

Set to play?

Resilience in the supply chain

Developing strong supply chain teams through a resilient mindset

The Good Roll finds answers to resilience issues in Ghana

In conversation with the Director of Smooth Operations

Working together for a sustainable, resilient chain

In conversation with Daan Bossink and Sam Smeets of Secrid



Foreword



Jan Schouten - Founder of international training institute Schouten and Nelissen and New Heroes Academy, skills training courses

Between dream and deed lie many obstacles


If you want something, wish for something, or hope for something, because you think something is important, you are going to act on it and that is wonderful.

At such a moment, you show initiative and that means you should expect resistance. Sometimes even hostility. But at any rate some backlash and frustration from other people. To keep persevering and conquer adversity in order to move forward, that takes resilience. You need to find solutions to the problems you encounter, but also minimise the chances of the problem occurring again. For that, you need self-learning ability; that means knowing yourself, and then getting to know yourself better. This takes a lot of energy and time, but it is great to see that many people have this resilience.

Set yourself a long-term goal and accept that the road to achieving that goal may be different from what you imagined. Your goal, when you fall flat on your face, helps you get back up and tell yourself: 'That bigger goal is what I am aiming for.'


To learn to become resilient, you should constantly throw yourself into new situations so that you learn about yourself. Asking for help here is the most powerful tool you have, but also the most difficult. Examining what you

have done so far and trying something different is something you can do yourself, but if you are open to help from those around you, you can increase your capacity tenfold. I am a huge believer in the power of individuals, but this power does not come without the help of others. You can find encouragement from others and thereby regain the strength to move forward towards your goal. This also touches in part on assertiveness; a powerful feeling inside to go for something, defeating all the insecurities you may initially have experienced. Nowadays, each group you deal with has different values and behavioural norms. This makes it very difficult to determine the right response in a given situation. In one group, it is enough to raise your eyebrow if you disagree with something, whilst in another you are expected to assert yourself with greater physicality. It is important to learn what your own boundaries are, and the boundaries of the people you interact with. Explore how you balance between aggressive and sub-aggressive behaviour to stand up for yourself without





"To learn resilience, it is best to constantly throw yourself into new situations"

needlessly hurting the other person. This way, you can turn resistance from the other person into progress towards your goal.

Resilience is a very interesting topic in this day and age. We live in a world where innovations are flying around our heads. With all the information from around the world available with a click, we are hugely distracted. There are lots of things that are really important to the world. Figuring out how to defend yourself against the tidal wave of information without immediately shutting yourself off from it, and still maintaining your own goals and values, is a difficult balance. Learning to deal with setbacks from your immediate environment or from the larger world around us helps you become more resilient. So decide what you stand for and what you are going for, then you can achieve great things! 

 **Marielle van Gastel** - Set
Ujendre Ramautarsing - Set
Evie Jetten - Set

 5 minutes

 Set of supply chain professionals

Helping each other to move forward

It was an eventful year, said **Ujendre Ramautarsing** Founder & Managing Director at Set. A year that initially seemed to offer some relief. "The corona measures were loosened and our trainees thought it would be like before. It soon became clear that this would not be the case. Russia's invasion of Ukraine has had a huge impact." A year also characterised by high inflation, the nitrogen crisis and a shortage of affordable starter homes. "Changes that require resilience in the supply chain, in the team and from individuals."

Growth

Demonstrating resilience - the theme of this magazine - **Ujendre**, **Evie Jetten**, Recruitment Consultant & MarCom Specialist, and **Marielle van Gastel**, Director Business Development, together look back on a year in which Set grew not only in terms of employee numbers, but especially on a personal level. Sitting around the table of the regular 'training venue' Watletjenu in Zaltbommel, the trio look back at the recent past and to the future.

Ujendre: "We have grown rapidly over the past year. There are now 20 in our team. This was not an end in itself. We aim for satisfied customers and employees. In doing so, we make a commitment to develop future leaders. We are working hard on that."

Marielle: "It is very nice to have built a bigger team, but for the future we are focusing on an even more

sustainable relationship. We are investing in that. Not placing someone at any cost, but investigating whether a person really fits our client's requirements."

"In our book club this year, we read a book called Doughnut Economics. Finally a real alternative to the growth economy. A masterful book on new economic thinking. The book shows how prosperity and well-being can be guaranteed for all. Interesting discussions arose within our team. It encourages other ways of growing."

Sustainable employer



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"We have grown rapidly in the past year"

In 2022, for instance, Set launched a committee to make proposals for becoming a more sustainable employer. **Marielle:** "We have seen some great proposals. Like going on holiday by train to earn extra vacation days. Or serving vegetarian dishes as standard during meetings. People who do want to eat meat should give advance notice. This venue [conference centre Watletjenu, ed.] fits in nicely with that proposal. All local produce, lots of vegetables and no meat."

Ujendre: "Another great example I think is to reward people who have their salaries paid into a sustainable bank." **Evie:** "With these ideas, we are really showing that things can be done differently." **Marielle:** "It is also very important for me personally to engage in sustainable activities with the team. This could be anything, such as very simple street cleaning, or it could be a bigger sustainable project."

Better Time Stories

Set also managed to help in a social setting in 2022. **Marielle:** "With Frans Pannekoek [former COO Tony's Chocolonely, ed.], and the trainees, we had a team meeting. It was a fun session about sustainability in the supply chain. Frans mentioned that he volunteered at Better Time Stories (see page 22). An initiative by Andriy Shmyhelsky, where children's books come to life and parents and other family members can record their voices remotely as they read a children's book aloud." **Ujendre:** "Later, Frans told me they were looking for a project manager there. We started looking for an opportunity."

For one of the trainees, there was time available. **Ujendre:** "By letting her work on this assignment, she has become a project manager at Better Time Stories 'for free'. This feels much better than donating money to charity."

So, using our knowledge, we contribute sustainably to this initiative. A solution that works well for all parties. So good, in fact, that we are deploying a second trainee, who is briefly without an assignment, to Better Time Stories."

"Practising what we preach"

The year has also brought changes on a personal level. Evie, for example, gave birth to a son in September. Arranging her replacement was a challenge, explains **Ujendre:** "Evie has a very wide range of tasks." Set hired a trainee from an online marketing company. "This way, we practise what we preach. We bring in a specialised employee who again improves our processes. This is the same benefit that our trainees achieve with our clients. It's great to experience for yourself how well this pays off."

Not sitting still

Trainees without an assignment do not sit doing nothing, as is demonstrated by the resilience card game. **Ujendre:** "The idea for a card game came about when one of


the trainees was without an assignment for a month. The subject of the magazine was well known. We wanted to develop a game that addresses the theory around resilience in a playful way. Each time a different trainee was between assignments, they developed the card game further. In a few months, it was there. I hope that by playing the game, it will encourage a discussion within teams, resulting in professionals remaining longer and enjoying their work in supply chain functions."

Evie: "It is wonderful and very typical to see how within Set we always look for a suitable solution. By mid-January, my maternity leave is over. What I am hearing now makes me feel extra keen to return soon."

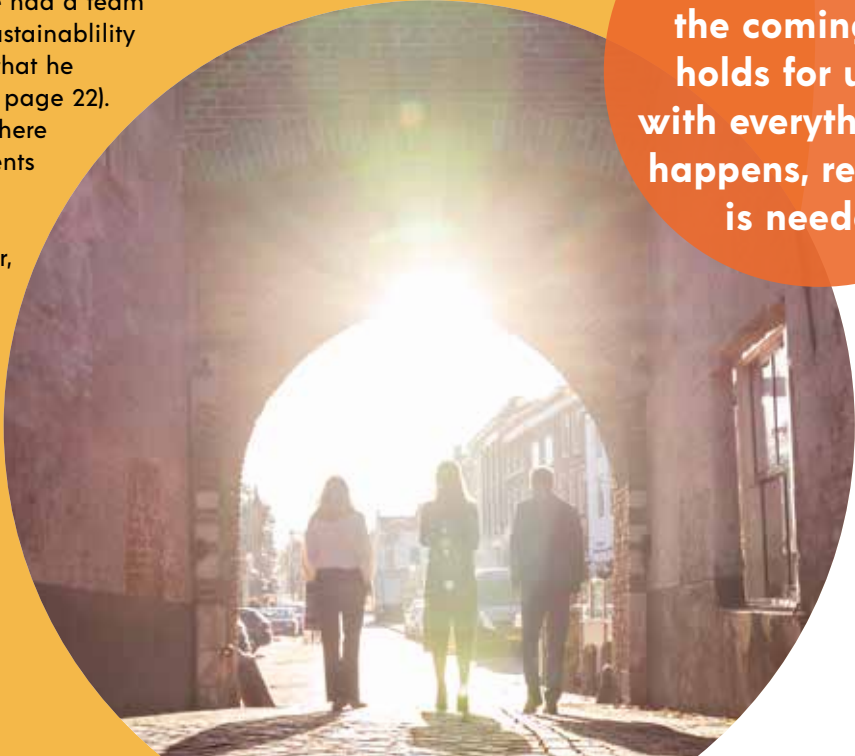
Looking ahead

Greater sustainability is high on the 2023 agenda. "And a greater international presence", **Ujendrestresses.** "The market is so much bigger when you include non-Dutch-speaking trainees. That is why our working language has been English since the start of this year. Soon, we will hire our second trainee from outside the Netherlands."

Seeking to connect with each other remains important for 2023 as well. **Ujendre:** "I notice that people are less likely to call each other. Maybe that's because of corona. And another consequence was that the youngest trainees did an entire master's degree online from home. They are less likely to ask each other for help when it matters. It is precisely this asking for help that is needed to move forward together."

Ujendre: "We don't know what we will be facing in the coming year, but with everything that happens, resilience is needed. Our trainees learn to anticipate developments, be flexible and not get upset when something unexpected happens. Trusting them to keep adapting, if necessary with the help of our team." 

"We don't know what the coming year holds for us, but with everything that happens, resilience is needed"





Jasper Ligthart - Betronic
Jill van der Tuin - Set
Freek Hamers - Set



5 minutes



Interview

In conversation with Jasper Ligthart of Betronic

Steering Shanghai from Amsterdam

Jasper Ligthart is chief operations officer (COO) at Betronic. A company that both develops and manufactures innovative electronics for other companies. Betronic was launched forty-five years ago as a development agency, later also becoming a production agency. Betronic works on customers' ideas. **Jasper** "We develop and produce on behalf of customers. These new developments are used by our customers to strengthen their competitive position in the market." Electronics development and supply chain control is done from Amsterdam. But we have our own production site in Shanghai. Jasper works from Amsterdam and is responsible for managing production. **Jill** and **Freek** sat down with him to discuss resilience in the Supply Chain and what resilience means to him.



"We ask our suppliers to be open and transparent about the issues at hand"

Freek: First, please tell us something about the production site in China.

Jasper "We set up that location all by ourselves during the period of Covid. That is now a year and a half ago. Since you can't actually go there these days, you organise it differently. We have carefully considered which decisions will be made from Amsterdam and which locally, as we cannot influence everything remotely. As a result, you come to a clear alignment beforehand. It's actually super structured. You leave more up to them. But we would actually like to go there now for some fine tuning, since some issues cannot be managed from a distance and have to be discussed face to face. But

the corona rules are stricter there, unfortunately."

Jill: How did you deal with the severe lockdowns in China when the factory also had to close?

Jasper "That was very difficult. We have been closed all of April. The most important thing is to maintain stock in the chain, specifically holding stock in places that avoid trouble if China locks down. We work with suppliers who have one warehouse in Europe and one in China. So, if China goes on lockdown for an extended period, we can still move forward. In addition, parts availability is one of the biggest challenges we have in the electronics market."

Freek: Such as chips?

Jasper "Yes, at the beginning of this year it was absolutely terrible. Right now it is stable, but stable in a bad way. I tell my clients to make sure they know their needs at least a year in advance. Even then, I'm not sure a year is feasible. We expect the situation to gradually improve. I expect this situation of stronger demand than supply to last for up to five years. As soon as we realised what was going on, we started explaining things to our customers. We tried to gain their understanding." "In addition, we have the advantage of knowing our products very well. This will allow us to explore alternatives for the parts. As a final step, we can perform a redesign. This means that we redesign an existing product so that it can accommodate another new chip. Redesigns are becoming increasingly common. Mainly because of the extortionate prices being charged. People are demanding for chips that normally cost two and a half euros, a price of one hundred and eighty euros without batting an eye."

Jill: How do you ensure a lasting relationship with your partners?

Jasper "We introduce a new product every two or three months. Occasionally a product goes out, but more comes in than goes out. Every product is slightly different and every product has different challenges. So we are asking quite a lot from our partners. We are therefore

engaged in many discussions with, in any event, our major producers and suppliers. The most important thing is to be understanding.

We ask our suppliers to be as open and transparent as possible about the issues at hand so that we can also look together at the best solutions. For that, you have to make a good choice at the front end of the kind of parties you are going to work with. Which parties are a good fit? Which parties show flexibility?"

Jill: What do you expect the supply chains of the future to need to remain resilient?

Jasper "I think there is a lot to be gained in terms of information and transparency of data in the supply chain. Transporting physical goods in our business is not that exciting, but there is still much to be gained in giving customers accurate information about delivery times. At the time of ordering, what are the exact delivery times of the required parts and, what is not yet happening, how you get these accurately and clearly presented to customers."

Freek: How do you ensure you stay resilient as a team?


Jasper "We work in a stressful environment with many international suppliers. This sometimes leads to difficult working situations and high pressure. Therefore, it is important that we are very relaxed with each other within our organisation. We have a flat organisation, you can go to anyone. From the management to a colleague sitting next to you. In addition, we pay attention to each other. When you see that people are struggling with something, you give them your attention. We discuss problems and don't dwell on them. If you share a problem with someone, those problems are already a lot easier or lighter."



Jill: How do you make sure you remain resilient yourself?

Jasper "I am a positive-minded person. If something arises, my attitude is: we will fix it. In my opinion, it is important to be able to handle different situations flexibly. If you constantly see problems within supply chain management, your job is no fun at all. The challenge energises me, and keeping balance is important. Working hard is fine, but you also need to keep doing your own things alongside your work. If I am very busy at work and I don't exercise, I have a bad week. If I can just enjoy my sport, then I'm fine."

Jill: It's different with me. Sometimes I think: oh dear, now what? I still have to learn the right approach.

Jasper "Yes, you really need to get flying hours. At some point, you know you will find a solution. After just a month of working here, I also thought: it's going to go all wrong. It was very reassuring that one of the directors then said to me: 'Jasper, we always fix everything, don't worry!' And he was right. Sometimes you need to hear that. It always works out." 

Lara Kuijpers on the added value of her traineeship at Set



Lara Kuijpers has been working as a supply chain trainee at Set supply chain professionals (Set) since 2020. After her pre-university education, she consciously chose a higher professional education course. "I saw that there was a mismatch between what you learn at university and how things work in practice." She also loves working with different nationalities. The choice became international logistics. She then pursued a master's degree in Supply Chain Management at Maastricht University. She is driven to learn a lot, both about her subject and about herself. At Set, she finds a hundred per cent match.

Thomas How did you end up at Set?

Lara During corona (2020), I started looking for a job. Set was not number one on my list, I was looking at companies like Unilever and ASML. Two companies where I had job prospects. However, this was reversed by corona. I was very shocked by that. Especially by the way that they were economising on talent .

During my master's, I attended a guest lecture by Ujendre and got to know Set. I took a copy of the Set supply chain magazine and put it with my stack of possible job options. Finally, I decided to approach Set. The fact that I could speak to Ujendre directly, see his genuine interest during our conversation, and the small scale of Set really appealed to me. The design

of the traineeship was another reason to go for Set. You do different assignments at different companies. With each task, you train different skills. Set is still a hundred per cent match with what I was looking for at the time. I want to develop and Set is investing in that. Even in turbulent times like during the corona pandemic.

Thomas What did you find most challenging about the assignments at Set?

Lara Every assignment has a challenge. When I was with the company Keter, I had a customer service team of five under me. There I learned how to deal with a team. With the emotions within the team, for example. Managing a team is very different from managing a project.

The role at Royal Canin was the most challenging. I

"I have already learnt more than I could ever have learnt at an ordinary company"

was end-to-end project manager there for a year and implemented a planning tool within two departments. A dynamic project with a large budget and an international project group. I had no experience in demand or supply planning before, which made it extra challenging.

Thomas Was it difficult to empathise with the roles of supply and demand planners?

Lara We set clear expectations of each other at the beginning of the project. They were aware of my inexperience in that area. I learned a lot from an experienced demand planner at Royal Canin. In addition, I did all project management tasks. This left the planner free to focus on consulting. I also drew a lot from the literature.

Thomas What disappointed you?

Lara You naturally go through enjoyable and less enjoyable moments during your assignments. This is how I found out that a specialist role, as a demand planner, did not suit me as much. That realisation allows me to better define what I do like and what steps I would like to take. In my previous assignment, for example, I had nothing to do with the product. So I felt no connection with it. It gave me no energy. Instead, I want to have a connection with the product or service we are working with.

Thomas What did you learn that you did not expect to learn beforehand?

Lara Most of all, I learned a lot about myself. I thought I knew myself well already, but Set has given me new insights. In Set's trainings, I learned to become self-aware.

Unconscious behaviour is picked up by others. You may then come across differently from what you intend. Personal reflection is also an important issue. I found that difficult. I also found it difficult to deal with feedback. Receiving negative feedback was quite new to me. I realise now that you will get feedback all your life. I have learned to deal with that well. I filter this into my personal life as well. For example, how I come across to friends. I ask more questions now, where I used to give advice rather than ask questions first.

Thomas What do you think of the training courses offered by Set?

Lara The training sessions are very diverse. They focus on soft skills as well as hard skills. They definitely add something to my development. In the beginning, I found it difficult to set my own development goals. What did I want to get better at? I had no idea.


Through the training sessions, you get tools to formulate those goals and write out a corresponding development plan. The training is more of a process than a one-off. What you learn in the training, you apply to your assignments.

I also find that clients appreciate that you are training; that you feel invested and can continue to grow.

Thomas Is working at Set what you expected it to be?

Lara Perhaps beyond expectations. I have already learnt more than I would have ever learnt at an ordinary company. This is mainly because of the mirror they hold up to you at Set: "what's next?", "what will you look at next?" and "what will you invest in next?".

When I compare myself with colleagues or peers, I really see a difference in the level of self-development and capacity for reflection. You have to be able to adapt quickly when you begin a task; quickly grasp what is going on. I have become much more flexible.

People often have the idea that they can really make career moves at big companies, but I actually think the personal contact within a small company like Set is hugely underrated. 



Lara Kuipers

Age: 25 year
Education: International Logistics (University of Applied Sciences) and Master Supply Chain Management University Maastricht
Research internships: A five-month internship at Distell in South Africa. Two internships at Nike in Belgium


2020 - Present: Trainee at Set supply chain professionals.

2020- 2021: Project Manager at Lion, manufacturer of fire equipment. During this assignment, Lara was responsible for implementing an ERP tool.

2021- 2021: Customer Service Team - Leader at Keter, a company that makes plastic items for indoor and outdoor use. Lara managed a customer service team of five. This team was responsible for factory outbound to customers.

2021 - 2022: end-to-end Project Manager at Royal Canin, part of Mars. Royal Canin makes premium dog and cat food for sale in pet shops, at vets and breeders, and online. Lara implemented Royal Canin's planning tool globally, within two departments of the Benelux organisation.

 **Pien Smit** - The Good Roll
Carola de Jong - Set
Thijs Koster - Set

 5 minutes

 Interview

Interview with Pien Smit

The Good Roll finds answer to resilience issue in Ghana

A product used by everyone, every day, making things a little easier and brighter for the world. This was the concept behind The Good Roll. Five years on, they have their own premises in Weesp and supply 100 per cent tree-friendly and sustainable toilet paper to both the consumer and business markets. This scale-up is making an impact in several areas. For instance, the company offers opportunities to people with a labour-market disadvantage, sells only recycled or bamboo toilet paper, and uses half of its net profit to build toilets in Ghana. **Thijs** and **Carola** interview **Pien Smit**, who started as Floor Manager and is now Director of Smooth Operations.

"Important traits are perseverance and intrinsic motivation"



During an inspiring tour, Pien talks about her role and the challenges faced in The Good Roll's interesting supply chain.

Carola: Who is Pien and what do you all do for this lively company?

Pien: "I am 28 years old, and have been working at The Good Roll for a year and a half. Within the company, I am responsible for Operations, HR and Finance. I also spend part of my time working on activities in Ghana. My previous work experience within a sustainable catering business taught me something important. By constantly improving small things, you can eventually take big steps together. I have applied this thought process to The Good Roll. I try to make sure every day that someone feels happier, whether that is someone in the workshop or someone in Ghana. Then it makes me happy too. If everyone contributes a little bit, we can make the world a better place."

Thijs: What does supply chain resilience mean to The Good Roll?

Pien: Resilience is very important for us because, as a scale-up, we go through a lot of changes. Changing conditions, such as rising energy and transport costs, as well as staffing, are challenges. For example, it sometimes happens that when a large order needs to be packed, everyone has to help, regardless of their position. In addition, the growing shortage of recycled paper affects us. So plenty of internal and external challenges where resilience matters.

Carola: How do you deal with the shortage of recycled paper?

Pien: We knew a solution was needed to this problem. Therefore, we had already looked for an alternative raw material: bamboo. Bamboo is mainly produced in China, so there too you are faced with rising transport costs. Hence, we used our contacts and network to start a bamboo toilet roll factory in Ghana. By doing so, we give Ghanaian farmers an additional source of income, provide economic activity and guarantee our own supply of raw

materials. Ultimately, our ideal is to switch completely from recycled paper to bamboo.

Carola: That is a tangible example of how you put supply chain resilience into practice. But if you then look at personal resilience, how important is that in your job?

Pien: When I left Hotel School, I went to work for a sustainable catering company through my network. Despite having nothing to do with sustainability, I became interested in the subject there. I ended up learning a lot there. I also laid the foundation for the work I do now: making lasting change through small steps. Looking at my personal resilience, I believe everyone is responsible for the success of their own journey. I get a lot of energy from being creative, being open to solutions and making an impact together. If I don't know the solution, someone else on the team does. For example, a large order came in just before King's Day. Many employees were off work and I had no idea how we would manage this. Fortunately, my colleague came up with the idea of seeing the order as an event, which is something I was used to from my first job. In the end, we worked as a team late into the night and shipped the order on time.

Carola: What qualities do you think are important for new employees on your team?


Pien: Perseverance and intrinsic motivation. We are a scale-up that just wants to power ahead. So it is important that our employees are intrinsically motivated to get the maximum output. You have to really believe in our story, who we are and the impact we want to make. I also think it is important to show initiative even if you sometimes make mistakes. Not everything has to go right, as long as you are honest, indicate that you don't know and ask for help. Everyone goes through it sometimes or doesn't immediately have a solution. Then we help each other within the team or look for someone who does know a solution. It is characteristic of us that we want to make

an impact and have perseverance.

Carola: Perseverance, like resilience, is of course about carrying on after a setback. Are you expecting many challenges in the near future?

Pien: We are also on the eve of major changes within the company that are linked to our growth. We will soon be switching to a new financial software system that communicates with other departments, we will implement a new Warehouse Management System, and we will remodel. This growth will also eventually require additional people. It is also important that they fit within our team and culture to make this change successful.

Thijs: Do you have any tips for young professionals to become more resilient and find their place in their work?

Pien: Networking! My father always said to me: "Get your profile updated now". Show initiative and seek out interesting people or companies. Connect and build your own network. Learn from the stories of others and explore your motivation to work. Find a company that warms your heart and makes you want to be there seven days a week, so to speak. Most importantly, be open to whatever comes your way. You are always learning. Even when things don't go well, you learn to plan, time things, for example, and find out what you want and don't want. You will take everything with you into the rest of your career! 





Anne Yntema - Set
Marit van Beuningen - Set
Thomas Verra - Set



5 minutes



Resilience

Resilience within Set

We sat down to talk with **Anne, Marit** and **Thomas**. Employed by Set, with different levels of experience. We looked at how resilience plays a role in both their personal and professional lives. How does it help to make an impact and why through Set?

How does working at Set help you become more resilient?

Anne: Within Set, we know each other, we can make mistakes and the focus is on learning. That helps you become more resilient. Because you work in multiple companies within a relatively short period of time, then you learn to deal with changing circumstances. You also learn how to use your skills to achieve your goal here.

Thomas Set creates opportunities to discuss issues you encounter in the workplace or in your personal life. Like during team meetings and contact with other trainees. Those occasions play a determining factor in resilience. With minimal experience, this allows you to tackle bigger issues and be resilient.

Marit: Set challenges you to step out of your comfort zone, make yourself vulnerable. This ultimately makes you more resilient.

Why did you choose to work at Set?

Thomas What made me choose Set was the feeling that it is about the trainee and not the company. You are listened to carefully and they exude calm - something often lacking in the hectic supply chain world.

Marit: The personal support, development opportunities, diversity of assignments and small scale made me feel an immediate match with Set. People put their heads together and there are many opportunities. In addition, Set organises activities such as book clubs, dinners, team meetings and get-togethers. That social aspect of Set also immediately appealed to me.

Anne: The opportunity to be able to develop myself and see multiple companies in a wide range of industries. In addition, you can perform

multiple functions within a supply chain in a short period of time. That combination attracted me. Set is personal, diverse, small and therefore accessible.

Does resilience affect the impact you can make?

Marit: Absolutely, and especially within supply chain management.

Anne: There is a very big chance that something happens that you did not expect or have no impact on. By being resilient, handling this unexpected event in a good way and acting from your strength, it makes your impact a lot bigger.

Marit: You can't influence everything, but how you deal with certain events is in your control. By being able to switch easily and adapt where necessary, I believe you can make a big impact precisely in unexpected situations.

Thomas
"Don't get completely absorbed in day-to-day operations, but also look at how the bigger picture is evolving"





Anne:
"Deal with unexpected events in a good way and act from within your strengths"

Anne: An environment where you can grow and continue to develop is very valuable. It is easy to start something, get bogged down in it and not look up or around you. But the world is so much bigger and wider, with infinite possibilities. You need to be open to seizing these opportunities and going on an adventure. Mistakes happen anyway. See mistakes as valuable lessons that help you grow and develop. In addition, the people you work with are important because you achieve more together.

Marit: Connection is incredibly important. You can have such good ideas and solutions, but if the majority does not want to move with you, the results will not materialise. Therefore, listen carefully to the people around you, be clear and open in your communication. Make sure you create support. Not everyone always has to agree with you. It is precisely these conversations that are valuable to achieve good results.

life, that you find ways to relax and switch back when needed. Don't be too hard on yourself and focus on the things you do have influence over.

Anne: Having a good foundation to build on and being able to prioritise is an important start. To consciously work from the goal you are pursuing, be open to learn new things and ask questions. Recognise that you cannot know everything. You will have to take action to achieve success. Have the courage to fall in order to get back up again. Realise that there are often several roads that lead to Rome. ◻

Thomas You need to be able to move with your environment and react when the unexpected happens. How you act in such situations contributes to the impact you make.

What are your key take-aways from the various assignments?

Thomas Communication is key. Good communication between individuals or departments keeps the flow streamlined. Then others can move with change, reducing the impact of the bottleneck. This can range from a colleague coming to your aid to reduce the workload to bringing in a second supplier in times of supply shortages.

How do you stay resilient?

Thomas I think it is important to step back from time to time to remain resilient. Ensuring that you are not completely absorbed in the day-to-day work, but regularly review how the bigger picture is evolving. This also allows you to notice and react to changes that are less sudden earlier.

Marit: Don't try to solve everything on your own. Ask for help where needed and be open to colleagues, friends and family. In addition, be open to feedback and don't get stuck in past 'mistakes'. It is important, both in work and private



Marit:
"Not everyone has to agree with you. It is exactly conversations like those that are valuable for the outcome"

In conversation with Daan Bossink and Sam Smeets of Secrid

Working together for a sustainable, resilient supply chain

Dutch B-corp Secrid focuses on sustainability, social responsibility and collaboration in the chain. From their modern headquarters in The Hague, the company designs handmade and sustainable card holders and sells them in more than 80 countries. **Marielle, Anne and Thijs** talk to **Daan Bossink** and **Sam Smeets**, Supply Chain Lead and Sustainability Strategy Lead respectively.

Marielle: Where are your sustainability challenges?

Sam: When we talk about sustainability, we look at people, planet and profit. How can we contribute to 'people' and 'planet', but also ensure our continuity (profit). We also look at how we deal with our people in the office, but also how we deal with other players in the chain. Our biggest challenge is the environment. How can we reduce our impact on the environment? We focus on circularity and the lifespan of our products. Ideally, we use regenerative materials as much as possible and we give materials in our products a second future. This requires a lot of collaboration with suppliers. Getting suppliers to go along with our plans makes it challenging.

Marielle: Do you consciously work with local suppliers and sheltered workshops?

Sam: Yes, there are several reasons to do it close to

Thijs: How did Secrid come into being?

Daan: Secrid's owners launched a design agency. In addition to several major design commissions, they sold Bodycard from 1997 to 2007. Bodycard is a plastic card holder that protects against bending and breaking of cards. About 650,000 Bodycards were produced during this period. In the crisis of 2008, many design commissions stopped and they continued to develop the 'card protector'. They put together the first aluminium card holders with friends and family around the kitchen table. Due to rapid growth, some of the production work was fairly soon taken over by a sheltered workshop in Leiden. At a later stage, a leather cover was added to the card holder, giving the product more the look of a wallet. This is how we now offer our wallet in more than 170 different types.



home. We work with over 50 suppliers, more than eighty per cent of which are in the Netherlands. We need to keep less stock due to these short distances, which is better for the environment. In addition, European standards ensure better product quality, whilst working conditions in Europe are often better than on some other continents. This sourcing strategy ensures a fair supply chain. The shared culture and language also has advantages for communicating with our suppliers.

Daan: The short lines of communication with the supplier also contribute to the resilience of our supply chain. Buying and producing locally not only ensures a sustainable operation, but also creates the ability to move quickly if, for example, an order goes wrong. That is why we focus on intensive cooperation with local partners.

Thijs: Do you also look beyond your own suppliers? So further upstream in the supply chain?

Daan: We do discuss this with our suppliers. We require some products, such as leather hides, to come from cows in Europe. We do this for not only for quality, but also for animal welfare. We also aim to source and produce as much as possible in Europe and the Netherlands.

Sam: We want to make the whole chain transparent from a sustainability point of view. For example, by talking to suppliers in person to find out where they source their materials. We also share our ideals. Then, together, we figure out how to further align and jointly map out the next link in the chain. We connect suppliers to build on mutual cooperation.

Thijs: Looking at risks in the coming years, how do you prepare the supply chain?

Daan: Because Secrid is a financially sound company, we have scope to make certain choices. One of the risks is rising energy prices causing some plants to close. By keeping a larger stock at our sub-assembly, we guarantee our production for a longer period. This makes our supply chain more resilient.

Sam: To do this, we mapped which components are critical to our final product. Based on this, we partnered with our suppliers to reduce their risks as

well. Our cooperation with suppliers is based on trust and without contracts, and it's going very well. However, we do spread the risks by working with multiple suppliers who can supply the same kind of products.

Anne: That seems quite a challenge to me, to create transparency in terms of sustainability, when you work on the basis of trust and without contracts.

Sam: We want everyone to get a fair share of the pie. We also help our partners invest, ▶



Daan Bossink
Supply Chain Lead

"The short lines of communication with the supplier also contribute to the resilience of our supply chain"



Sam Smeets
Supply Chain Lead

whether in materials or knowledge. When we have a training session, we also invite them to join us. We are more colleagues of each other and really try to work together. That does provide a trusted basis with which we can increase transparency in the supply chain in the context of sustainability.

Marielle: That's ideal, is that why this makes you so resilient?

Sam: Yes, certainly. This applies throughout the chain. We see that, because of our approach, suppliers are also seeking much greater cooperation with each other, without our involvement.

Daan: That's really cool to see. We want to build bridges and ensure that suppliers also get to know each other. One way we do this is by organising an annual event with and for our suppliers. This results in really nice collaborations, which also go beyond the scope of Secrid. It is very valuable for them to be able to share knowledge. As suppliers visit each other, they learn something about each other's processes, which strengthens cooperation.

Anne: Apart from suppliers, where else do you see challenges in the chain? For example, towards the customer?

Sam: We are also discussing sustainability there.

It is important to us that a product lasts as long as possible. This is where our retailers play an important role. We have developed a repair kit that we supply to retailers free of charge. This kit allows them to maintain and repair our products. So consumers can now go to a local retailer for repairs, extending the life of our product.

Anne: What role does resilience play in your human resource management?

Daan: We look at who you are as a person. An individual's values are more important to us than the pieces of paper you have. Obviously, affinity for the job and skills are important, but values that match those of Secrid are more important. Maintaining the culture in the team will keep you resilient as a team.

Within our organisation, you will be given a lot of responsibility and freedom. That creates a lot of energy and contributes to Secrid's success, but it has to suit an individual.

Sam: We have no hierarchy in our organisation. As a result, people are willing to take over tasks from each other. Creating transparency about what is going on within the organisation and on a personal level is very important for our resilience. In addition, the


great working conditions contribute to the resilience and flexibility of our team. Such as a healthy lunch, a cycling plan, yoga and mindfulness sessions, and, if required, access to mental help from professionals.

Marielle: You achieved B-corp certification in 2021. This is a milestone. What is your end station?

Sam: Sustainability has no end station. The aim is not to increase the B-corp score, but to be responsible. The B-corp questionnaire mainly helps us find areas of improvement that we had not thought of ourselves and measure progress. Our goal is to reduce our impact on climate change, water consumption and energy use by 75% by 2030 compared to 2019.

Thijs: Do you have any tips for young professionals to take into their careers?

Daan: Good listening has brought me a lot. Throw yourself in at the deep end, it will make you stronger in the end. Make sure you are open to feedback, because you never stop learning. Look company-wide at how your actions and choices affect other departments or links in the chain. Make sure you engage with partners in the chain, understand them and exchange feedback.

Sam: Ask the other person questions and connect with each other. First, make sure you understand someone else completely before you can be understood yourself. For example, it makes no sense to give more work to someone who is already overloaded. It is more effective to understand what someone needs first, before you can develop new ideas together. This applies both to cooperation in our chain and between colleagues. 



"We also help our partners invest, whether in materials or knowledge"



● Carola in action during the team outing in May



● The Beer Game HR workshop in October



● Maarten provides a delicious dinner at the team outing



● Guest lecture Maastricht Vectrum Econometrics



● Interim Jan Vos and Ujendre at lunch



● Discussions during Personal Impact training



● Lara, Ujendre and Marielle at the inNOWvation day



● Freek in the factory



● Stan and Marit during the circular supply chain vlogs



● Team photo sportive team event in May



● Personal Effectiveness training spring



● Getting together with the book club



● Marielle gives a presentation at the HR workshop in October



"Consider your own career, but remember that you are hired to do a job"



Edward van Stiphout - Bejo Zaden
Nick de Fouw - Set
Koen Masselink - Set



4 minutes



Resilience

Personal resilience during organisational change

Bejo Zaden, an international family-owned company that breeds, produces and sells vegetable seeds, has its origins and headquarters in Warmerhuizen. From there, over 1,900 employees in more than 30 countries are managed. Bejo has started to implement major internal changes with the aim of keeping its stock more manageable. Besides the Sales & Operations Planning process (S&OP), changes are also being implemented in the Enterprise Resource Planning (ERP) system and the integrated planning process. The period of change ahead will therefore require a lot of resilience and flexibility from the organisation and employees. **Nick** and **Koen** speak to **Edward van Stiphout**, Interim S&OP/ Supply Chain Planning manager, about developments within Bejo Zaden's supply chain.

Nick: Could you tell us how you joined Bejo and what your role is?

Edward: I have a background in Logistics Economics. After a number of planning positions at companies such as Unilever, Coca-Cola and Bavaria, I started working for myself. As a self-employed person, I worked mainly in the Fast Moving Consumer Goods (FMCG) industry. At Bejo Zaden, I am responsible for the supply chain department. I also use my experience with S&OP to prepare the supply chain for the upcoming changes in control, alignment, responsibilities and systems.

Nick: Why is resilience important in Bejo's supply chain?

Edward: Seeds are a natural product, which creates challenges. On the one hand, you have production, where there are uncertainties about quality, weather conditions and therefore quantity. In addition, it takes

two years before planned production is actually available to sell. On the other hand, there are many challenges on the demand side due to changes in the market. A resilient supply chain that can respond quickly to changes in both the supply and demand sides is very important. Stock management plays an essential role in this. That is why we are now working on the S&OP process, to get a better alignment of the different departments and systems.

Nick: How do you prepare the supply chain for deviations in production?

Edward: There are several possible causes for crop failure. For example, harvesting depends on external conditions, such as nature. In addition, a crop may fail due to disease or improper seed handling. Small deviations in production are covered by an emergency stock. This stock is determined with the help of historical figures. Long-term deviations are more difficult to resolve and their causes are not always clear. That is why we put a lot of energy into making seed production more reliable and into understanding why crops fail. Another key driver impacting inventory levels is the Demand component in the S&OP process. We are therefore going to improve demand forecasting by setting up a new department on this, implementing a planning tool and setting up a Demand Planning process.

Nick: So you are on the eve of big changes. How do you ensure resilience among employees in preparation for these changes?

Edward: We have to keep the end goal in sight, in our case making the stock more manageable in a working process, and accept setbacks. Resilience starts with good preparation. The better the understanding about the planned changes and the things that can go wrong, the better you can assess the risks. In addition, departments have to cooperate a lot with each other during preparation, implementation and after implementing the change. It is important that there we all have an understanding of each other's challenges, to

create trust in each other's ability. In addition, everyone should be aware that there may be setbacks, and that the process can be quite long. Resilience, then, is not resigning oneself, but continuing full of energy towards the end goal. Currently, we are working with different teams, departments, systems and processes. This makes the journey a challenge, but not impossible.

Koen: What competences do you expect from colleagues in the team?

Edward: Pro-activeness As a supply chain department, and also during the process of change, it is essential to connect people, both inside and outside the department. I expect everyone to take the initiative to understand each other, create transparency and identify mutual expectations. We as a supply chain department try to set a good example; positively and constructively seek cooperation, so that others will then follow. In addition, perseverance is important so that you don't quit at the first setback. And personally, I think a flexible work-life balance is important. There is no problem doing a little extra in the evening once in a while, but you also need to be able to put your phone away and focus on your private life.

Koen: Do you have any tips for young professionals?

Edward: If you have just finished studying, it is important to see the complete picture. Consider your own career, but remember that you are hired to do a job. Clients want to give you a place to develop and learn, but you are primarily hired to carry out an assignment. So make sure you do that job to the best of your ability and, in addition, think about your own career and development. Make sure you ask questions and show that you want to understand things. The most important tip is to make sure you are proactive. I am not normally into management books, but I regularly quote Covey's seven traits of effective leadership. I would definitely recommend those to people. ○



Customer of the year award



In 2022, for the long-standing cooperation, we presented Bejo with our "Customer of the year" award. At the presentation, **Ujendre** praised the open and proactive communication between Bejo and Set. A handful of trainees have joined Bejo in recent years and several vacancies have been filled. **Remco Witte** (left), operations manager, accepted the award along with **Max Pronk** (right), a business process engineer at Bejo who first worked at Bejo through Set.



Karin Stoopman - Red Bull
Carola de Jong - Set
Corine Spaans - Beeld en Boodschap



4 minutes



Women in the supply chain

Carola and Karin in conversation:

Quick results or building a lasting relationship?

Carola de Jong, Karin Stoopman.

Two women in the supply chain. Women of the same age. One chose to work on projects with different clients, while the other chose to work with a permanent employer. Carola and Karin interacted. Apart from the different careers, they discovered above all the similarities.

Carola: What makes working at Red Bull so much fun for you?

Karin: "Every day is different. You have goals for the day, but a hundred thousand things also come up that you hadn't anticipated. You switch between them all the time. This gives me the variety in work and responsibilities I seek."
 "It's also about the organisation: lots of young people, a fast-paced environment, with informal atmosphere. I always get the chance to take on new challenges. I like building relationships with suppliers and colleagues. Getting a better feel for each other, really working together and making an impact on each other's business. That can be trickier if you are short with an organisation. How's that for you?"



Carola de Jong

Age: 32 year

Studied Economics and did an MBA (Master of Business Administration) Went on a world tour and discovered her interest in supply chain.

"A can of cola goes all over the world sometimes transported by donkeys, sometimes by trains."

2014 Supply Planner at L'Oréal

2015 - 2019 Various positions at Signify

"I wanted to work at a big company at the beginning of my career," he says

2019-today: Supply Chain Engineer at Set She had assignments at companies including: Pieter Pot, the Vegetarian Butcher & Leviathan.



Karin Stoopman

Age: 31 year

Studied Commercial Economics (SPECO) in Tilburg and Transport & Supply Chain Management at the Free University of Amsterdam

"Supply chain is about processes, about logic, about structure. How do you get something from A to B in the smartest and most efficient way possible? Really something for me."

2014 - 2017 Project manager at FysioHolland "This is where I gained my first experience in operational management of the commercial team."

2017 - 2022 Red Bull Netherlands; advanced to Operations Director through various positions. "The organisation and the people suit me very well and offer more than enough opportunities to learn a lot more here."

Carola: "For me, projects just fit really well. I find it challenging to keep starting something new, working towards an end and then handing it over. That short span of time drives me. Once that's done, I want to move on. That doesn't mean I compromise on the relationship. After an assignment, I keep in touch. The best is when a customer contacts again for an order or with a question. That's how I build a network."

Karin: What makes it so great - the people you work with or the job content?

Carola: "The people are the most important component though. Working with others again and again is something I like. In addition, the content changes often, I also really like that variety."

Karin: How do you handle it when you have a less-than-pleasant assignment?

Carola: "You can also say 'no' to an assignment. If a task is really far outside my comfort zone, for example. I'm learning better and better what suits me and what doesn't. The advantage is also that you have quite a lot of room to shape an assignment yourself. Besides the content, it is always different people you work with. This is not easy with everyone. For me, it is a challenge then to try to find a good way of working together with someone."

Carola: Do you have a similar feeling that you occasionally need to invest more time with people to get somewhere?

Karin: "I don't have that with my colleagues. I find that we all have pretty much the same DNA and mind-set. Sometimes there are issues or external parties where things go a little less smoothly. For me, both within the company and externally with suppliers or partners, it is important to build a connection, a partnership." Both enjoy coaching others. Karin in her work as operations director, whilst Carola coaches a number of trainees. Karin: "I really enjoy watching people grow. Seeing the progression over the years. I also

think it's nice when someone takes the next step in their career, knowing that you contributed."

Karin: Do you get more energy from coaching a trainee than coaching a team within a company?

Carola: "It's different. In my role as a coach at Set, I am in a kind of triangular relationship with the client and the trainee. The trainee has the assignment with the client and his own goals. Because of my position, I have less of the conflict of interest you can have as a manager. I can really focus on the trainee's personal development."

Carola: How do you experience this relationship with personal and organisational goals?

Karin: "You cannot separate those. A person may well have personal goals that do not directly contribute to organisational goals, but have an indirect relationship. It's worth a lot if someone can take a course on the basis of personal goals that have no direct relation to their work, for example. That gives that employee so much energy that you see it reflected in all those other hours that that person puts into their work. If someone is happy in the work they are doing, happy with the organisation, you often see that reflected in their bonding with the organisation."

Carola: Sounds like you and me both have found the right place. Do you have any particular goals?

Karin: "I don't have a fixed end goal. A dream that has to become THE one. I am guided by what comes my way. There are multiple paths to happiness. That makes it easy for me to adapt."

Carola: "That is very recognisable. I don't have a set goal, but at the top of my list is that I want to keep developing with Set. I've spent time searching for what I wanted; at Philips, for example, I was not always in my place. Yet I worked there for three years. That period has also been good. As a result, I now feel I have my dream job."



Ujendre Ramautarsing - Set
Koen Masselink - Set
Annelotte Vroon - Set

Reading and listening tips to increase resilience, for individuals, teams and supply chains

This year, we and our team have chosen a number of books as well as podcasts to dig deeper into the topic of resilience. We have selected for this purpose professionals as individuals, professionals as part of a team, and organisations with associated supply chains. Per target group, the books and podcasts share theoretical insights, tools and practical examples that positively impact resilience. The chosen books pre-date 2019. Recent experiences with the Covid-19 virus and the war in Ukraine underline the relevance and recognisability of the examples mentioned.



How to create a resilient supply chain strategy

The McKinsey Podcast

After the global disruptions of recent years, supply chain resilience is more important than ever. How do managers prepare their supply chain for the next disruptions and what steps are important in this? In this podcast, McKinsey partners Knut Aliche and Dan Swan talk about various steps you can take now to become resilient to future disruptions.



On resilience (and he should know)

Niek van den Adel

A motorbike accident changed Niek van den Adel's life irreversibly. However, this terrible accident also helped him put things back into perspective. He found new happiness. In this podcast, he talks about how he makes himself and others dance through life from his wheelchair.



Zion



Netflix documentary

This 11-minute documentary tells the story of Zion Clark, born without legs and raised without his biological parents. Adaptability, perseverance, adversity and success are central to pursuing his dream of becoming a competitive wrestler.



Nokia's resilience



Risto Siilasmaa

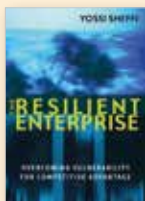
Risto Siilasmaa lived through Nokia's downfall as a mobile phone manufacturer. Initially as chair of the board and for a short period as interim CEO. He guided its resurgence and transformation into a successful network infrastructure provider. For younger readers; Nokia was the undisputed market leader as a mobile phone manufacturer before the advent of the smartphone. The book is a case study that reads like a thriller. You get an insight into the struggle for survival that went on behind the scenes to get rid of a culture of complacency and apathy. The success factor required first of all the functioning of the board as an effective team, before making major strategic choices. Siilasmaa describes very clearly what steps he took, and what agreements and rules were made to transform as a team and strengthen the resilience of the organisation. Trust was paramount in this. Not only in the team but also between chain partners and collaboration partners. How this trust arose, Siilasmaa describes in a compelling and instructive way.



Resilience: Live healthier, perform better

Paul Donders

In this easy-to-read book, Paul Donders invites you to discover the elements of a resilient life and start working on them yourself. According to Donders, resilience is a person's ability to deal meaningfully with challenges, changes and unexpected setbacks. He sees resilience as the key to success in combating burnout, stress and stress-related diseases. However, there is a perception among many people that resilience is an innate character trait. Donders disagrees. He sees resilience as a developable quality that promotes a happy and healthy life. Resilient people live longer and work better with their talents, in all aspects of life. Donders describes how resilience helps you stand your ground in difficult times; it encourages coming up with creative solutions to problems and fulfilling your various responsibilities correctly. Moreover, resilience affects your health, well-being and relationships with others in a positive way. Curious about which elements contribute to a successful, resilient life for you? Each chapter describes the different elements. The book concludes with a self-assessment that gives you insight into which areas you can increase your resilience and how to start doing so.



The resilient enterprise

Yossi Sheffi

The resilient enterprise ends with the following sentence: "The advantage of creating resilience is that, unlike the important activities of security enhancements and business continuity planning, resilience does not start with the analysis of specific threats. Instead, it is an attribute that gives the company resilience in the aftermath of any disruption, increasing its day-to-day flexibility to respond to a world that is rapidly changing and becoming less certain." Sheffi wrote this book in 2007 in the aftermath of the 9/11 attacks. He describes many examples that are recognisable to us as consumers and as supply chain professionals. For readers without a background in supply chain management, it is a good read as Sheffi also explains very clearly what is important in relation to supply chain management. He also devotes a chapter to the culture that characterises resilient companies. He stresses the importance of investing in people, citing some crucial characteristics of resilient companies. In short, an interesting book that emphasises that investing in resilience is always rewarded because it leads to better business results.



"Resilience encourages us to come up with creative solutions to problems"



Book club

'For learning and entertainment', Set organises a quarterly book club. The books discussed are about management techniques, new ways of thinking, or other interesting supply chain-related topics. During the discussions, we learn to put ourselves in others' shoes and understand various opinions. Formulating your own opinion, and discussing it in a constructive way. Not only enjoyable, but also very instructive.



Doughnut Economics

Kate Raworth



Last edition featured 'Doughnut Economics' by Kate Raworth. The book describes an economic model in which planetary upper limits and humanitarian lower limits are taken into account. It teaches us to think differently about the economy and form opinions about our impact on the economy, environment, and humanity.



Frans Pannekoek - NO5 Foundation
Anne Yntema - Set
Thijs Koster - Set



4 minutes



Interviews

Better Time Stories

Resilience is being resilient when you encounter problems and being able to adapt to changing circumstances. Resilience is therefore essential for people who have fled their homes because of war and are forced to settle in new, unfamiliar places. It is especially difficult for children to get back on track, away from their relatives and friends and far away from books in their own language. **Andriy Shmyhelskyy**, born in Ukraine but living in Amsterdam since 2014, saw up close how complicated this enforced distance and separation between family members is. So he founded Better Time Stories, a non-profit organisation whose mission is to bring light into the lives of Ukrainian refugee children. Better Time Stories provides bilingual books for children aged three to seven years old, which family members can read aloud remotely via an app. This brings children closer to their relatives left behind and helps them learn a new language. The book packs containing five bilingual books are funded through donations and then sent to the children.

The initiative is run by volunteers and with the help of the NO5 Foundation. In addition **Marit** and **Thijs** have the opportunity through Set to gain experience within the dynamic of this non-profit organisation.

Thijs and **Anne** talk to **Frans Pannekoek**, former Chief Operations Officer of Tony Chocolonely and one of the volunteers working through the NO5 Foundation.

Anne: What personal challenges does working for this initiative bring?

Frans The challenge within a charity is that you will have to follow the owner's plan, but in addition want to make something practically feasible. Everyone contributes voluntarily, which sometimes makes it harder to get something done. You have to ask things

nice and be grateful for their contribution. That requires more diplomacy. So you have to get things done purely through your relationship, your enthusiasm and your powers of persuasion. This is very different from a hierarchical structure where you can make agreements and hold people accountable for them.

Anne: What would you like to give people who are looking for meaning in their work?

Frans Meaning is very important in your work, ideally in a place where meaning comes together with your knowledge and experience, so that you can really add value and can excel. Therefore, look for volunteer work in your profession. Then you will learn to put your qualities and insights into a different perspective. That way, you can actually contribute something from there. You can also find meaning within commercial organisations. Always remain genuinely curious and inquisitive. Ask yourself why certain things happen and examine the mechanisms between certain links in the chain. By diving into that and looking for



Bring some light into the lives of Ukrainian refugee children

Donate an interactive book set of stories, reconnecting families from Ukraine.



areas for improvement, it creates room to make an impact, add value and/or allocate costs better and thus actually improve the chain. Then make sure you reinvest some of the savings into the chain so that all chain partners benefit.

Anne: Why is resilience important for Better Time Stories?

Frans Having volunteers running the organisation brings challenges. We depend on the availability of volunteers, and that can change. That is why it is so great that by working with Set, we can safeguard our capacity.

If we can deploy Set's trainees when they are between assignments, it makes the transfer of work easier and strengthens the stability of our organisation.

This makes the Better Times Stories organisation more resilient. But the benefit is on both sides. For Set, it is a great way to contribute to a good cause in which the trainees can put their supply chain knowledge and experience to use, while also allowing the trainees to gain experience in a non-profit setting.

Thijs: Certainly, it is very instructive for me to have different experiences at the beginning of my career. That is also the reason I chose Set. I would not have thought beforehand that I would now have the opportunity to make social impact at a non-profit organisation. It shows that in periods between assignments, I can also gain experiences and work on my development. Besides, it gives me energy and meaning to contribute to such a great initiative. It is great that Set gave me this opportunity. It is an example of the attention from Set to my development and the company's

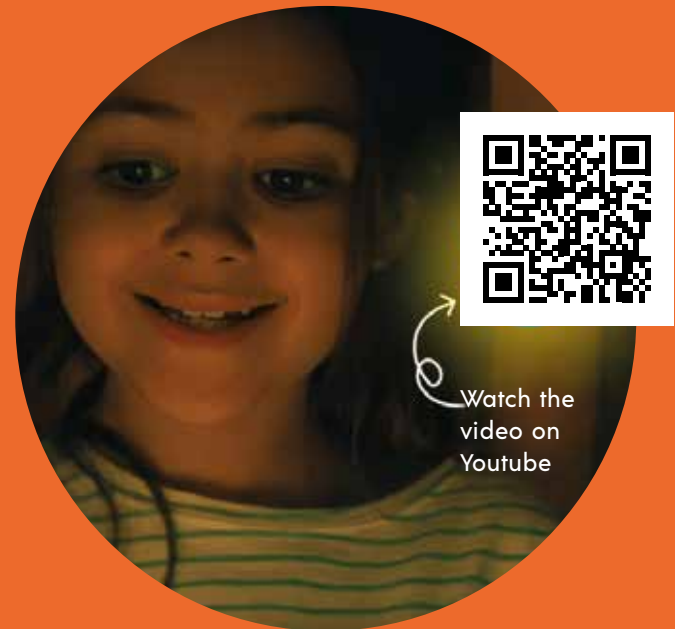
social responsibility.

Still too many Ukrainian children miss the voice of their relatives left behind and could benefit from a book package.

A donation of 15 euros will already bring light into the life of a Ukrainian family. In addition, keep an eye on our social-media and spread the word.

For more information, sponsorship opportunities or other questions, please feel free to contact us at support@bettertimestories.com or visit www.bettertimestories.com

"Find volunteer work in your profession. Then you learn to put your qualities and insights into a different perspective"



Watch the video on Youtube

We are Set

Supply chain professionals who make the difference

Companies do not compete with companies but supply chains compete with supply chains. People still make the difference in this, and good people will also continue to make the difference.

We help companies attract and develop good people. Our passion for supply chain management and experience in developing the future leaders lead to extraordinary experiences and collaborations. The result is people who contribute to the success of their companies from their positions at different stages in their careers.

In 2014, we launched our supply chain traineeship. The master students we take on carry out assignments with different customers in different supply chain roles for three years. Often planning in combination with process improvement. In addition to trainees, we have also strengthened the team in recent years with a number of experienced project managers. In collaboration with clients, we have set the bar high to contribute to improving clients' results. Experience shows that this is where we make a difference.

From our experience and knowledge of the market, we can put our heads together with clients to find solutions to achieve good staffing and form a balanced team.

That is why recruitment and selection, and interim assignments, are also important activities for us, and for which we have expertise. This way, we can always offer a suitable solution.

We operate according to our four core values



Exceeding customer expectations

We interact with the client from the beginning to the end of an assignment and formulate expectations as explicitly as possible. We translate these expectations into targets and do our utmost to effectively achieve them.



Increasing knowledge

We are keen to learn and therefore always looking for new knowledge and experience. We are open to other ways of working. By sharing our ideas, we show that we are an innovative partner.



Taking self-leadership

We make conscious choices in line with our values and motives. We get the best out of ourselves, by being open to feedback and taking responsibility. This leads to accelerated development and a positive image.



Showing commitment

We develop meaningful relationships by truly wanting to understand and help the other person move forward. Our actions lead to long-term relationships with our partners. We do our best to contribute to positive team development within the client's organisation and in our own team of trainees.

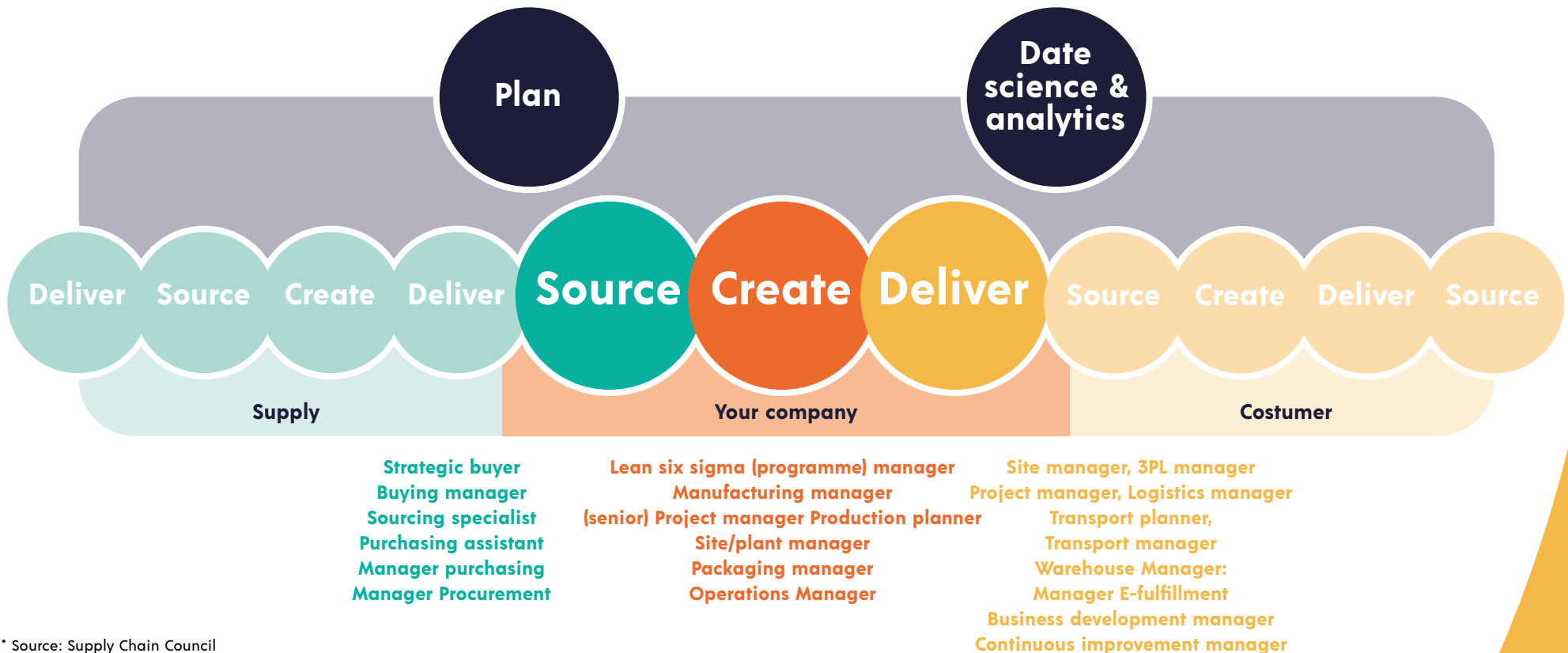
Our subject-matter expertise: the SCOR Model*

The Supply Chain Operations Reference (SCOR) Model forms the framework of our subject matter expertise and identifies four key supply chain processes: planning, manufacturing, procurement, and logistics. With the ever-increasing relevance of data science and analytics in supply chains, Set believes that a fifth key element should not be missing from the SCOR model: data science and analytics.

Supply network developer
 Analyzers (forecast, inventory)
 Planners (demand, supply, supply chain, inventory, promotion)

S&OP manager
 Demand manager
 Supply chain manager
 Manager supply chain planning
 Manager supply network development

Data scientist
 Data science consultant
 Supply chain consultant
 Data & business analyst
 Life cycle management analyst
 Optimisation algorithm expert



* Source: Supply Chain Council



**Ready,
get set,
go!**

A talent does not develop on its own



**Together, we
develop the supply
chain leaders of the
future**