
for the procurement and supply chain profession



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# The Procurement Power List 2020

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