



Italy Roundtable

JUNE 10<sup>th</sup>  
2021 11<sup>th</sup>

MILAN & VIRTUAL

# PROGRAM

CSCMP SUPPLY CHAIN EDGE EUROPE



Because of Covid-19,  
in person conference is not  
yet allowed at present

SUPPLY CHAIN CONFERENCE & EXHIBITION  
EUROPE

CSCMP 2021  
edge

is a 2-day event that gives the unique opportunity to create value by sharing knowledge and experience, learning from world-class experts, networking with leading companies and getting a glimpse into the future of Supply Chain Management. The 5<sup>th</sup> edition is a not-to-be-missed conference that focuses how Supply Chains can recover in pandemic times. For the first time it will be held in Italy and, due to Covid-19 pandemic, it will be **hybrid**: all sessions are both virtual and on site.

PLATINUM SPONSORS



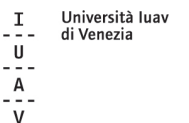
GOLD SPONSORS



SPONSORS



PARTNERS



MEDIA PARTNERS



PATRONAGE



## KEYNOTE SPEAKERS



**MARTIN CHRISTOPHER** - Emeritus Professor of Marketing & Logistics, **Cranfield School of Management**  
**Managing the Supply Chain in a Turbulent and Uncertain World**

Will focus on the challenges that supply chain managers are facing in a world where the old ways of doing things no longer work



**BART DE MUYNCK** - Vice President Research - **Gartner**  
**Technology Trends in Transportation**

In this session, we will review the current technology trends in transportation and discuss how Artificial Intelligence, Advanced Analytics and Real-Time Visibility are just a few of the technologies Supply Chains are applying to become more agile and resilient in times of disruption. All the transportation issues will be faced with regards to greenhouse gas emissions and, more in general, to sustainability as an approach that may create cost efficiencies and better respond to customer expectations.



**JOHN GATTORNA** - CEO, **Gattorna Alignment**  
**Future-Proofing Supply Chains for Risks and Resilience**

During the coming decades, precise design of enterprise and government Supply Chains will be critical for sustained operational and financial success, because Supply Chains are pervasive and underpin our entire quality of life. However, we can expect ongoing volatility to varying degrees in most global markets, and from time to time, extreme disruptions, caused by unexpected events such as Covid-19. Our task as Supply Chain designers is to design and build Supply Chain Networks that can operate at whatever level of resilience is required, balanced against the commercial risks involved.



**BRIAN GIBSON** - Executive Director - Center for Supply Chain Innovation - **Auburn University**  
**Emerging from COVID Brain Fog: Supply Chain Strategies for the Retail Sector**

The coronavirus pandemic (and subsequent events) have generated novel challenges for the retail supply chain. As supply chain leaders attempt to emerge from this COVID "brain fog" how can they maintain focus and achieve forward strategic progress?



**PIETRO GORLIER** - Chief Parts & Services Officer - **Stellantis**



**GERD LEONHARD** - Futurist & Humanist, Author of 'Technology vs. Humanity' - **The Futures Agency**



**MARY LONG** - Managing Director of Global Supply Chain Institute's Supply Chain Forum - **University of Tennessee**  
**Building a Successful Supply Chain Data Strategy**

Data strategy and governance are the foundation of supply chain digitalization. Exploratory research has revealed interesting findings in several areas. This session will discuss navigating a single source of truth versus multiple sources and assessing data value, reliability, and attenuation in the supply chain network.



**RICCARDO MANGIARACINA** - Professor - **Politecnico di Milano**  
**Logistics in the B2C eCommerce Field: Trends and Challenges**

Logistics is one of the main critical success factors of a B2C eCommerce initiative due to its impact on both costs and service level. This is even more evident in the Fast-Moving Consumer Goods (FMCG), where logistics is the key to achieve the economic sustainability. The keynote speech will address both the main logistic solutions/models in the FMCG industry and the topic of last mile delivery, with a specific focus on both missed deliveries and environmental sustainability.



**ROBERT MARTICHENKO** - Executive Leader - Former Founder and CEO - **LeanCor Supply Chain Group**  
**One System-One Team: The Future of Work and Continuous Improvement**

Technology, pandemics, and disruptive business models are fundamentally changing the nature of work and the relationship between people and process. As leaders, we are tasked with remaining relevant and competitive all while reducing business risk in a world of uncertainty. Nobody really knows what work will look like in twenty years, but we do know that leadership strategies will change as we connect people, process, and technology to these new work dynamics. As leaders, we will need to focus on envisioning and executing a modern view of work and continuous improvement. This new environment may be characterized as a business culture that is described as One System – One Team. Robert Martichenko discusses the essence of the future of work and what this means to us as leaders and addresses the concept of One System – One Team thinking, while also reflecting on lessons learned from his own career in the pursuit of building lean cultures of continuous improvement. In this presentation, Robert will examine: How might the fundamental dynamics of work change into the future? What are the leadership implications of this new view of work? What do we mean by One System – One Team? What have we learned so far in our journey to build lean cultures of continuous improvement? How can we get started today to prepare for the future?



**CHARLES WANG** - Director, Center for Logistics and SCM - **China Development Institute**  
**Blockchain for Supply Chain - Theoretical Framework and Industrial Applications in China**

Blockchain as disruptive technology has great potential in application supply chain. The theoretical framework of blockchain application covers all major supply chain process. Statistics on application cases in China reveals that blockchain application in major industrial areas covers functional areas of supply chain finance, trace and tracking, cold chain, logistics documentation, as well as industrial fields in food and agriculture, automobiles, chemistry, household appliances, as well as eCommerce platforms. As Chairman of Expert Committee on Blockchain Application in Supply Chain, Dr. Charles Guowen Wang will share the most updated progress in the theoretical development and business applications.



## SUPPLY CHAIN MANAGEMENT

**Track Chair:** Igino **Colella Garofalo**, President, **CSCMP Italy RT**

**Co-Chair:** Michele **Palumbo**, Adjunct Professor, **Università Cattolica del Sacro Cuore**

Michele **Palumbo**, Adjunct Professor, **Università Cattolica del Sacro Cuore**

**Pharma Supply Chain: Focusing on Transparency, Resilience and Sustainability**

*Facing these three major challenges the supply chain Pharma turns out much more evolved compared to many other industries. RFID, IoT and collaborative platforms make it possible to have full visibility of the goods in transit along the entire distribution network. The Pharma sector demonstrated a high degree of maturity self-regulating governance and business continuity, good practices (GxP) and environmental and social sustainability in a synthetic resilience index. About sustainability, the Green Pallet, a smart recycled plastic pallet, aims at providing an industry concrete business case where economy and ecology are looped in a virtuous circle.*

Marcella **Bianco**, Strategic Accounts & Solutions Lead, **Johnson&Johnson Medical Devices Italy**

Antonio **Rizzi**, Ph.D., Prof., Vice President, **Murata ID Solutions**

**Revolutionizing the Supply Chain Through RFID and IoT: Johnson&Johnson Medical Resolution's Approach and Impact**

Mikael **Hansen**, Logistic Consultant – Project Manager, **VELUX** - Gillian **Winsley**, IT Lead, **VELUX**

**Better Supplier Collaboration Means More Than Improved Efficiency: Discover How VELUX Improved Time-to-market, Reduced Costs and Achieved On-time Delivery**

Marcos **Paganini**, Vice President, Global Manufacturing Strategy and Deployment, **Johnson & Johnson Consumer Health**

**A Path Toward Smart Operations, Combining Operational Excellence and Industry 4.0**

*Smart operations are not about a factory or supply chain full of technologies. Smart operations are output based on the best achievement mix of cost, quality, service, working capital, compliance, safety, culture, and talent. The key is to define short- and long-term manufacturing and supply chain plans as a whole, and for each manufacturing site and value chain, and to take into account several critical considerations. Those include an assessment of your business needs and competitive environment; your supply chain maturity level; your operational excellence gaps and opportunities; and the associated technology needs and requirements. In this session, you will learn how to get smart operations started with multiple test and fast deployment plans, and how to empower and engage the workforce in such a journey, all while keeping customer value as the primary design principle.*

Vincenzo **Battistini**, Supply Chain Director, **Dompè**

**Dompé Oxervate™: The Supply Chain of a Successful Biotech Product**

*An innovative product and its special supply chain besides other approaches as home delivery and efficiency improvement in a worldwide supply chain.*

Graham **Ide**, Head of Trade Management EMEA, **Eaton\***

**Trade Compliance Challenges in 2021**

- The challenge of maintaining origin records in a multinational supply chain
- The challenge of differing rules at new borders
- Sanctions and end users
- Broker management

Len **Pannett**, President, **CSCMP UK RT**

**Supply Chain Resilience Through 3D Printing**

*With supply chain disruption accelerating in both scale and frequency, ensuring resilience in supply chains is essential to cope with the uncertainty that all sectors face. One of the biggest lessons in 2020 was that 3D printing has a place in bringing that resilience, solving many of the challenges that result from changing demand, interruptions to supply and shifting trade patterns. The best news is that leveraging those capabilities can be achieved quickly, cheaply and with low risk. In this talk, Len Pannett looks at 3D printing's place in supply chains, the benefits it brings and how to go about using it sustainably as a supply chain solution. He illustrates this journey with practical examples of firms that are using it today to bring flexibility, agility, and responsiveness to their supply chains.*

Hans **Tahlbauer**, Managing Director Supply Chain, **Google**

**How a Digital Supply Chain Platform Can Make a Difference**

Aljojsa **Bekje**, Director, **BlockLab**

Gianluca **Santori**, Supply Chain Manager Europe, **TJX**

**Brexit: A Challenge for Several Dimensions and Some Solutions from Practice and Digital Supply Chain**

Mustafa **Çagri Gürbüz**, Professor of Supply Chain Management, **MIT-Zaragoza International Logistics Program**

Rosanna **Fornasiero**, Senior Researcher at **CNR Supply Chain Management** and Project Coordinator, **NEXT-NET, EU projects**

Alicia **Martínez de Yuso**, Research Office Technician, **MIT-Zaragoza International Logistics**

**Special Session: Artificial Intelligence for Digitized Supply Chains**

*Brainstorming session on the potential of AI and BD to support different actors of the supply chain. The participants should be representative of the academic and industrial sectors reporting on their experience and expectations applying AI and BD, as well as providers of AI-related technologies and solutions.*

*The purpose is to present the AI-CUBE maturity model and impact to map the status of the AI development and to discuss the expectations for future developments discussing with participants about their experience.*

*Interactive rounds will be organised with materials like posters, post-it etc.*

**Special Session: Supply Chain Trends, Models, and Tools for the Future**

*A workshop to understand challenges, scenarios, and opportunities using design thinking.*

## Other Speakers:

Tim **Bailly**, Head of Distribution and Customer Service, **Reckitt Benckiser** - Massimo **Bergonzi**, Global Procurement Director, **Bracco** - Jérôme **Boulet**, Vice President Supply Chain Management, **Bridgestone EMIA** - Michael **Bourlakis**, Director of the Centre for Logistics, Procurement & Supply Chain Management, **Cranfield School of Management** - Randy **Bradley**, Associate Professor of Information Systems and Supply Chain Management, Haslam College of Business, **University of Tennessee** Brent **Jones**, European Head of Logistics and Operations, **Beerwulf (Heineken Group)\*** - Jon **Mosher**, Export Operations Lead, **Bayer Crop Science** - Michele **Palumbo**, Adjunct Professor, **Università Cattolica del Sacro Cuore** - Alessandro **Panaro**, Managing Director, **SRM** - Marco **Porzio**, Supply Chain Director, **Nestlé Purina South Europe** - Suzanne **Richer**, Director Global Trade, **E2open** - Luca **Saporetti**, Vice President of Global Supply Chain, **LivaNova** - Gianluca **Sperone**, Global Supply Chain Director, **Zoppas Industries** - Tibor **van Melsem Kocsis**, CEO and Founder, **DiManEx** - **TESISQUARE**

## Roundtable Vaccine Supply Chain: 'The Hot Topic of Vaccine Cold Chain and Massive Distribution'

**Chairman:** Michele **Palumbo**, Adjunct Professor, **Università Cattolica del Sacro Cuore**. **Panel:** Daniele **Marazzi**, Executive Director, **Consorzio DAFNE** - Brian **Martin**, Global Head of Pharma & Healthcare Vertical Sales + Marketing, **Kuhene+Nagel** - Pierluigi **Petrone**, President, **ASSORAM**

Competences we can leverage for massive vaccine distribution. A key factor to the "New Normal".

COVID-19 is reshaping our lives, the world we were used to is changed and we will not get back, resilience is not enough if we do not adapt and take advantage of the opportunities hidden in this challenge. We have learned we can count on reliable and fully committed healthcare professionals we called heroes. And we have learned that we can rely on a robust logistics backbone able to deliver food, health, and essential items to our houses. Key factor to the "New Normal" is a massive vaccine distribution. Which are the distributive strategies, the key actors, and the know-how we can count on to cope with this challenge in this emergency phase and in the future?

## Roundtable Digital Transformation in Supply Chain

**Chairman:** Igino **Colella Garofalo**, President, **CSCMP Italy RT**. **Panel:** Giuseppe **De Vincenzi**, IT Manager Transportation Applications Europe, **Electrolux\*** - Marcos **Paganini**, Vice President of Global Manufacturing Strategy and Deployment, **Johnson & Johnson Consumer Health** - Hans **Tahlbauer**, Managing Director Supply Chain, **Google** - **SAP**

## Roundtable Pharma&Healthcare Supply Chain: 'Pharma and Healthcare: Convergences and Divergences'

**Chairman:** Michele **Palumbo**, Adjunct Professor, **Università Cattolica del Sacro Cuore**. **Panel:** Andreas **Lohmeier**, Global Vice President Healthcare Logistic, **Hellmann Healthcare** - Stefano **Novaresi**, C-Level Executive-Healthcare Distribution Exper

*Metamorphosis of the Life Science Industry Through Generic Medicines, Biotech and E-commerce.*

Despite the strong slowdown in the global economy caused by the spread of Coronavirus, the effects on companies in the Pharma & Healthcare sector are generally positive. Companies showed great resilience, but with different emphasis on investment in R&D and change of supply and operating models. The sector will develop new business dynamics, such as non-hospital clinics, in-home help and use of digital channels, etc. Will R&D help vaccines detection or prevent infection with COVID-19? Will production cope with a partial conversion driven by the emergency? Online services, such as e-commerce proposed by pharmacies and mobile-healthcare services for remote control of patients, will provide a further impulse to the Pharma&Healthcare metamorphosis?

## Roundtable Retail Supply Chain

**Chairman:** Igino **Colella Garofalo**, President, **CSCMP Italy RT**. **Panel:** Michael **Bourlakis**, Director of the Centre for Logistics, Procurement & Supply Chain Management, **Cranfield School of Management** - Alessandro **Cernigliaro**, Direttore Supply Chain, **Leroy Merlin**

Retail is coping with a transition, in USA is called "Retail Apocalypse" and also in Europe impact of eCommerce, Covid-19 and aging population are changing the landscape. Supply Chain Management is the lever to succeed in new retail. Our panelists discuss about trends, challenges, models, solutions, and actions.

## Roundtable Fashion Supply Chain Re-Design

**Chairman:** Gianluca **Santori**, CSCMP RT Italy and Supply Chain Manager Europe, **TJX**. **Panel:** Mattia Alessandro **Lolli**, COO, **D1** - Paolo **Mollo**, VP Global Operations, **Moscot NYC** - Fabio **Roppoli**, Chief Operation Officer, **Safilo** - Valentino **Soldan**, Head of Logistics, **Benetton**

Italian excellence is not only made of product. Ideas and processes in the Supply Chain make the Fashion product competitive on a global level with performances that are increasingly adapted to the needs of the end user. This roundtable will discuss market changes and how companies in the sector are adapting to the redesign of the Supply Chain.

## Roundtable International Trade & Freight

**Chairman:** Igino **Colella Garofalo**, President, **CSCMP Italy RT**. **Panel:** Marek **Marzec**, Board Member, **EwaBis** - Silvia **Moretto**, President, **Fedespediti** and CEO, **D.B. Group** - Suzanne **Richer**, Director Global Trade, **E2open**

## PLANNING AND S&OP

Track Chair: Igino **Colella Garofalo**, President, **CSCMP Italy RT**

Pietro **Rossato**, Group Chief Operations Officer, **Carel**  
From S&OP to S&O Execution: Strategic Planning, Risk Management and Execution Driven by S&OP

Gianmarco **Mangili**, Supply Chain Director, **Kiko**  
Retail Revolution, Inventory Planning and Digital Transformation: a Make-up Leader Path

Stefan **Holmberg**, Senior Project Lead, **IKEA**  
Optimizing Inventory in IKEA Supply Chain

Jean-Philippe **Carray de Mussy**, Director Supply Chain Planning, **Metro AG**  
Integrated Planning: A Demand Driven Wholesale Strategy

Margarita **Romanova**, Supply Chain and Operations Lead, **GSK CIS**  
S&OP in a Complex Environment over Different Countries: East Europe, Middle East, and Africa



Timur **Gostik**, Demand & Supply Planning Director EMEA, **KAO Corporation**  
**S&OP in a Luxury Multinational: Complexity, Long Tail, and Several Issues to Be Solved**

Paolo **Ragusa**, Head of Supply Chain, **Arvelle Therapeutics GmbH**  
**Pharmaceutical Start Up: How to Bridge from Development to Global Commercial Expansion**  
Lean and Virtual Supply Chain Model. Key priorities. Differences US vs. EU. Key success factors.

**Other Speakers:**  
Marie Eve **Bedard**, Group S&OP Manager, **Carel Group** - Helmut **Leitner**, **CSCMP Switzerland RT - ToolsGroup**

#### Roundtable S&OP

**Chairman:** Igino **Colella Garofalo**, President, **CSCMP Italy RT**. **Panel:** Marie Eve **Bedard**, Group S&OP Manager, **Carel Group**  
Oscar **Diaz Marti**, Global Director Supply Chain Planning, **Campari Group** - Timur **Gostik**, Demand & Supply Planning Director  
EMEA, **KAO Corporation**

A new role for S&OP driven by Covid-19: from decision process to backbone for strategy, risk management, and, execution.  
Discussion will touch all dimension: Organization (processes, silos, conflicts), People (competencies, relations, and leadership),  
Business Processes, Tools (software and mathematic methods).



## SOURCING & PROCUREMENT

**Track Chair:** Paolo **Fincato**, Board Member, **CSCMP Italy RT**

Paolo **Bertolotti**, CEO and Operations Director, **IVAR**  
**A Success Story on Demand Driven MRP Adoption**

#### Others Speakers:

Marco **Gonnella**, Global Plant Director, **Fedegari Group** - Diego **Pedroli**, Procurement Director, **illycaffè**  
Grace **Woo**, Director Supply Chain Strategy, **McCormick\* - Nestlé - SAP**

#### Roundtable Procurement Planning

**Chairman:** Paolo **Fincato**, Board Member, **CSCMP Italy RT**. **Panel:** Paolo **Bertolotti**, AD, **IVAR** - Marco **Gonnella**, Global Plant Director, **Fedegari Group** - Roberto **Ziggiotti**, Supply Chain Manager, **Kelvin-Gruppo Rital**

In a rapidly changing environment, the horizons of certainty shrink, the variability grows. Planning is getting harder and harder. New approaches and models to address these complexities.

#### Roundtable Supplier Driven Innovation

**Chairman:** Paolo **Fincato**, Board Member, **CSCMP Italy RT**. **Panel:** Federico **Cella**, CPO, **PSC Components** - Michelangelo **Fani**, Procurement & Supply Chain Business Unit - Head of Engineering and Professional Services, **Leonardo Global Solutions**  
Marco **La Rocca**, VP Purchasing Electric Powertrain, **Marelli**

When you want to use your suppliers' ability to produce innovation, Customer-Supplier relationships change radically compared to traditional negotiation/commercial relationships. Supporting and developing a relationship of this kind can be very complex, but of great value for the Company.

#### Roundtable Supplier Sustainability

**Chairman:** Paolo **Fincato**, Board Member, **CSCMP Italy RT**. **Panel:** Fabiana **Bobba**, Governance Supply Chain, **SNAM** - Luca **Guzzabocca**, **ISO20400.org** and Founder & CEO, **Right Hub** - Stefano **Maksimovic**, Head of Production & Supply-Continuous Improvement South Europe, **Syngenta** - Diego **Pedroli**, Procurement Director, **illycaffè**

Developing environmental, social, and ethical sustainability in purchasing can have a great impact, but it can only be achieved if one leaves the purely economic logic of minimum cost. A cultural and managerial revolution that must be embraced and strongly sponsored by the top management in order to pass from words to deeds.

#### Roundtable Supplier Risk Management

**Chairman:** Paolo **Fincato**, Board Member, **CSCMP Italy RT**. **Panel:** Claudio **Nannetti**, Sourcing Risk Management Director, **Alstom** - Antonio **Piga**, Procurement Director, **Ansaldo Energia** - Claudio **Zuccolotto**, Advisor

Companies have focused on the core business and now they depend on a network of suppliers whose supply chain has stretched around the world. The crisis generated by the Covid-19 pandemic has highlighted how important it is to control Supply Risks and that it is not enough to do some documentary checks on direct suppliers. In order to effectively manage Supplier Risks, a more active monitoring of the Supply Chain must be implemented, not stopping at 1st tier suppliers.

#### Roundtable Evolving Role of Purchasing

**Chairman:** Paolo **Fincato**, Board Member, **CSCMP Italy RT**. **Panel:** Guido **Amendola**, Head of Corporate & Group Procurement, **SNAM** - Vito **Caradonio**, Senior Advisor - Giampiero **Carozza**, CPO, **Amadori** - Daniela **Parisi**, Capex & Maintenance Procurement Manager, **Loro Piana**

Markets have ever faster evolutionary dynamics. The need to adapt to change is increasingly pressing (an example is what happened with the Covid-19 pandemic). The role of Purchasing in this context can have a great impact for the company but it is increasingly moving away from the sole dimension of the "saving generation". What the CEOs ask to Purchasing Department and how the Procurement Managers can represent the generated value to the company.

**Track Chair:** Maurizio **Cociancich**, Academic Relations, **CSCMP Italy RT** and Michel **Stekelenburg**, President, **CSCMP Benelux RT**

Rob **Haddock**, Group Director Planning & Logistics, **Coca-Cola North America**  
Ben **Cubit**, SVP of Engineering, **Transplace**

## **Transportation Resiliency: Managing the Unpredictable**

Global Freight markets have been in flux since 2018 and there is no sign of stability on the horizon. The chaos of 2018 was a warning sign that shippers need to develop resiliency across their supply chains especially in the area of transportation since it can be a significant portion of the costs of goods. Best practices have been captured over the past few years with ongoing refinements ranging from the value of enhancing technology platforms to the value of relationships and the importance of having transportation specialists within your organization.



George A. **Giannopoulos**, Professor Emeritus, **Aristotele University of Thessaloniki**

## **Assessing 10 Years of Development of the Piraeus Sea-Land, Long Distance Transport and Delivery Service to Eastern Europe**

The port of Piraeus, the main port of Greece, that serves the urban agglomeration of Athens and most of the country, has been steadily developing into a main shipment and logistics hub for the international route network of COSCO shipping since 2008. The Chinese giant started with a concession to operate a single container Terminal in the port and gradually expanded taking over control a majority stake as well as the administration of the whole port, in 2016.

This speech examines the development of the transshipment and the land-sea express operations through the port of Piraeus over the period of the last 10 years or so. It also assesses the benefits, opportunities, and difficulties from the point of view of the China to Europe supply chains, but also from the point of view of the Greek economy. Special focus is given in presenting the innovative elements of this transport chain and the possibilities and future developments especially after the COVID pandemic experience.

Yuri **Martini**, Head of Supply Chain, **Ansaldo Energia**

## **'Turbina Monte Bianco' Project: How to Move a Very Huge Convoy on Road**

Michel **Stekelenburg**, Director Strategic Accounts EMEA, **project44**

## **Predictive Supply Chain Visibility: Mitigating Risk and Optimizing Efficiency & Chain Collaboration**

How SC Visibility can increase value for organisations, mitigate risk, optimise efficiency, and, better protect supply chains against future global disruptions. What has the impact of Covid-19 been on Global Supply Chains and why this has been an eyeopener to many global enterprises? Besides optimizing Control & Visibility on end-to-end Logistics processes, what other value does SC Visibility will bring to the organisation? What challenges can I expect when implementing SC Visibility (impact on core business processes, time to value) and how fast can I expect to get a ROI? How can SC Visibility contribute to increasing Customer Experience and improve collaboration across the chain? How will SC Visibility contribute to creating a cleaner environment?

Zeno **D'Agostino**, Presidente, **Autorità di Sistema Portuale del Mare Adriatico Orientale**

Interviewed by Massimo **De Donato**, Journalist, **Il Sole24 Ore**

## **Governance models for a competitive port system**

Infrastructure is not enough to bring value to a territory. Undoubtedly, the hardware plays a fundamental role, but without process optimization, the results risk not being satisfactory. This principle is even more valid in the logistics sector where the complexity and interaction between the players in the value chain are the main focus on which to concentrate efforts to obtain tangible results. The optimum of a point does not always correspond to the optimum of the system. For this reason, subjects capable of intervening within the logistics chain with a holistic vision are the engines of change and system efficiency. The construction of complex governance models, where the management of the node is only one component of the whole, brings new value to the territory in terms of economic activity and employment. The Port of Trieste, through the Port Network Authority of the Eastern Adriatic Sea (AdSP MAO), has been able to create, a quite unique case in the Italian scenario, an ecosystem of public/private relations between subjects able to generate logistic value, develop modal transfer and stimulate new industrialization processes. AdSP MAO through direct participation in bodies and companies and through dialogue, and therefore the creation of informal networks, has been able to encourage the consolidation of a regional logistics system capable of bringing benefits to the economy not only of Friuli-Venezia Giulia but of a much wider catchment area embracing a slice of Europe larger than the old Mitteleuropa. This has been understood by several international private and institutional actors and in this period, we are witnessing an interest in direct investment in infrastructure and economic activities on the territory which was previously difficult to foresee.

Dario **Calderoni**, Head of Supply Chain Digital, **Central Group**

## **What's Before the Supply Chain in an eCommerce? The Environment of eCommerce That Impacts Operations**

Antonio **Guadagnino**, CEO, **Paradigma**

## **Speech to be defined**

### **Other Speakers:**

Lucia **Buffoli**, Transport & Logistics Manager, **Mapei** - Ben **Cubit**, SVP of Engineering, **Transplace** - Andrea **De Martin**, Logistics Director, **OVS** - Andreas **Harth**, Professor, **Fraunhofer Institut** - Antonella **Teodoro**, Transport Consultant, **MDS Transmodal Ltd** - **COSCO Shipping**

### **Roundtable Transport Modalities**

**Chairman:** Massimo **De Donato**, Journalist, **Il Sole24 Ore** - **Panel:** Giuseppe **Casini**, President of the Board of Directors, **Adriafer** - Franco **Fenoglio**, former CEO, **Italscania** - Mario **Sommariva**, Presidente, **Autorità di Sistema Portuale del Mar Ligure Orientale**  
**Competition or cooperation between road, rail and vessel - the development of new scenarios**

## Roundtable Intermodality

**Chairman:** Giuseppe **Rizzi**, Secretary General, **Fercargo**. **Panel:** John **Keefe**, Public Affairs Director, **Eurotunnel** - Mauro **Pessano**, CEO, **Captrain Italy** - Massimo **Vannicelli**, CCO, **FAI Service**

**Modal Shift: Is the Time Right for the Iron Treatment?**

Iron is increasingly in fashion. Transitioning to rail mode with increasingly driven intermodal integration processes is the European Union's goal to decrease emissions and make transportation safer. As we integrate rail with road, market changes within these two modes push us towards complex reflections and innovative solutions.

## Roundtable Structure and Perspectives of Road Transport in Europe: Italy, Spain, and Poland Compared

**Chairman:** Francesco **Oriolo**, Journalist, **Logistica & Trasporti e Parts Truck**. **Panel:** Gennaro **Romano**, Quality Manager, **Romano Trasporti** - Ramon **Valdivia**, General Manager, **ASTIC**

The change in distribution logistics following the changed habits of the final consumer, the path of the Green Deal taken from Europe, the pandemic shock, are just some of the elements that will influence road transport in the near future, also leading to a different attitude of the Great Client. The situation and perspectives in Europe seen by three countries with a great tradition of road freight transport: Italy, Spain, and Poland.

## Roundtable eCommerce and Delivery

**Chairman:** Pierluigi **Cavicchi**, Group Supply Chain and Logistics Director, **De' Longhi**. **Panel:** Ivo **Boniolo**, Co-founder & Chief Operating Officer, **eNovia** - Brent **Jones**, European Head of Logistics and Operations, **Beerwulf (Heineken Group)** - Michiel **Muller**, Founder, **PicNic\*** - Ronald **Sonntag**, Global Head Business Development e-Commerce, **Kuhene+Nagel**

At a time when consumers are changing their habits, also due to events that are difficult to predict, it is necessary to rethink the approach to the market and therefore the organization of deliveries and consumer experience. For this reason, Supply Chains are put under stress to increase performance and rethink new sustainable ways of creating value.

## Roundtable Innovation Projects in Logistics

**Chairman:** Marco **Mazzarino**, Professor, **Università IUAV**. **Panel:** Sergio **Barbarino**, Research Fellow, **Procter&Gamble** - Gennaro **Ciccarelli**, Project Manager, **Elevante** - Emanuele **Gesù**, Head Small Scale LNG, **SNAM** - Edvard **Tijan**, DigLogs Project Lead Partner, Faculty of Maritime Studies, **University of Rijeka**

**New Frontiers in Research and Logistic Innovation**

Industry, universities and institutions are engaged in virtuous cases of research and development in logistics. Working in synergy allows to transfer innovations to the market and to decrease the externalities that by its nature the industrial process involves. The round table will focus on innovation in information management processes along the Supply Chain.



## WAREHOUSING

**Track Chair:** Luca **Brandellero**, Group Logistics Director, **Bialetti Industrie**

We operate in a more and more complex warehouse environment: Covid-19 impacts workforce availability, eCommerce pushes on service level and response time, demand volatility causes peaks and troughs. Our speakers present experiences in warehouse design, workforce training and optimization, equipment improvement and robotization.

Emilio **Chiolero**, Managing Director, **Corteco - FST Freudenberg Group**  
**Warehouse Automation As a Competitive Lever**

How to improve service level and capability in a competitive industry without sacrificing efficiency. Drivers, hurdles, and benefits of warehouse automation.

Carlo **Rafele**, Professor, **Politecnico di Torino**

**An Integrated Logistics Laboratory and a Digital Twin Development: First Results and Future Trends**

Detlef **Spee**, Department Head Intralogistik - und IT-Planung, **Fraunhofer Institut**

**Workflows in Change: Warehouse of the Future and Workplaces of Tomorrow. Drivers of Change and Trends**

### Other Speakers:

Thierry **Conte**, Supply Chain Director, **Sonepar** - Alessandro **Furnò**, Global Parts & Services Supply Chain Director, **Stellantis** - Luca **Maggioni**, Supply Chain Director, **Sacchi Elettroforniture** - Jack **Peck**, President, **FastFetch** - Rosella **Risso**, VP After Market Solutions Global Distribution, **CNH Industrial** - Valentino **Soldan**, Head of Logistics, **Benetton**

## SUSTAINABILITY

**Track Chair:** Paolo **Rangoni**, Sustainability Manager, **Poste Italiane** and Gleb **Mikulich**, Senior Consultant, **ToolsGroup**

Alessia **Barone**, Country Business Manager, **Sendeco2**  
**CO2 Compensation: Mandatory and Voluntary Quotes Market and Tools**

Andrea **Fossa**, CEO, **Green Router**

**The Environmental Performance of Logistics Sites...What's Next**

Sustainability of logistics sites is increasingly relevant and urgent: though they represent around 10% of total logistics carbon footprint, carbon neutrality is more and more common for new sites. From carbon accounting guidelines edited by Fraunhofer IML to the new research activities in the field - namely the Workgroup on logistics real estate at Milan Polytechnic "Osservatorio Contract Logistics" and the GILA consortium, where German, Italian and Latin American counterparts are studying how to achieve resource efficient logistics hub & transport.



Valeria **Franchella**, ECR Project Manager, **GS1 Sustainable Supply Chain: Measuring to Improve**

The GS1 Italy tools to support companies in undertaking a path of continuous improvement in their environmental performance, fostering a process of growth in the culture of measurement.

Susanna **Galli**, Sustainability & Intangibles Director, **Diadora Transition to Sustainability for a Sportware & Workware Brand**

The demand for a tangible integration of sustainability in business is growing at every industry: it is a long and complex journey to be designed on a purpose, vision and leadership basis and deployed managerially with focus on policies, actions, results. Diadora is performing a deep sustainability improvement transition at a wide range of activities, included a significant Supply Chain focus, with planned and measurable impacts on its stakeholders and environmental parameters.

Sandro **Innocenti**, Senior Vice President, Country Manager Italy, **Prologis Parklife: Improving Logistics Parks by Improving Worker Welfare**

Logistics real estate are changing, getting richer in technology and workforce. The profile of the average employee is rising and the competition on who will offer the best working conditions is just beginning. At the same time, properties need to obtain environmental certificates and ensure sustainability by reducing energy consumption and preparing for e-mobility. Prologis has launched the PARKlife project to identify which solutions are available to real estate owners to improve the comfort of buildings and logistics parks, while respecting the environment.

Pier Angelo **Spina**, Managing Partner, **Proserpina B-Corp** and Board Member, **PLEF External Integration: Deploying a Supply Chain Competitive Strategy for Sustainability**

Stakeholders' expectations on a resilient, competitive, and sustainable Supply Chain are increasing year by year, with additional scrutiny due to COVID-19 pandemic. This leads to a diversification of strategic and routine activities depending on many factors: sustainability baseline and targets integration, internal and external Big Data & heterogeneous information availability, digital innovation for tracking and circularity, organization purpose-led ecosystems and agile processes.

Sebastian **Jarzewski**, Professor, **Kozminski Universitat Short Supply Chains and Innovative Business Models to Address Sustainable Development**

**Other Speakers:** Fabiana **Bobba**, Governance Supply Chain, **SNAM** - Eric **Ezechieli**, Founder, **Nativa\*** - Massimo **Marciani**, Chairman, **Freight Leaders Council** - Claudia **Montanari**, Real Estate & Customer Experience Lead, **Prologis** - Donna **Palumbo-Miele**, **CSCMP Sustainable Supply Chain Committee**

**Roundtable Benefit Corporations and B Corps in Supply Chain**

**Chairman:** Paolo **Rangoni**, **CSCMP Italy RT**. **Panel:** Eric **Ezechieli**, Founder, **Nativa\*** - Andrea **Provini**, Sustainability Director, **Number1** - Stefano **Verna**, Operation Manager, **Cortilia - Chiesi Group\***

Benefit corporations and Certified B Corporations are both leaders of a global movement to use business as a force for good. Both meet higher standards of accountability and transparency. Both create the opportunity to unlock our full human potential and creativity to use the power of business for the higher purpose of solving society's most challenging problems, a new way of doing business?

**Roundtable Supply Chain Sustainability and Post Covid World**

**Chairman:** Gleb **Mikulich**, Supply Chain Specialist, **ToolsGroup**. **Panel:** Donna **Palumbo-Miele**, **CSCMP Sustainable Supply Chain Committee** - Massimo **Marciani**, President, **Freight Leaders Council**

EU and US are going to approve investment plans to recover from COVID with a size we have never seen. Billions of \$ and € that in the intentions of political leaders should bring business to a new level not only in terms of efficiency but also in terms of sustainability to help fighting against global warming and climate change. What can we expect as impacts for supply chain infrastructures and processes?

## HR & TALENT MANAGEMENT



**Track Chair:** Gianluca **Santori**, **CSCMP RT Italy** and Supply Chain Manager Europe, **TJX** and Miquel **Serracanta**, Executive Committee, **CSCMP**

Michela **Crespi**, HR Generalist, **IWT** - Roberto **Crippa**, SCM Director, **Tecniplast** and **IWT**

**Conducting Effective Operations in the 'New Normal' of the VUCA World**

The challenges imposed by increasingly volatile, uncertain, complex, and ambiguous business scenarios ask for a totally different leadership style, key attitudes, and distinctive traits for SCM Leaders and Professionals. The Military successfully reacted to similar challenges by redesigning some key elements in their doctrine and Leadership concepts. Should the Business do the same? And how? This session discusses about the above questions, presenting a turnaround initiative to cope with the "New Normal".

Gabriele **Ghini**, Managing Director, **Transearch Italy**  
**Twofold Dimensional Leadership and Stakeholder Capitalism in the Supply Chain**

**Other Speakers:**

Tom **Clark**, Practice Leader Supply Chain & Logistics, **Direct Recruiters** - Marilena **Dalla Patti**, HR Director, **Kuehne+Nagel** - Helmut **Leitner**, **CSCMP Switzerland RT** - Luigi **Mancioppi**, Chairman, **World Howell International** - Guido **Moscheni**, Head of Human Resources Segment Construction Equipments, **CNH Industrial** - Angelo **Ristuccia**, Division General, **Italian Armed Forces** - Luca **Saporetti**, Vice President of Global Supply Chain, **LivaNova** - Sergio **Vacca**, VP Education, **CSCMP Italy RT** - Corine **van der Sloot**, Global Director Education, **Inchainge**



### Roundtable Supply Chain Leadership

**Chairman:** Miquel **Serracanta**, Executive Committee, **CSCMP**. **Panel:** Michela **Crespi**, HR Generalist, **Tecniplast** - Roberto **Crippa**, Supply Chain Director, **Tecniplast** and **IWT** - Luca **Saporetti**, Vice President of Global Supply Chain, **LivaNova**

### Roundtable Supply Chain Competencies

**Chairman:** Giuseppe **Boschi**, Honor President, **CSCMP Italy RT**. **Panel:** Marilena **Dalla Patti**, HR Director, **Kuehne+Nagel** - Luigi **Mancioppi**, Chairman, **World Howell International** - Guido **Moscheni**, Head of Human Resources Segment Construction Equipments, **CNH Industrial**

What are the new required skills for the Supply Chain Manager in the post-pandemic Covid19 recovery? ... the point of view from the experts in the HR management and executive search.

The post-pandemic scenario and the need of recovery are demanding to the Supply Chains to be more resilient, flexible and agile. As a consequence of that, Supply Chain professionals and leaders may be required to have new competencies and skillset in terms of digital technologies as well as change management and leadership. In this context, we are going to discuss with the human resources directors and recruiting expert in regards of the availability of resources with these new skills in the market and new recruitment strategy for the Logistics function.

### Roundtable 'Next Project' (in Italian Language)

**Chairman:** Jean Claude **Marini**, Vice President - Membership, **CSCMP Italy RT**. **Panel:** Maria Cristina **Alfieri**, Director, **Associazione Next** - Riccardo **Calvi**, Director Company Communication, **Procter&Gamble Italy** - Igor **Hahn**, Head of Sales & Customer Experience, **ManpowerGroup Italy**

Association, Social Sustainability, Professional Training Within Supply Chain

In the Sustainable Development Goals (SDGs) set up in 2015 by the United Nations General Assembly, included in a UN Resolution called the 2030 Agenda, the target number 8 invites us to find new models that encourage lasting, inclusive and sustainable economic growth, full and productive employment and dignified work for all. A project, developed in Italy, is presented on how associations and partnerships between the actors in the Supply Chain can collaborate to help develop training and create social and work inclusion for the benefit of the entire community.

### Roundtable Supply Chain Opportunities and Career Development

**Chairman:** Miquel **Serracanta**, Executive Committee, **CSCMP**. **Panel:** Sergio **Vacca**, VP Education, **CSCMP Italy RT** - Two European young professionals to be confirmed

A discussion on market, competencies, SCPro and other levers that CSCMP offers to young professional

### Roundtable Redesign Supply Chains: Human Factor, Talent and Change Management

**Chairman:** Gianluca **Santori**, **CSCMP Italy RT** and Supply Chain Manager Europe, **TJX**. **Panel:** Aurea **Benito**, Corporate HR Director, **ISDIN** - Helmut **Leitner**, **CSCMP Switzerland RT** - Luca **Saporetti**, Vice President of Global Supply Chain, **LivaNova**

## BLOCKCHAIN

**Track Chair:** Enrico **Camerinelli**, VP Program, **CSCMP Italy RT**

It is widely recognized that with digital technology supply chains are more transparent, quality-rich, and competitive. The adoption of digital technologies will increase the quality and safety of products. In relation to these areas listed, blockchain can be used as a tool to support the reputation of companies. In the last year, the market has profoundly changed, and it is adapting to new dynamics that this virtual track wants to capture by introducing the foundational elements that put enterprise decision-makers in the condition to best identify use case applications of blockchain technology for their own business and for their business partners'. It is not a matter of learning how to develop software, but to understand from those who do it.



### Speakers:

Aljojsa **Beije**, Director, **BlockLab** - Claudia **Di Bernardino**, Consultant, **United Nations Economic Commission For Europe** - Igor **Dragar**, Chief Marketing Officer, **CargoX**

Yari **Borbon Galvez**, Senior Researcher, **LIUC**

**Secured by Blockchain: Developing Cyber-Risk-Free Supply Chains**

Roberto **Garavaglia**, Senior Management Consultant & Innovative Payments Strategy Advisor

**Self-Sovereign Identity and Distributed Ledger Technology to Support Logistics**

In this talk, the evolution of IDoT (Identity-of-Things) systems is analysed, thanks to the application of blockchain and DLT (Distributed Ledger Technology), declining the SSI (Self-Sovereign Identity) model to smart objects. The implementation of "dIDoT" (Decentralised Identity-of-Things) enables the efficiency of logistics processes based on distributed ledger, while respecting privacy and strengthening digital resilience.

Roberto **Gorini**, Founder, **Noku** - Achim **Jedelsky**, President, **Fibree**

**Blockchain Meets Luxury**

Armando **La Rocca**, **Università degli Studi di Padova**

**Blockchain Technology in Supply Chain Management. An Empirical Analysis**

Geneviève **Laveille**, Founder & CEO, **AgriLedger**

Grazia **Torrente**, Avvocato, **Studio Legale Torrente-Vignone** - Alessandra **Vignone**, Avvocato, **Studio Legale Torrente-Vignone**

**Considerations on Blockchain Use in Logistics and Transport** (in Italian Language)



## SUPPLY CHAIN FINANCE

Track Chair: Enrico **Camerinelli**, VP Program, **CSCMP Italy RT**

Payables, receivables, inventory finance, and documentary credit are all components of Supply Chain Finance (SCF) and represent the best proxies of how financial instruments offered by banks tightly interconnect with the supply chain processes managed by corporate clients. Just as logistics service providers bring more efficiency to the physical movement of goods, a bank can be similarly considered a provider of SCF services that streamline payments and optimize a company's working capital. Collaboration between supply chain partners increases visibility and trust, and this track collects experience cases

from practitioners on how SCF solutions and services support corporate cooperation to implement financially sustainable supply chains.

### Speakers:

Uzair **Bawany**, CEO, **Traydstream** - Federico **Caniato**, Full Professor, **Politecnico di Milano** - Giovanni **D'Addio**, Senior Fashion Operation Manager, **Hugo Boss**

Bob **Gravestijn**, Business Developer Trade & Supply Chain Finance, **ABN AMRO**  
**Automating Trade Document Checking**

Christian **Hausherr**, **GSCFF**  
**Global Supply Chain Finance Forum**

Peter **Mulroy**, Secretary General, **FCI**  
**Development of FCReverse: Building Blocks for the Creation of an International Reverse Factoring Community**

Diego **Tavecchia**, Head of Research, Technical Committees and International Affairs Department, **ASSIFACT**

Simon **Templar**, Professor, **Cranfield School of Management**  
**Supply Chain Financing and Pandemic: Managing Cash Flows to Keep Firms and Their Value Networks Healthy**

\*Speaker to be confirmed

- 
-  <https://www.linkedin.com/company/cscmpitaly/>
  -  <https://www.cscmpitaly.org/>
  -  <https://www.eventbrite.it/e/biglietti-cscmp-european-conference-european-research-seminar-italy-2021-137505260937>



 **ERS 2021**

*"Rethinking Supply Chains"*

For further information: [www.ers-conference.org](http://www.ers-conference.org)

**16<sup>th</sup> European Research Seminar (ERS) on Logistics and SCM** is a global conference with a European background. It is an interactive conference, which centers on intensive discussion of top-quality research and new developments among all participants.

This 2021 theme "Rethinking Supply Chains" calls for research that is extending our knowledge by providing novel perspectives across the different aspects of SCM ... and it is aimed at challenging current practices, thinking patterns, and paradigms in SCM by fostering forward-thinking discussions.



Organization and press office  
Studio Giorgio Vizioli & Associati Milan  
email: [segreteria@cscmpitaly.org](mailto:segreteria@cscmpitaly.org)  
Tel: +39 3355226110 - +39 0248013658 - +39 3317044898