

EyeOn network event

“Digital transformation – Improving time to value”

3 April 2025



Your host for today

Erik De Vos

- Business consultant at EyeOn for Consumer Products
- Lead EyeOn Demand Planning & Forecasting expertise
- 20+ years of Supply Chain Management, planning & forecasting



Innovative
**planning and
forecasting**
experts

Consulting
Data Science
Planning Systems
Planning Services
Academy

Industry experts:
consumer products,
high tech, life science,
process, marine &
offshore

Passionate team from
20+ different
countries

Drive to deliver

**Working closely
with customers**
is key to our
success



**Realizing
impactful results**
that get your
business years
ahead

100+
Supply Chain &
Data experts

**Concrete
improvements**
process efficiency,
better bottom-line
results

International offices
in **NL, BE, CH, IE, DE**
and **US**

More than 200
multinational
customers

**Designing,
implementing and
executing excellent
planning processes**

Introducing the EyeOn team for today



Erik



Wendy



Olivier



Sander



Wout



Stijn



Maarten



André



Ieke



Ralph



Willem



Jens



Wout

Agenda

Agenda	Speaker	Timeline
Welcome		09.30 – 10.00
Introduction: Digital transformation – improving time to value	Erik	10.00 – 10.30
Digital transformation – Value discovery	Sander, Maarten, Wout	10.30 – 12.20
Lunch		12.20 – 13.20
Digital transformation – Value creation	Wout, Willem, Ieke	13.20 – 15.15
Break		15.15 – 15.25
Digital transformation – Value realization	André, company representatives	15.25 – 16.20
Closing drinks & networking	Erik	16.30 – 18.00



Let's kick it off

Introducing Digital Transformation



The background of the slide is a light blue gradient with a pattern of orange sunburst rays radiating from the center. The rays vary in length and thickness, creating a dynamic, energetic feel.

LET'S GO BACK...
TO 1999

What were the top 5 global **future trends** in 1999?

1. Y2K Bug and the Fear of Digital Chaos
2. The Internet Boom and Dot-Com Expansion
3. Globalization and Free Trade Agreements
4. Mobile Phone and Telecommunications Revolution
5. Technological Optimism and the Rise of Digital Entertainment



f In 1999, the world was looking toward a new millennium with **excitement** and **uncertainty**. **Technology**, **globalization**, and **communication** were dominant themes, with both optimism about the future and concerns over potential disruptions. **”**

The background of the slide is a light blue gradient with numerous sharp, radiating lines in shades of blue and purple, creating a starburst or sunburst effect.

...TO THE FUTURE
2049



What are the top 5 global **future trends** today?

1. Artificial Intelligence (AI) and Automation
2. Climate Change and Sustainability
3. Digital Transformation and Web 3.0
4. Demographic Shifts and Global Mobility
5. Healthcare Innovations and Longevity



“These trends are **interconnected** and will continue to **redefine** economies, societies, and governance, demanding **global collaboration** and **forward-thinking leadership**.”



So what?

What if
change is
**the only
constant?**



No match with typical organizational design

Natural barriers that make fast and accurate decisions difficult to achieve



Let's bring in better tools

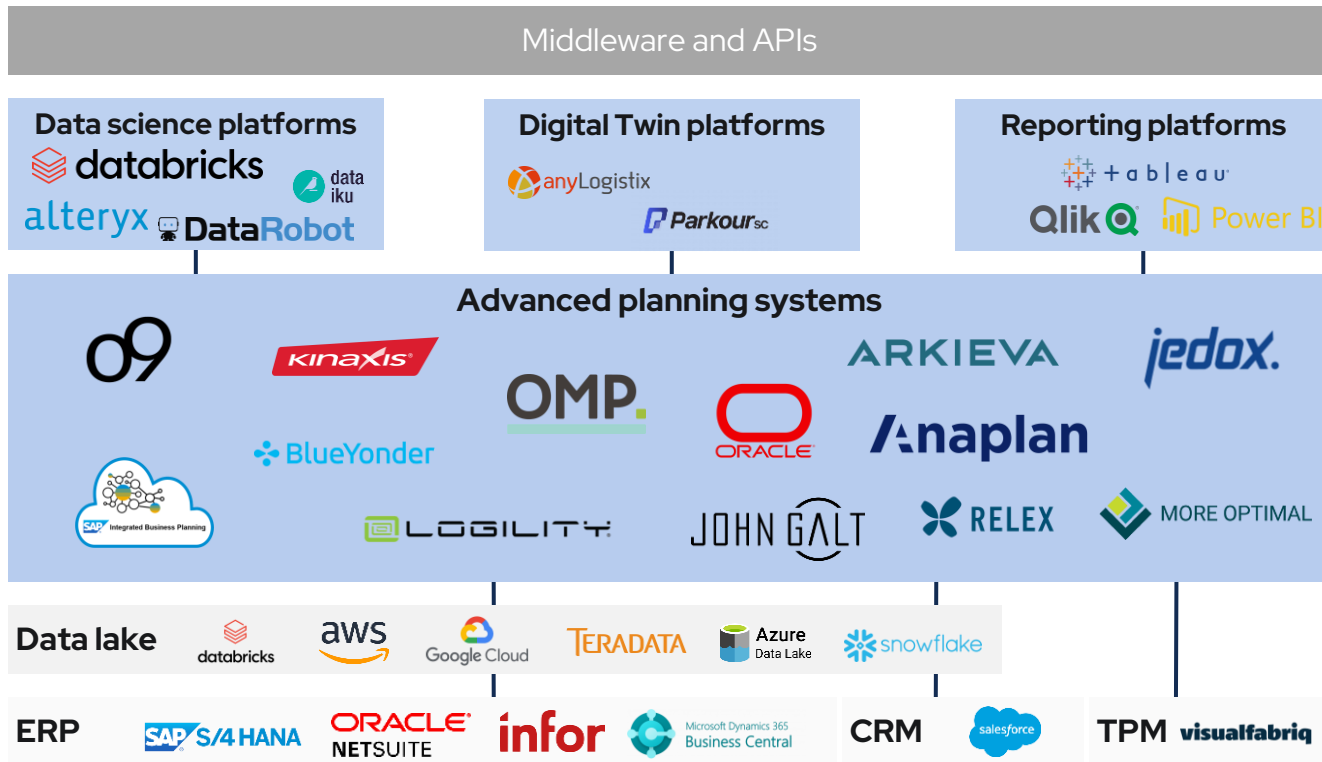
Tool capability and connectivity has never been stronger

Systems of innovation
(examples)

Systems of differentiation
(examples)

Systems of consolidation

Systems of record



What is digital transformation?

Adopting technology and change

- Digital transformation is the process of **adopting and implementing digital technology** to create or modify products, services, and operations within an organization.
- It involves **rewiring the organization** to create value by continuously deploying technology at scale.
- This transformation is a business strategy initiative that incorporates digital technology **across all areas, modernizing processes** and enabling rapid, customer-driven innovation.
- Ultimately, it drives **fundamental change**, increasing efficiency and unlocking **new value** for stakeholders.



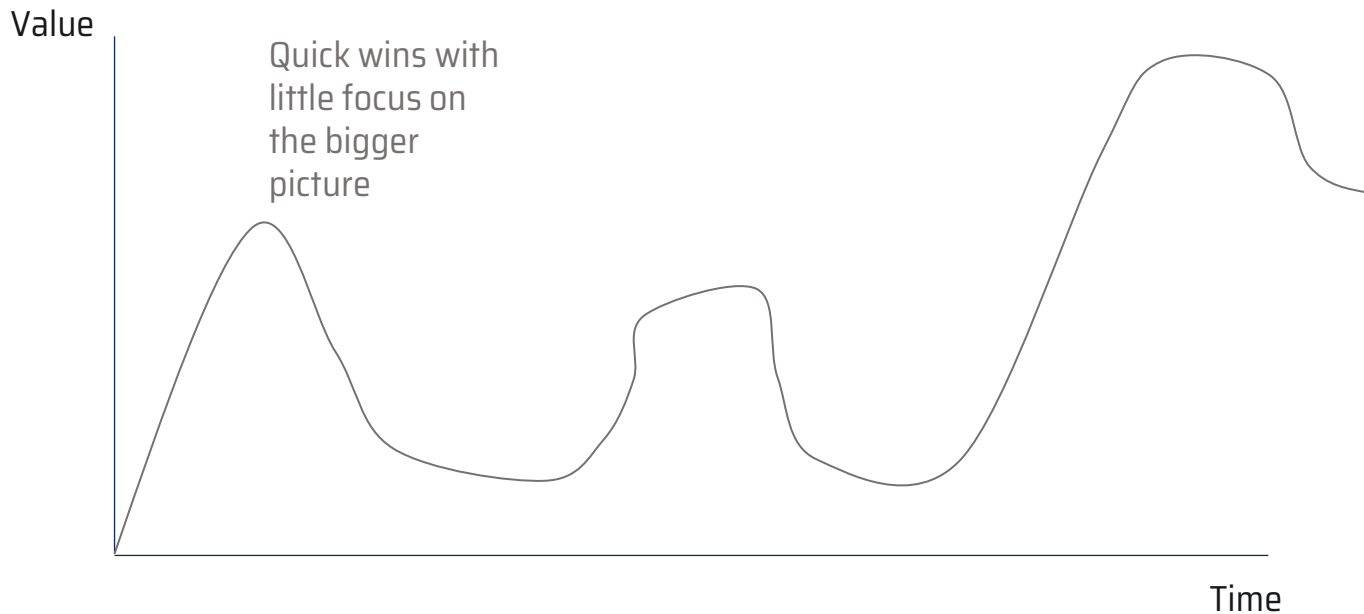
Tool transformation is not the sole solution

Increasing decision ability will require more than changing tools



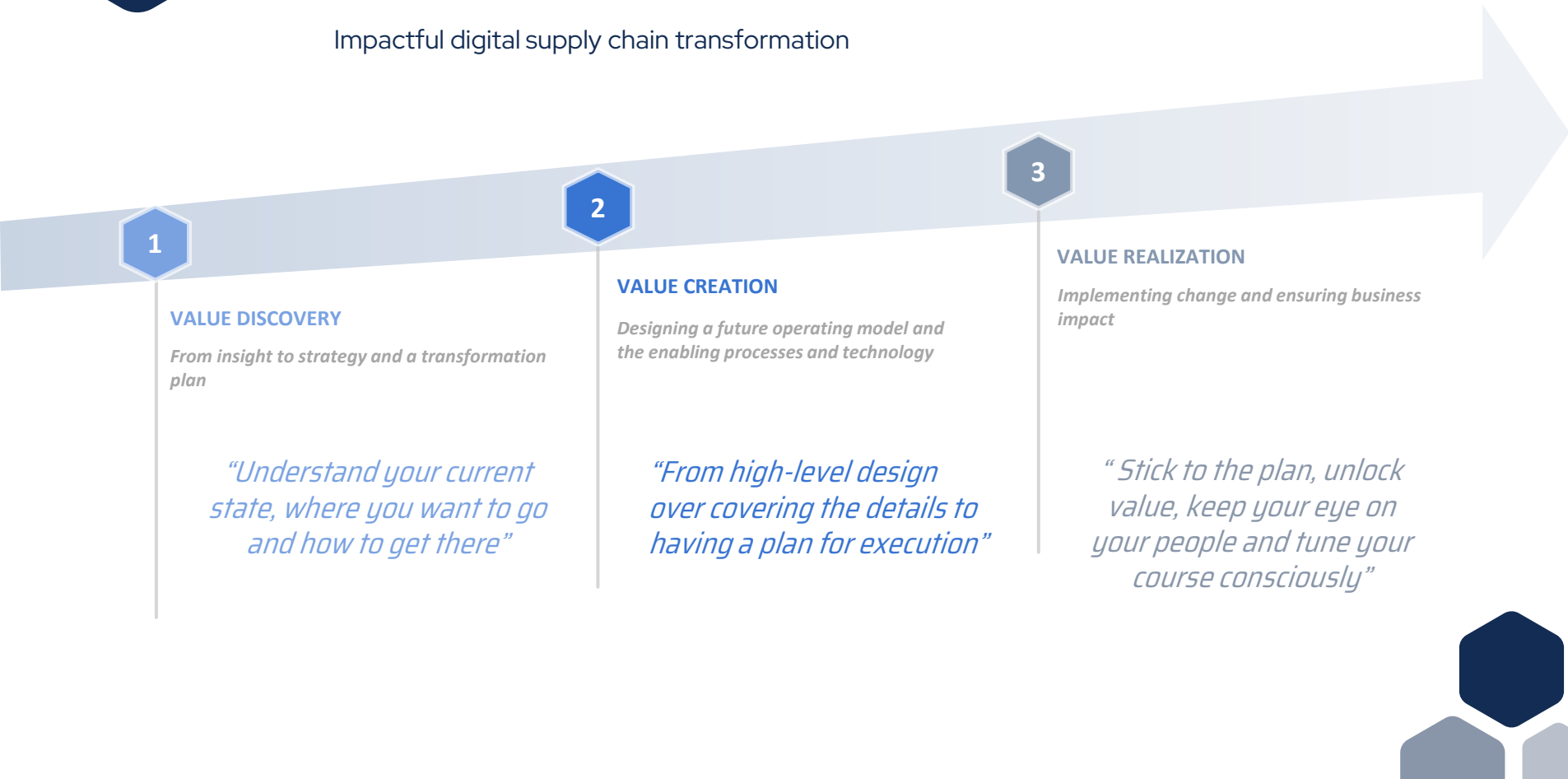
The danger of not having a conscious approach

Partial value which is lost again quickly



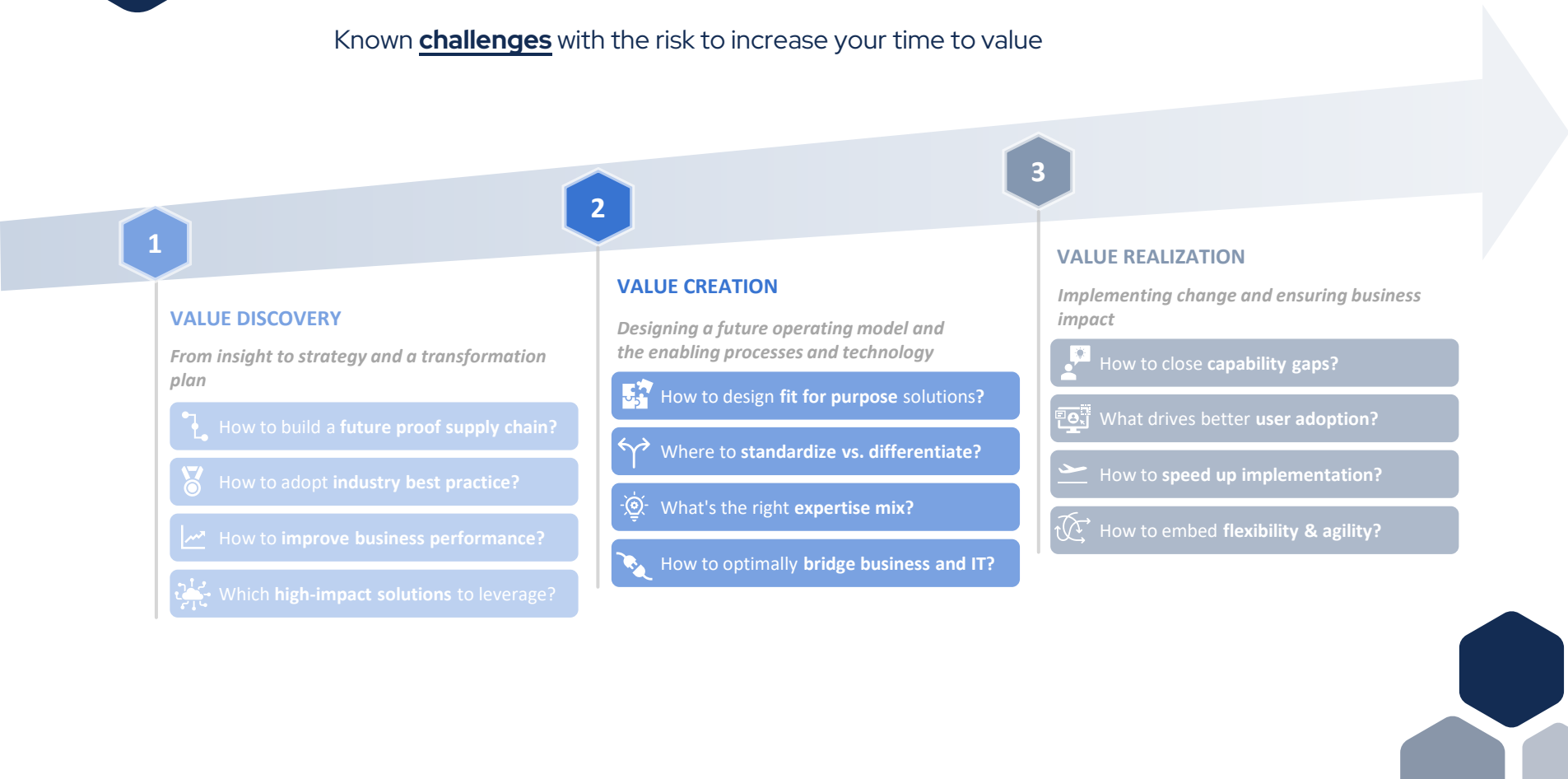
3 core principles as foundation

Impactful digital supply chain transformation



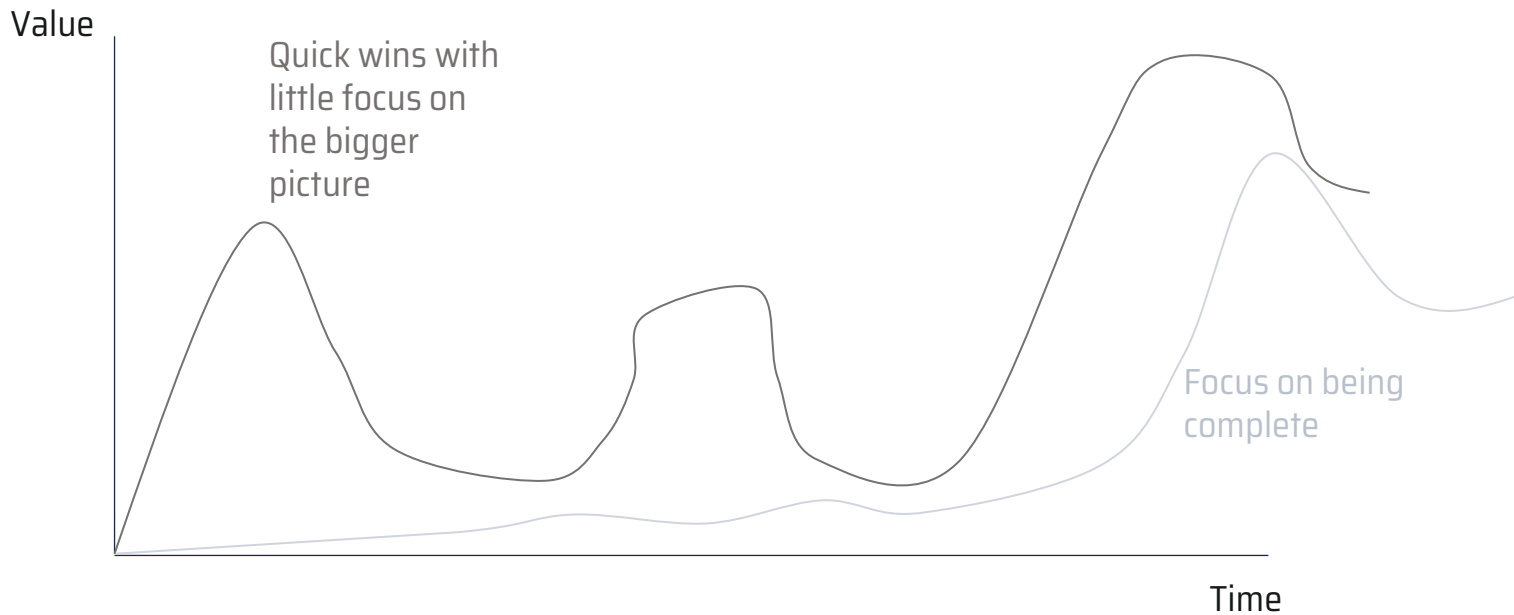
A tangible approach also has risks

Known challenges with the risk to increase your time to value



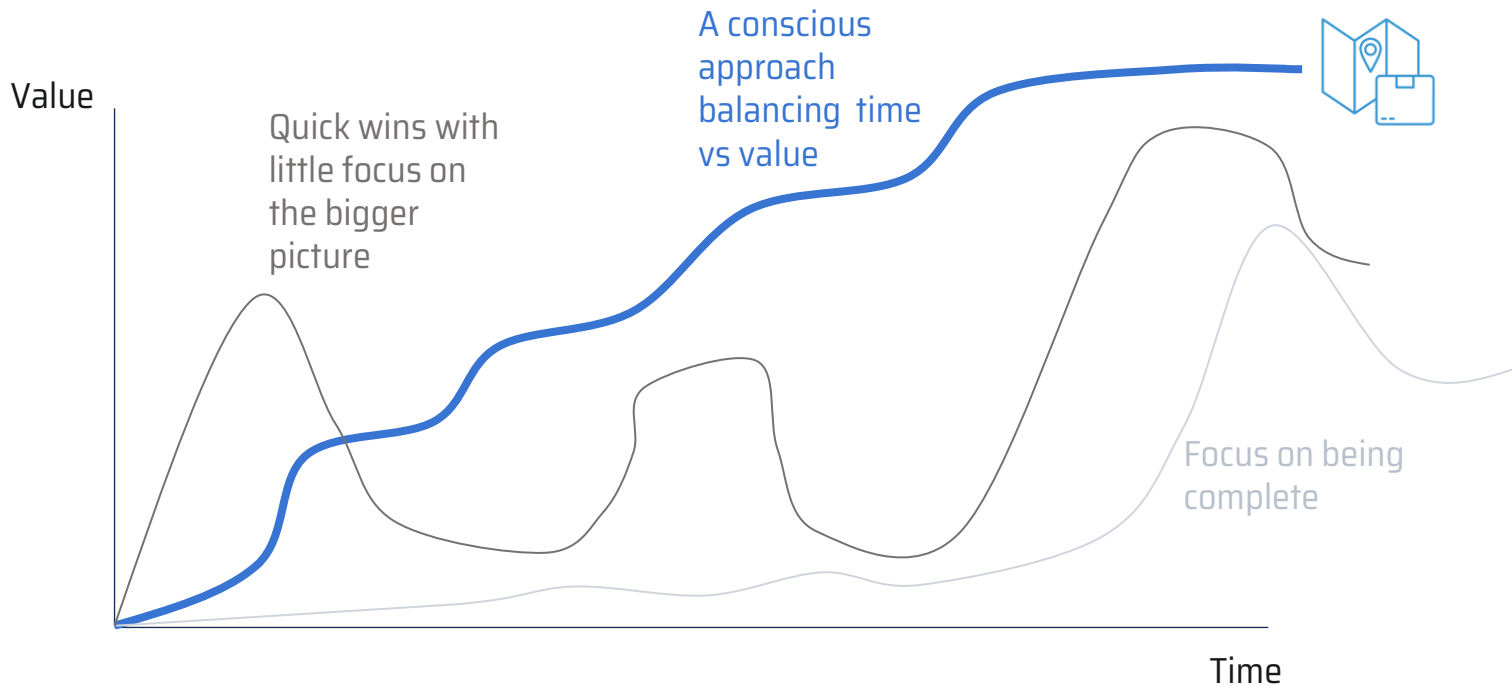
The danger of overthinking it

Great thinking becoming obsolete or with late value delivery



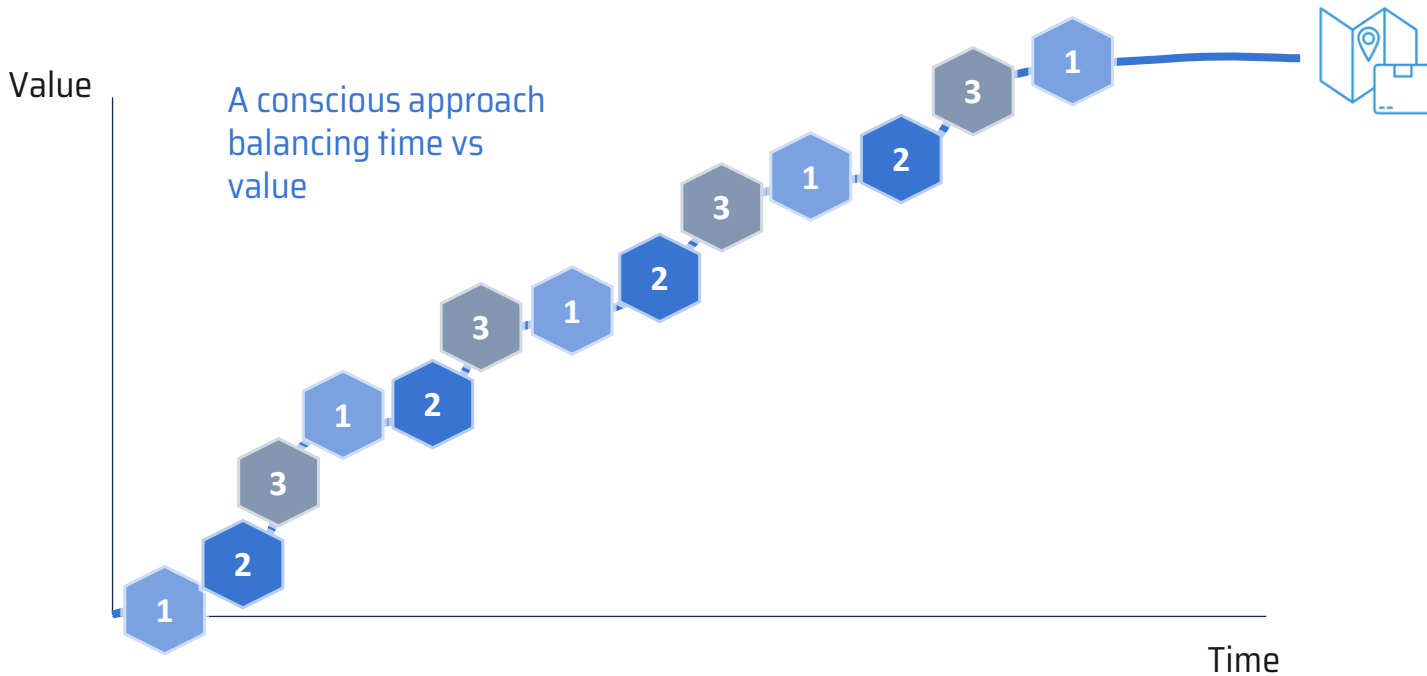
Digital transformation unlocking gradual value

Plan consciously to bring in pieces of the solution unlocking extra value in all steps



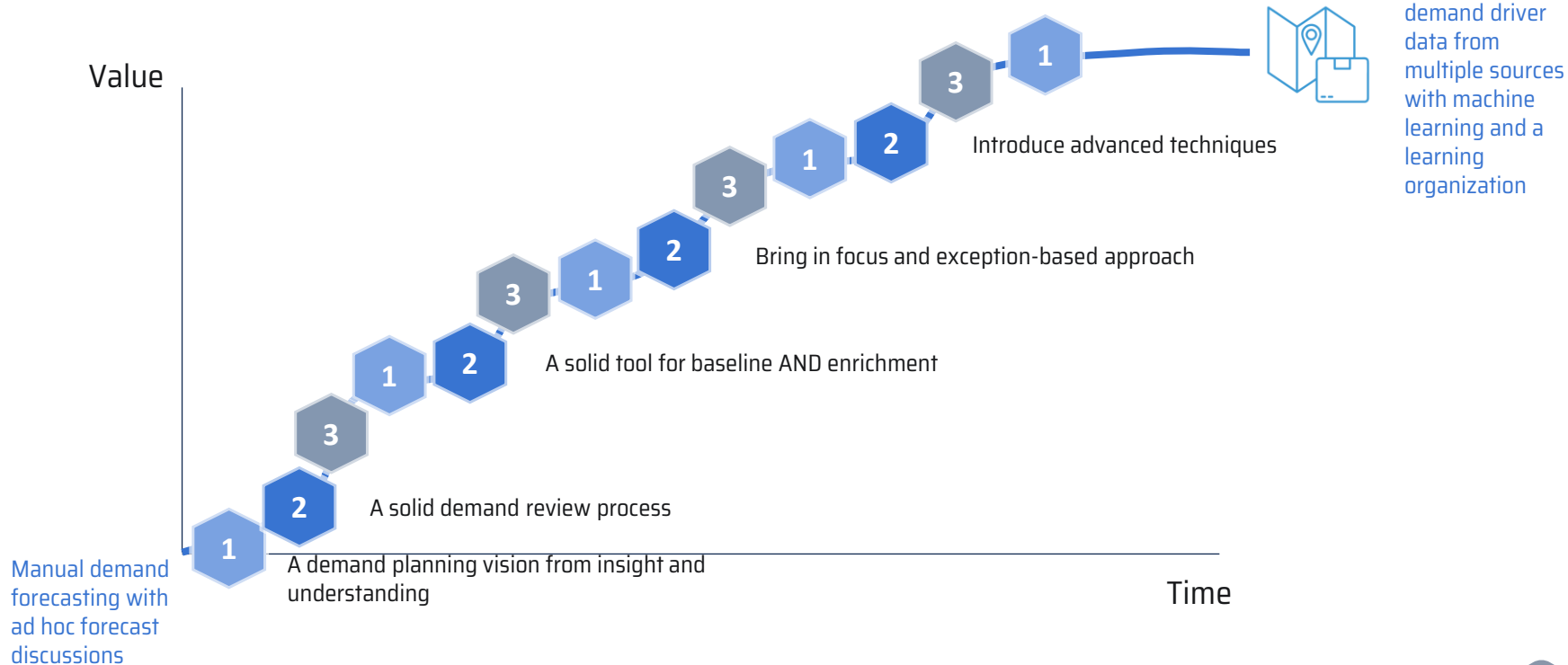
Applying transformation as a cycle approach

The 3 principles as chain of transformation steps towards your destination



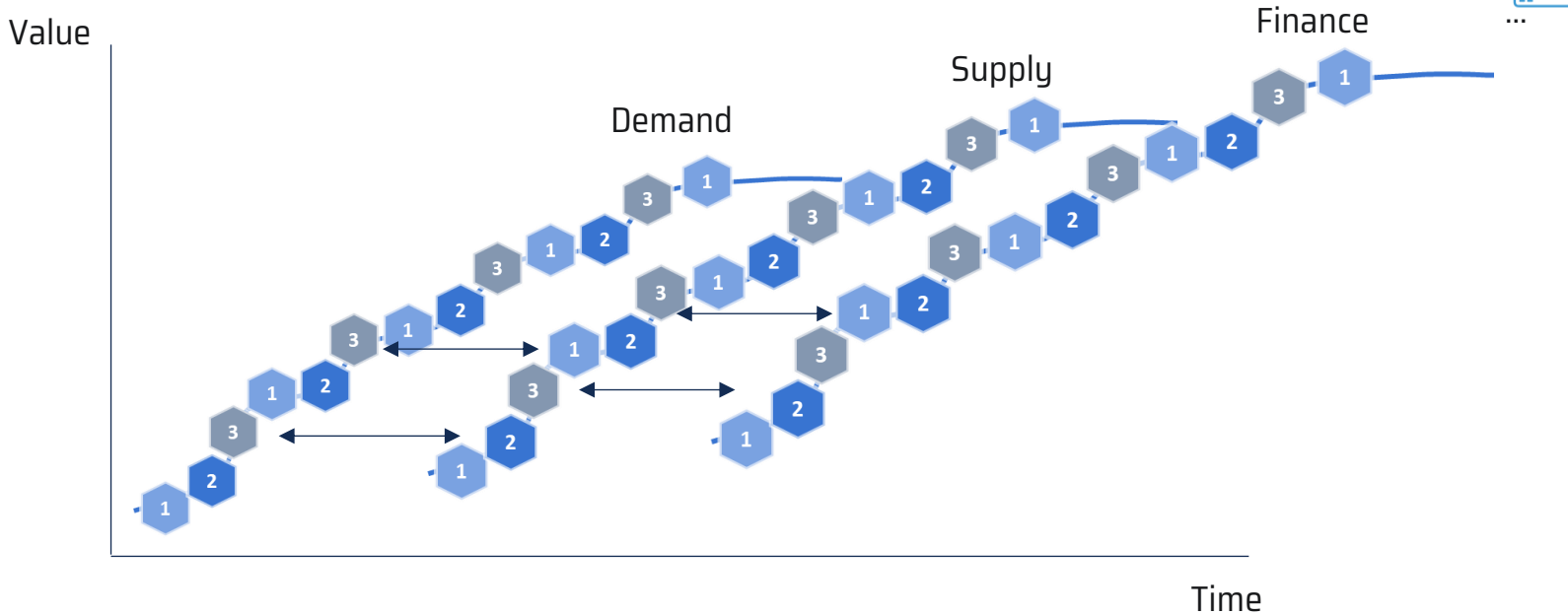
Imagine a demand planning transformation

A vision of machine learning – understand the change this requires



And a solid approach also sees the bigger picture

Unlock increasing value per planning area and across planning areas



Impactful digital supply chain transformation

Improve TIME to VALUE with a gradual approach

1

VALUE DISCOVERY

Make a conscious plan towards your destination



2

VALUE CREATION

Create your journey step by step with a view on the destination



3

VALUE REALIZATION

Achieve value, celebrate success and learn from experience



Impactful supply chain transformation

Agenda for today

1

VALUE DISCOVERY

Discovery can start in multiple ways



Case 1: unlock quick insight



Case 2: explore your data potential



Case 3: make a transition roadmap

2

VALUE CREATION

How can tools & technology add value to your transformation?



AI in supply chain



Smart-touch tools without AI

3

VALUE REALIZATION

Successful transformation relies on the right people in the right place at the right time



Transformation roles



Panel discussion

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Digital transformation

Value Discovery

Introduction

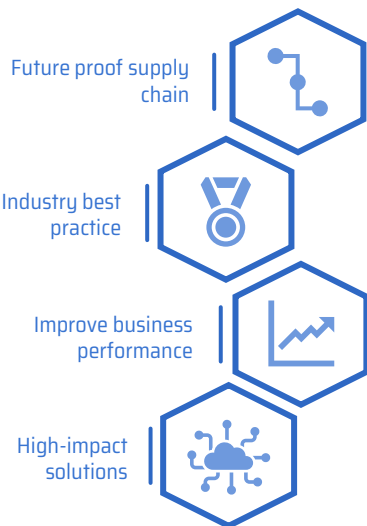


Value discovery

Understand your current state, where you want to go and how to get there

1

VALUE DISCOVERY



Assess transformation readiness

Evaluate the current state of your organization and identify gaps before initiating transformation

PROCESS & ROLES ASSESSMENT

DATA & TOOL ASSESSMENT

DATA INSIGHTS

GAP ALIGNMENT

Articulate business aspirations

Combine a vision with the discovery of your potential towards an ambition and priorities

VISION FOR FUTURE

DATA POTENTIAL

TANGIBLE AMBITIONS

CLEAR PRIORITIES

Translate strategy to an actionable plan

Define a clear actionable roadmap and evaluate long-term value

STRATEGIC OBJECTIVES

COST VS BENEFIT ANALYSIS

TRANSFORMATION ROADMAP

ORGANIZATIONAL BUY-IN

Impactful supply chain transformation

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Transformation roles



Panel discussion



Digital transformation

Value Discovery

Case 1 – transformation roadmap



Impactful supply chain transformation

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Smart-touch tools without AI

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Successful transformation relies on the right people in the right place at the right time



Transformation roles



Panel discussion

Sander de Groot

- Business Consultant
- 5 years at EyeOn
- 15 years of experience in Supply Chain Management



What was the starting point?

STRATEGY

THE COMPANY

About the company

Fashion retailer with +1200 stores in Europe.

Starting point

Become better in planning, because:

- Highly competitive market
- Changing consumer behavior
- Global events impact costs
- Wrong decisions lead to high debt levels, lost sales and increased costs

Question at hand

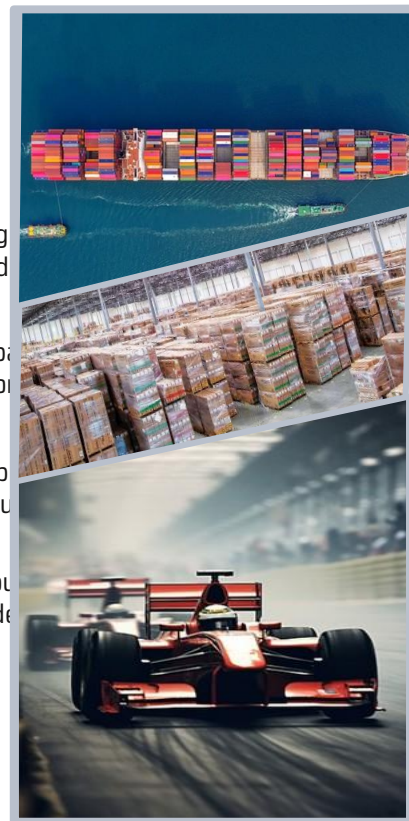
- Convince the Board on the need and potential of a planning transformation journey
- Guidance how to shape this journey

Missing definition and

Lacking fact-based the potential for

The p is ou

Limited in-house guidance



DESIGN

Value discovery

Understand your current state, where you want to go and how to get there

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How did we tackle the challenges?

THE CHALLENGES

Missing uniform view on planning definition and importance at board level



Lacking fact-based information on the potential for the transformation



The planning system landscape is outdated and not connected



Limited in-house expertise how to guide a transformation roadmap



OUR APPROACH

1. As-is process mapping: understand essential planning decisions and processes

2. Fact based analysis: quantify improvement potential for inventory and to what extent it is possible to automate planning

3. Transformation roadmap: joint creation of the transformation roadmap based on findings from step 1 and 2

4. Board presentation: present potential and need of the planning transformation and the roadmap to harvest the potential

Why did we choose this approach?

OUR APPROACH

1. As-is process mapping: understand essential planning decisions & processes

2. Fact based analysis: quantify improvement potential

3. Transformation roadmap: joint creation of the transformation roadmap

4. Board presentation: present potential and need of the planning transformation and the roadmap to harvest the potential

REASONING

- Understand complexity & importance
- Availability of resources
- Map availability and quality of data
- Off-the-shelf assessment to keep it simple
- Benchmark inventory practices
- Create forecast benchmark
- Incorporate knowledge from experts
- Involve key stakeholders from Supply Chain
- Involve key board members upfront
- Engagement with full board
- Awareness on the potential & need

THE BENEFITS



Joint creation of transformation roadmap



Involvement of stakeholders for organizational buy-in



Fact-based improvement potential



Efficient and no-nonsense approach

How did this drive the transformation?

THE RESULT

- *Full planning process documented*
- *Fact-based analysis on improvement potential*
- *Quick wins identified to improve the planning process*
- *Planning transformation roadmap to kick-start the journey*

DELIVERABLES



Planning
process
documented



Transformation
roadmap
documented



Improvement
potential
quantified

THE WAY FORWARD



Strategy

Clear transformation roadmap
established



Foundation

- Define planning transformation program
- Plan resources
- Define & improve core processes
- Upgrade existing plans files
- Define requirements for tooling



Design

Digital transformation

Value Discovery

Case 2 – Unlock quick insights



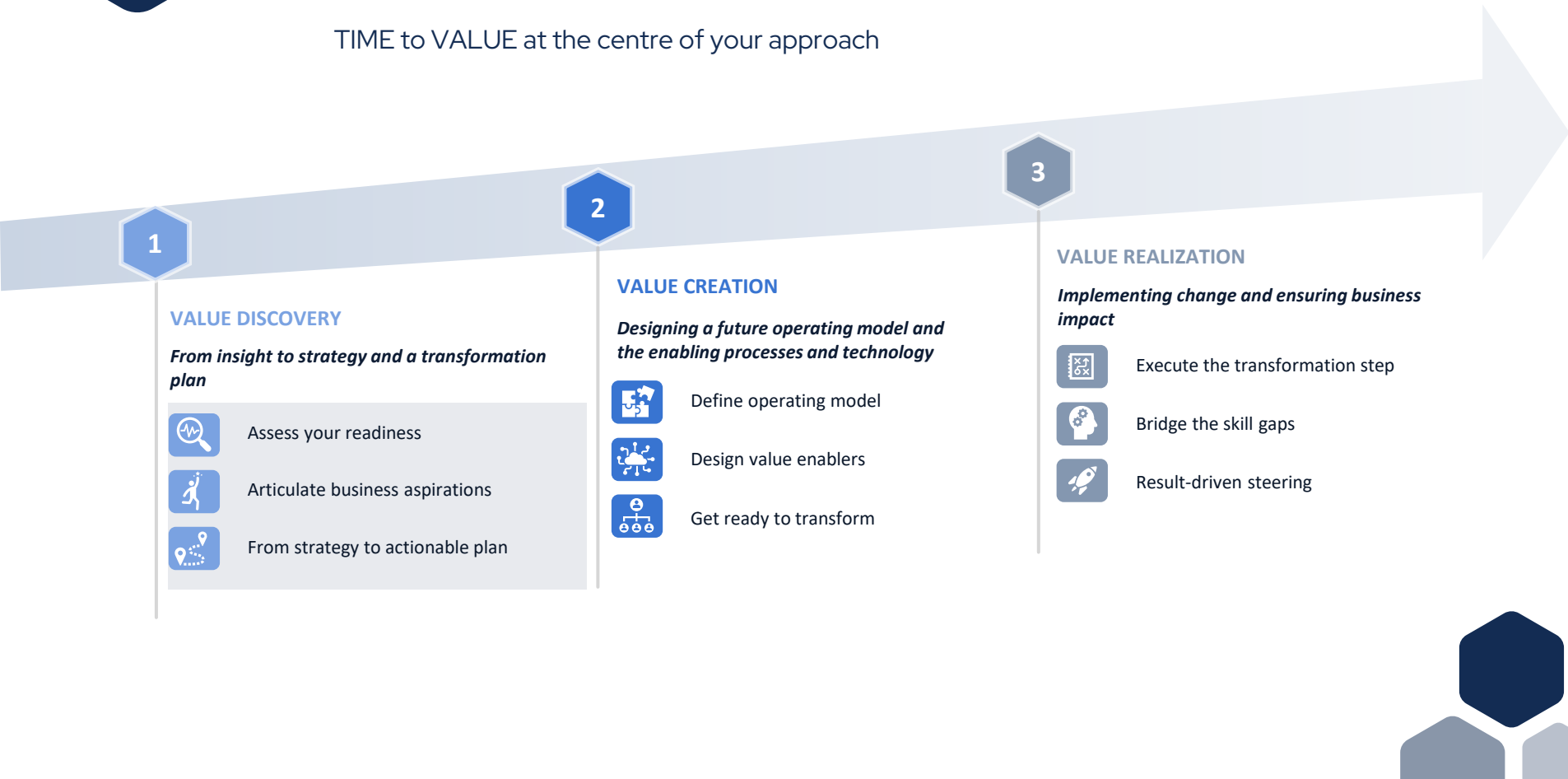
Maarten Driessen

- Team lead Data Science
- 18 years supply chain planning consultant
- PhD in inventory optimization under capacitated supply



Impactful supply chain transformation

TIME to VALUE at the centre of your approach



Value discovery

Understand your current state, where you want to go and how to get there

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What was the starting point?

Become data-driven to improve inventory health

THE COMPANY

About the company: manufacturer of medical and dental instruments and supplies

Starting point: unhealthy inventory (mostly excess), (safety) stock targets are subjective and based on rules of thumb, and perceived as root cause

Question at hand: we need a software solution to improve inventory health on short notice by setting data-driven (safety) stock targets without external support.

STRATEGY

THE CHALLENGES

Perceived high excess stock and low customer service



Manual inventory target setting process



Large portfolio (> 100K SKUs)

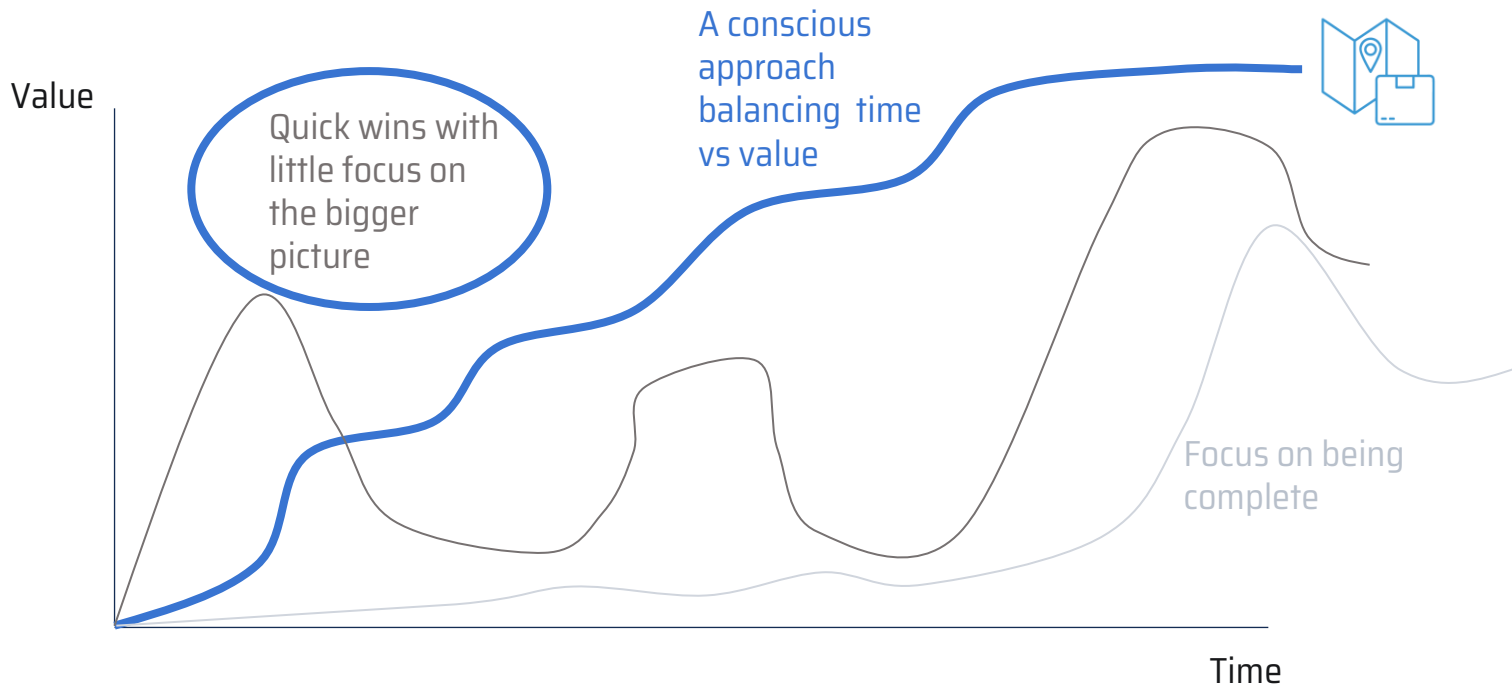


Complex network



Quick wins, but low adoption rate

Root causes: unclear MTO/MTS policy, one-off demand (spikes) and demand reallocations



How did we tackle the challenges?

EyeOn's inventory "do it yourself"-toolkit, enriched with expertise support

THE CHALLENGES

Perceived high inventory holding costs
and low customer service



Manual inventory target setting
process



Large portfolio
(> 100K SKUs)



Complex network



OUR APPROACH

Kick-started inventory right-sizing using EyeOn Stock

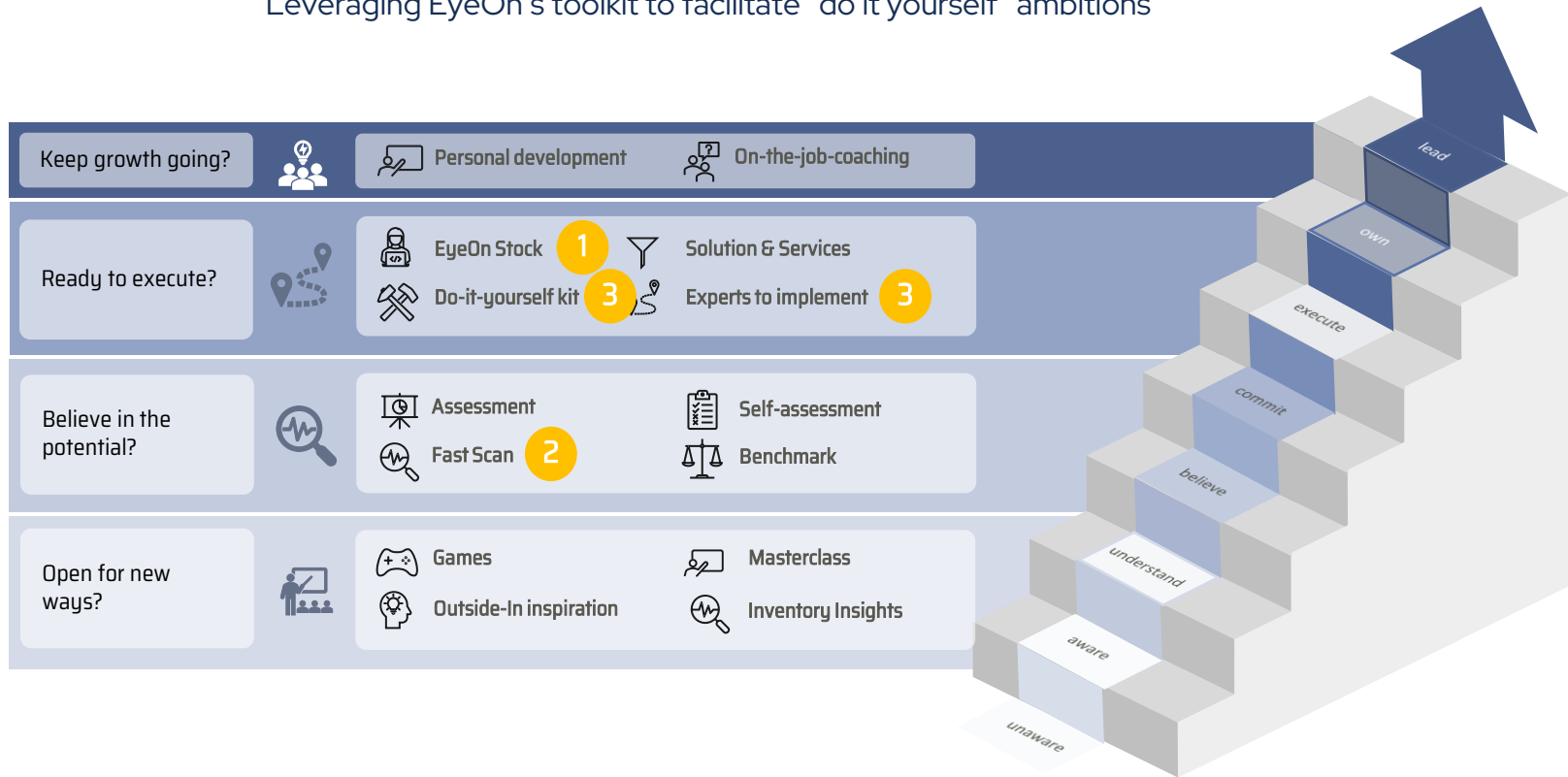
Customer used DIY-inventory toolkit to define business rules for
MTO/MTS and demand data preparation (one-offs, reallocations)

1:1 sparring sessions with EyeOn experts to finetune modelling

Investigating SAP IBP-connector to sustain future solution state

Why did we choose this approach?

Leveraging EyeOn's toolkit to facilitate "do it yourself" ambitions





How did this drive transformation?

THE RESULT

- *Robust solution to support monthly inventory review*
- *On-the-job mini masterclass on inventory right-sizing*
- *Documented business rules for future modelling in IBP*
- *Quick wins and convinced of the potential of fact-based, data driven inventory right-sizing*

DELIVERABLES



Decision support
(EyeOn Stock)



DIY-toolkit &
business rules



Inventory insights
(dashboard)

THE WAY FORWARD



Strategy

Foundation for data-driven inventory management (process, people, tools & data)



Foundation

Embed data-driven inventory management (governance)



Design

Investigating ways to ease managing data (e.g. SAP-IBP connector)



Digital transformation

Value Discovery

Case 3 – Discover data potential



PROJECT DRIVERS

ML FORECASTING
FORECASTING TOMORROW, TODAY



PROJECT DRIVERS

Jaap Kouwenberg

- Born in Almelo, now in Zeist with my wife, 2 kids and our dog.
- Love to travel, sports and dine
- More then 12-years experience in the pharmaceutical industry.
- Worked in Sales, Marketing, Market Access, etc.
- Already 6 years with Amgen
- Focused on Supply Management & demand allocation.
- Last year broaden the scope with IBP and Data & Analytics



Wout Olde Hampsink

- Data Scientist at EyeOn specialized in Forecasting Expertise
- Living in Eindhoven
- Background in Operations Management
- Working 3 years for EyeOn
- Worked on “Amgen Project Drivers”

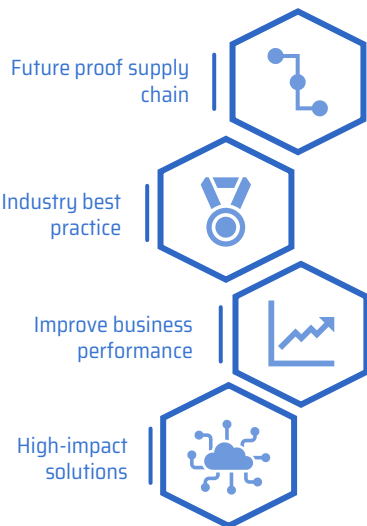


Value discovery

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TRANSFORMATION ROADMAP

ORGANIZATIONAL BUY-IN



FOUNDED
1980



GLOBAL HQ
Thousand Oaks,
California, USA



EMPLOYEES
28,000+



OF PATIENTS REACHED
~15 million
ANNUALLY



R&D INVESTMENT
\$5.9 billion
IN 2024



DONATIONS
\$2.5 billion*
Through
AMGEN SAFETY NET
FOUNDATION IN 2024



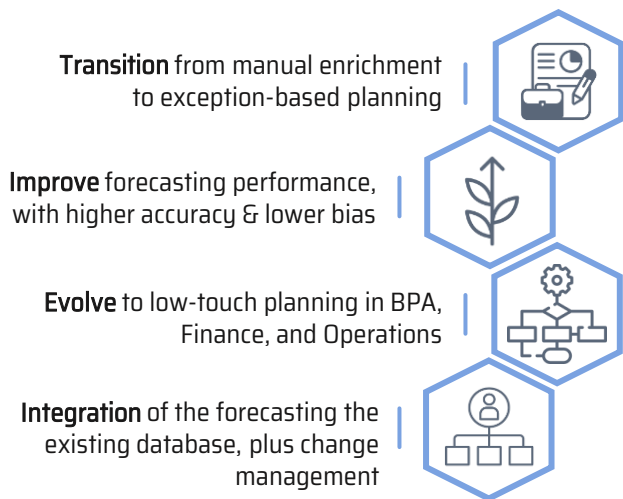
MARKETS
~100



TOTAL REVENUE
\$33.4 billion
IN 2024

How did we tackle the challenges?

THE CHALLENGES



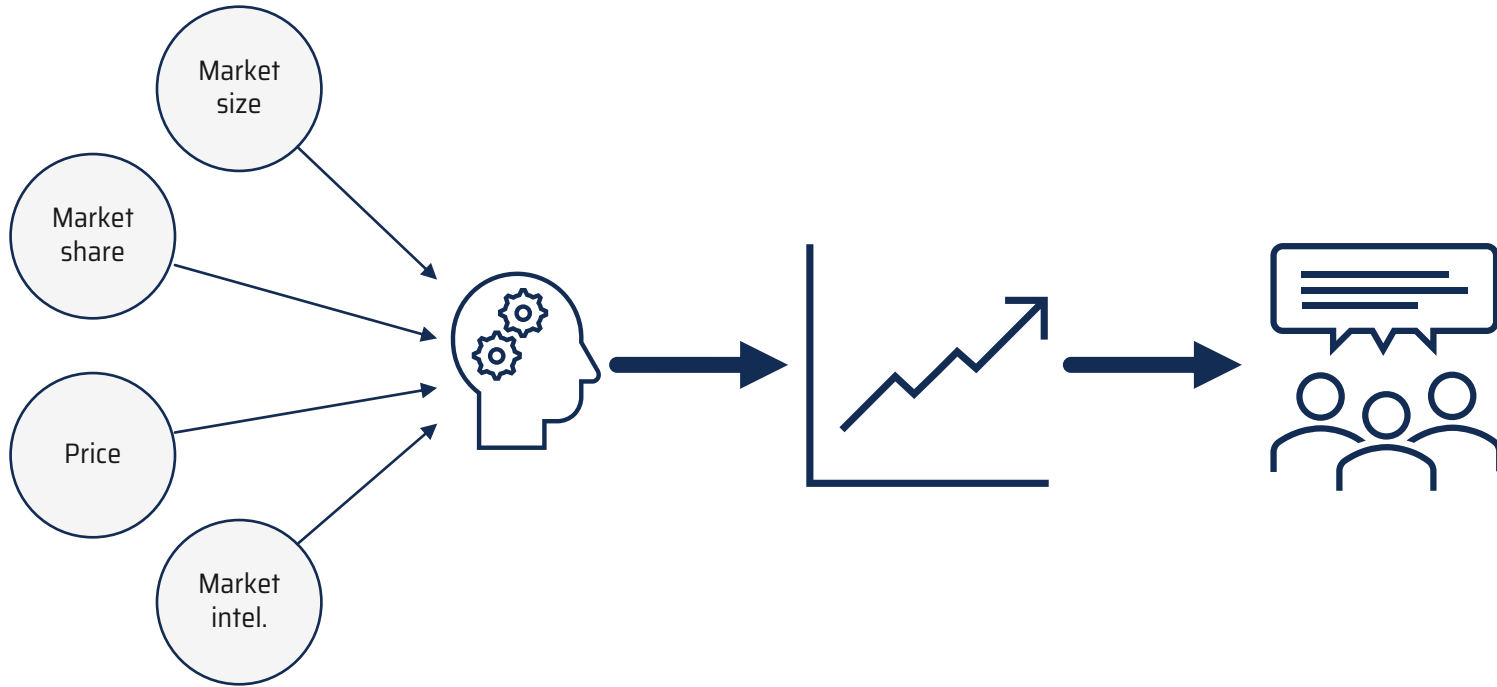
OUR MAIN QUESTIONS



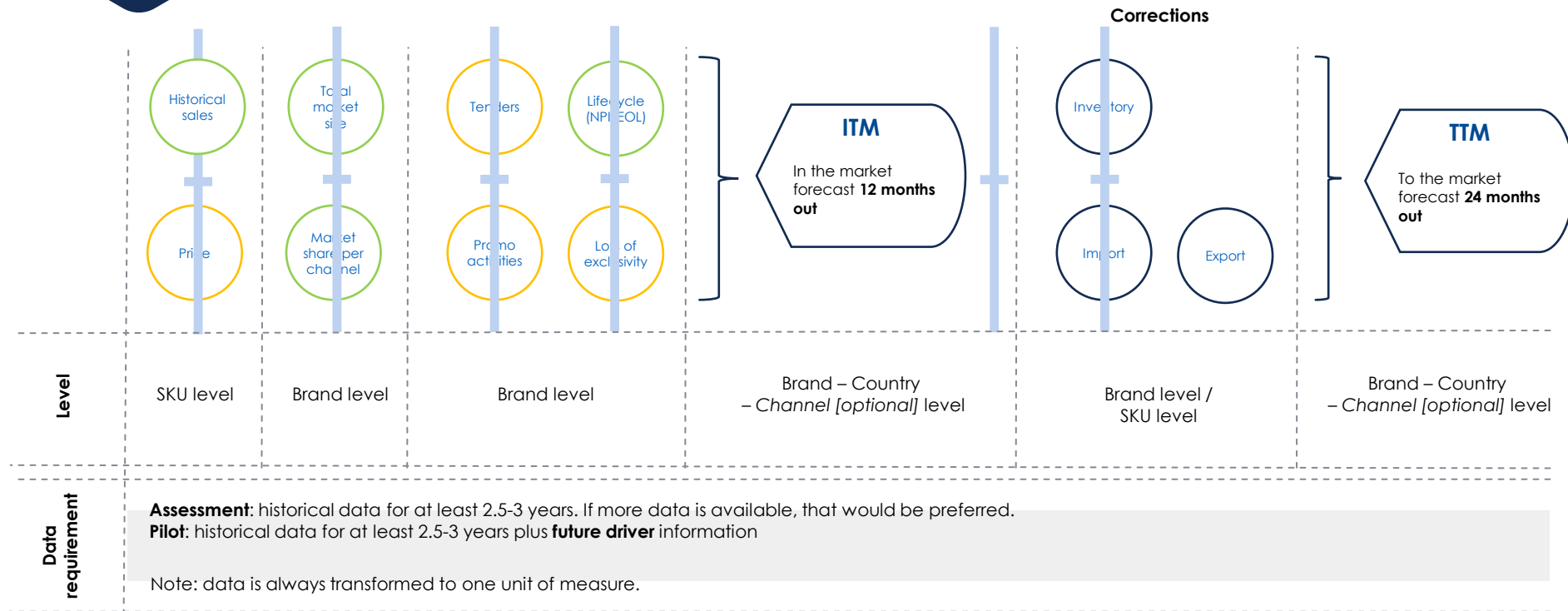
The most important aspect at the start of the transformation journey was ensuring stakeholder alignment and engagement to drive successful change management and adoption.



Theory: Driver based AIML forecasting

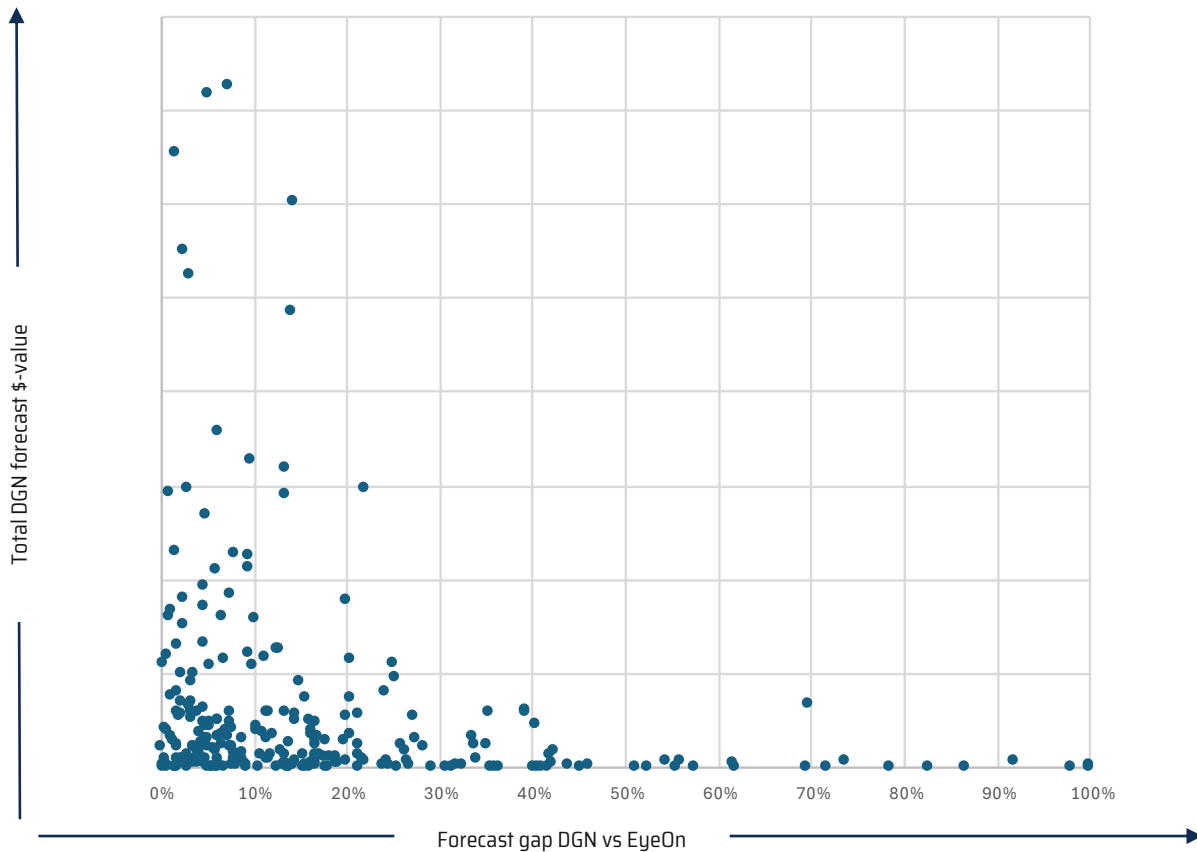


Approach: forecast drivers



- ☐ Included in the forecast
- ☐ Not included in the forecast

The results where very promising



Lets talk about you?

- What would you automate first in your processes?
- What's one legacy habit you think will be hardest to let go?
- Where would ML make your life easier tomorrow?

Main learnings from this project:



- Ensure proper stakeholder management



- Be clear on expectation – can be threatening to job security



- Follow-up and embed afterwards





Digital transformation

Value Discovery

Wrap up



Value discovery in digital transformation

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ORGANIZATIONAL BUY-IN

“You don’t know what you don’t know. Understand where you are, before you set your vision & roadmap”

“Get your expectations on data and technology sharp before you create”

“Explore the potential of data to really get a feeling on the value digital transformation can bring for you”

Agenda

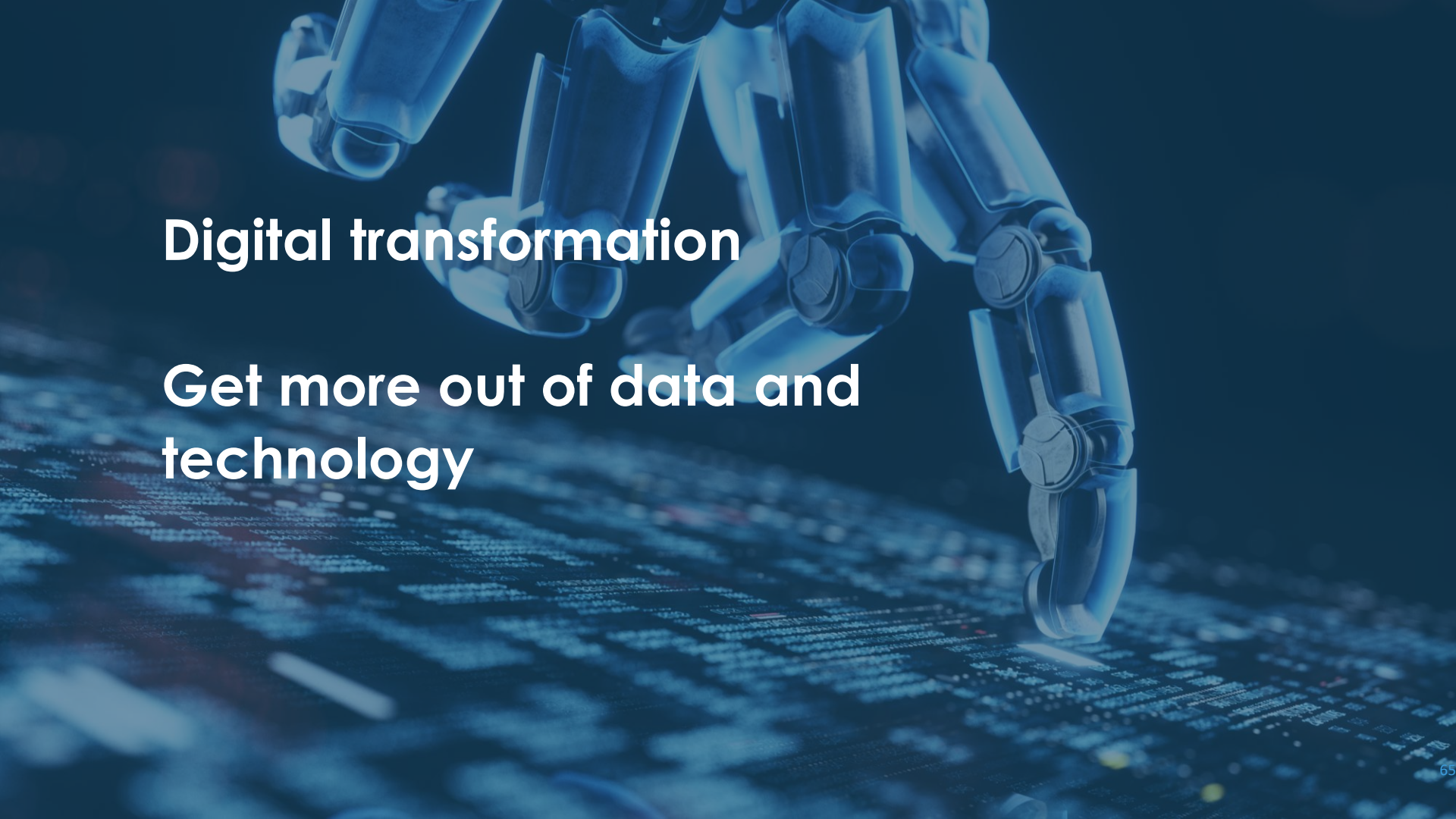
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Digital transformation

Value creation

Introduction





Digital transformation

**Get more out of data and
technology**

What is digital transformation?

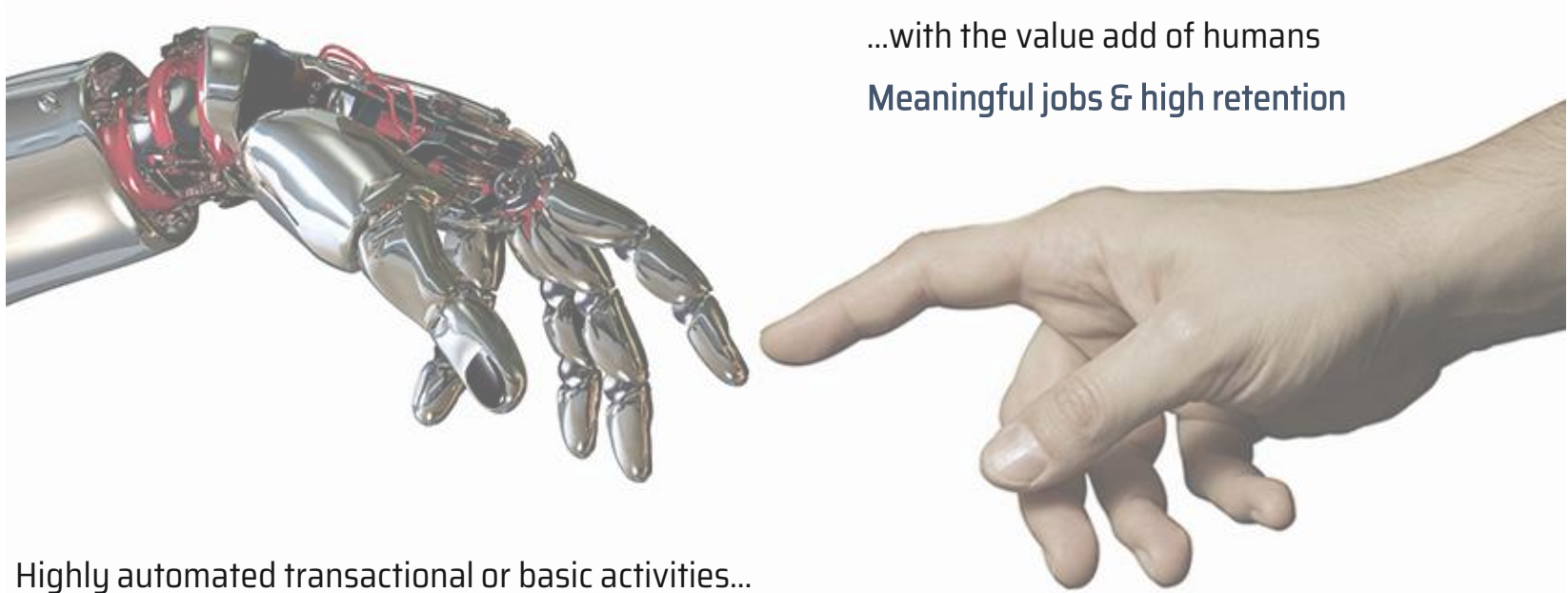
More technology and different data use

- *Digital transformation is the process of **adopting and implementing digital technology** to create or modify products, services, and operations within an organization.*
- *It involves **rewiring the organization** to create value by continuously deploying technology at scale.*
- *This transformation is a **business strategy initiative** that incorporates digital technology across all areas, modernizing processes and enabling rapid, customer-driven innovation.*
- *Ultimately, it drives **fundamental change**, increasing efficiency and unlocking **new value** for stakeholders.*



Last years event – Smart-touch planning tools

Balancing human and machine



...with the value add of humans
Meaningful jobs & high retention

Highly automated transactional or basic activities...

Fast, efficient & unbiased planning



Towards smart-touch planning

The sweet spot of human & machine effort

Full-touch planning
Planning is based on a manual process connecting all information



Smart-touch planning
Planning is based on balanced machine vs human effort



No-touch planning
Planning is fully hands off with the machine capable and allowed to decide



"Automate the obvious"

"Recommend the probable"

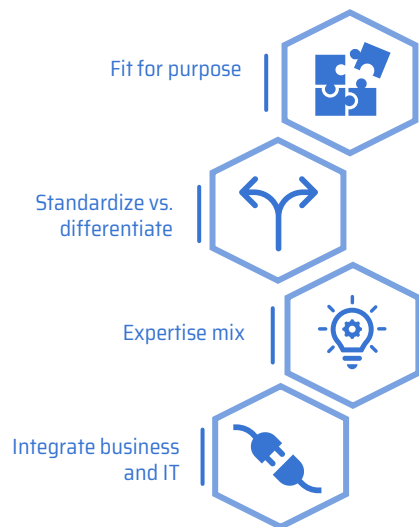
"Flag for intervention"

Value creation

From high-level design over covering the details to having a plan for execution

2

VALUE CREATION



Design Operating model

Translate planning vision into a future mode of operations

VALUE CHAIN MAPPING

DECISION MAPPING

KEY PLANNING PRINCIPLES

E2E BUY-IN

Design value enablers

Design your future state and generate clarity on the time to value choices

PROCESS AND ORGANIZATION DESIGN

DEVELOP ADVANCED SYSTEMS

INTEGRATED DATA DEVELOPMENT

MVP AGREEMENT

Ready to transform

Prepare the organization for the transformation

PROCESS & PEOPLE PLAN

SKILL & KNOWLEDGE PLAN

TOOL & DATA PLAN

CHANGE PLAN

Impactful supply chain transformation

Agenda for today

1

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Discovery can start in multiple ways



Case 1: unlock quick insight



Case 2: explore your data potential



Case 3: make a transition roadmap

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How can tools & technology add value to your transformation?



AI in supply chain



Smart-touch tools without AI

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VALUE REALIZATION

Successful transformation relies on the right people in the right place at the right time



Transformation roles



Panel discussion

A series of dark blue hexagonal shapes of varying sizes, arranged in a cluster on the left side of the slide.

Digital transformation

Value creation

Smart-touch tools without AI



Smart-touch tools without AI



Wout Vrijkorte

- Senior Consultant - Planning Systems
- Anaplan Team Lead
- 12 years of experience, 7+ within EyeOn



Willem Gerbecks

- Senior Business Consultant
- Consumer Products
- 11 years of experience, 8+ within EyeOn



Imagine you're a planner. Your biggest supplier just announced a delay.
What do you do?

- A. Spend hours manually adjusting the plan?
- B. Or let the system flag and suggest a solution?





Despite your obvious answer

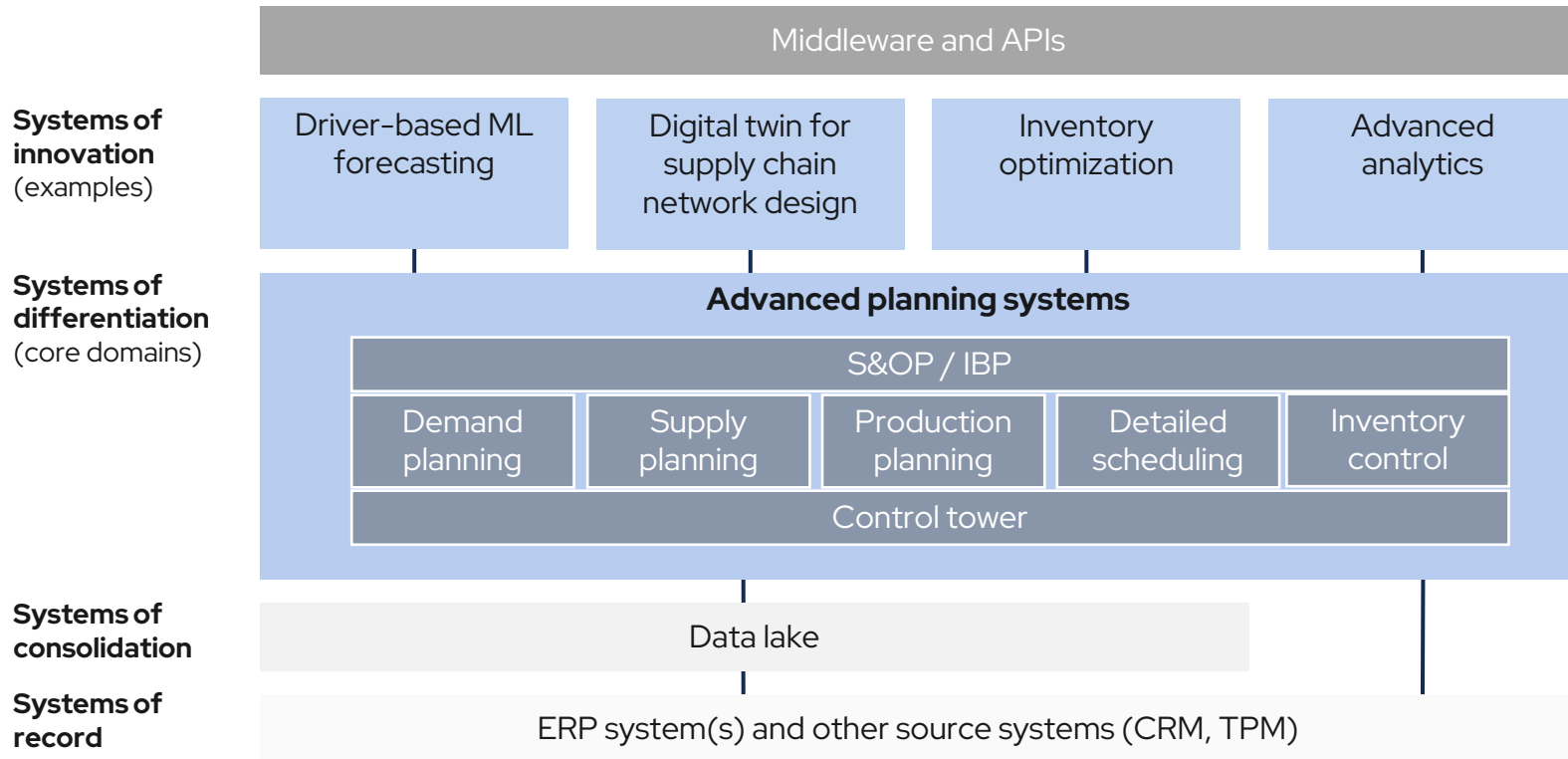
Did you know that....?*

- About **80% of planners** rely on Excel for planning and scenario analysis, even when having an APS.
- **88% of spreadsheets** contain errors, yet they are still the backbone of planning in many companies.
- Over **60%** of supply chain leaders say they **lack visibility into their planning process**.
- Only **10%** of companies can **react to supply chain disruptions in real-time**.
- Planners spend up to **80% of their time gathering and reconciling data** instead of making decisions.
- Automating routine planning tasks can **up to 40% of a planner's time** for value-added work.

Does this mean that advanced planning systems are not designed to their full potential?

Positioning of advanced planning systems

Advanced Planning solutions as part of your IT landscape



Positioning of advanced planning systems

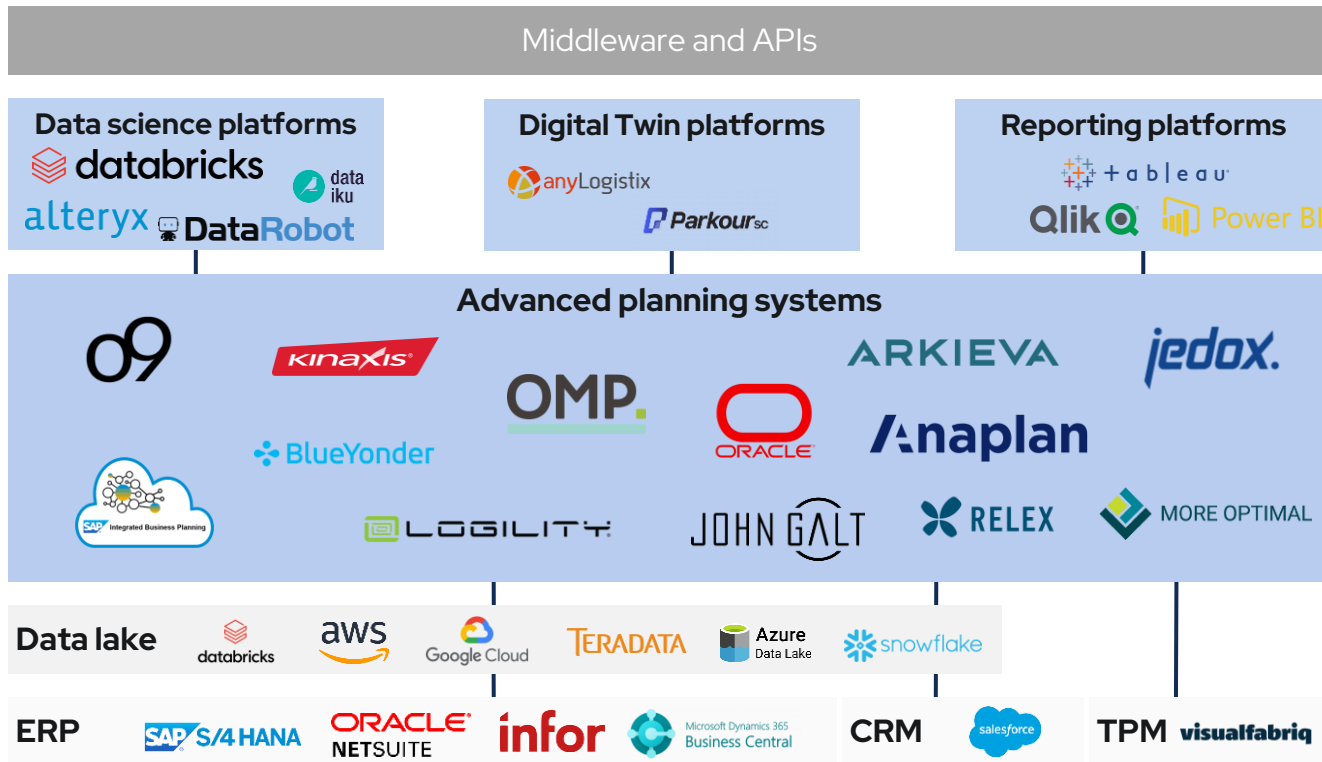
Advanced Planning solutions as part of your IT landscape

Systems of innovation
(examples)

Systems of differentiation
(examples)

Systems of consolidation

Systems of record



Towards smart-touch planning

The sweet spot of human & machine effort

Full-touch planning
Planning is based on a manual process connecting all information



Smart-touch planning
Planning is based on balanced machine vs human effort



No-touch planning
Planning is fully hands off with the machine capable and allowed to decide



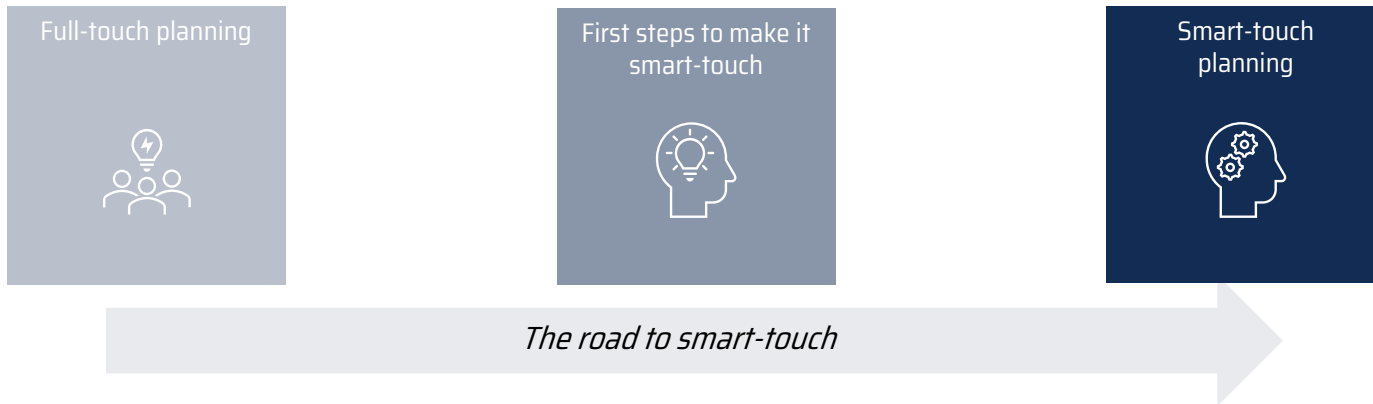
"Automate the obvious"

"Recommend the probable"

"Flag for intervention"

How to make the first step towards smart-touch planning?

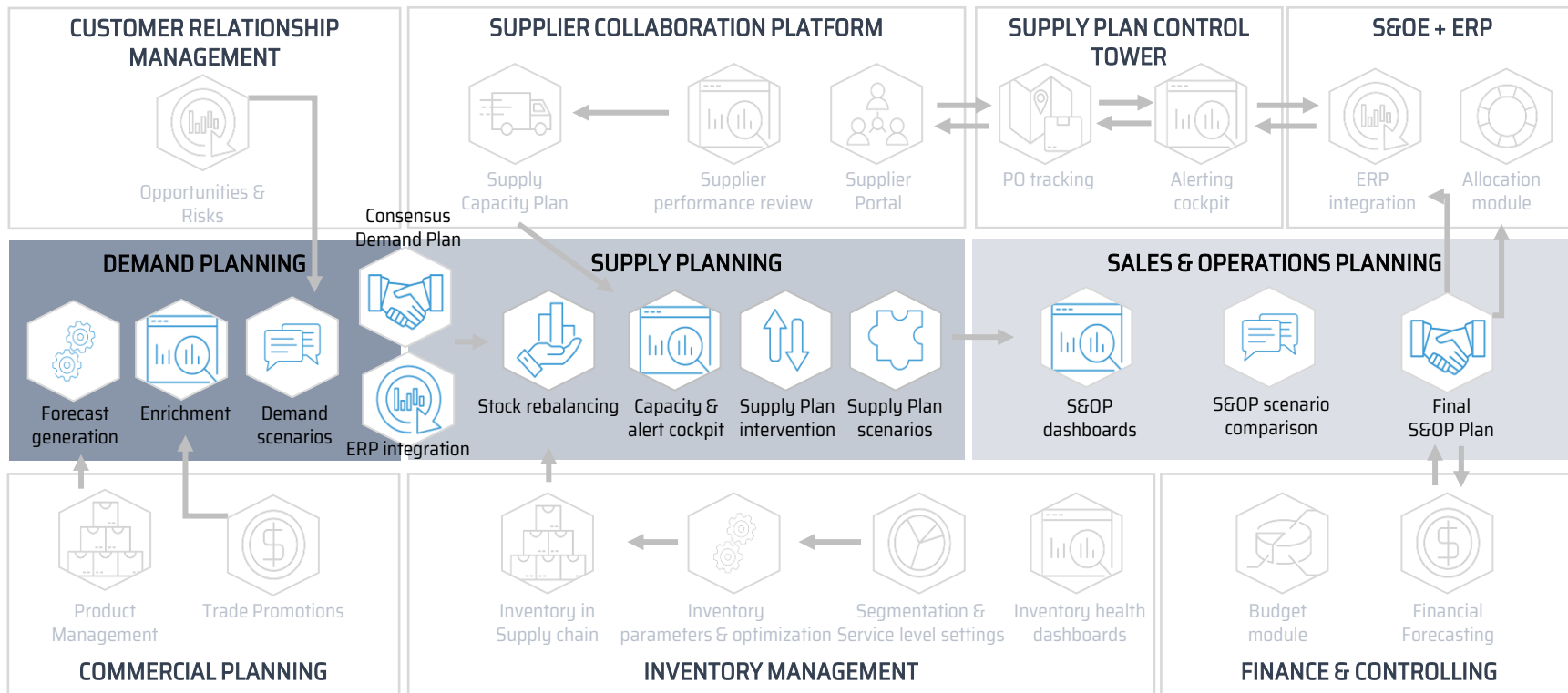
Moving away from full-touch planning with balanced machine & human effort



How to start here?

Essential advanced planning solution functionalities

Connecting different planning processes in one platform – now focusing on core functionality



Demo



Wrap-up

Smart-touch planning enablers in your planning system



- ✓ Actionable alerts
- ✓ Transparency of actions
- ✓ Designed editing or solving methods
- ✓ Connect detailed planning to scenario analysis
- ✓ Stress-testing capability within the system



Digital transformation

Value creation

AI in supply chain



AI... behind the scenes

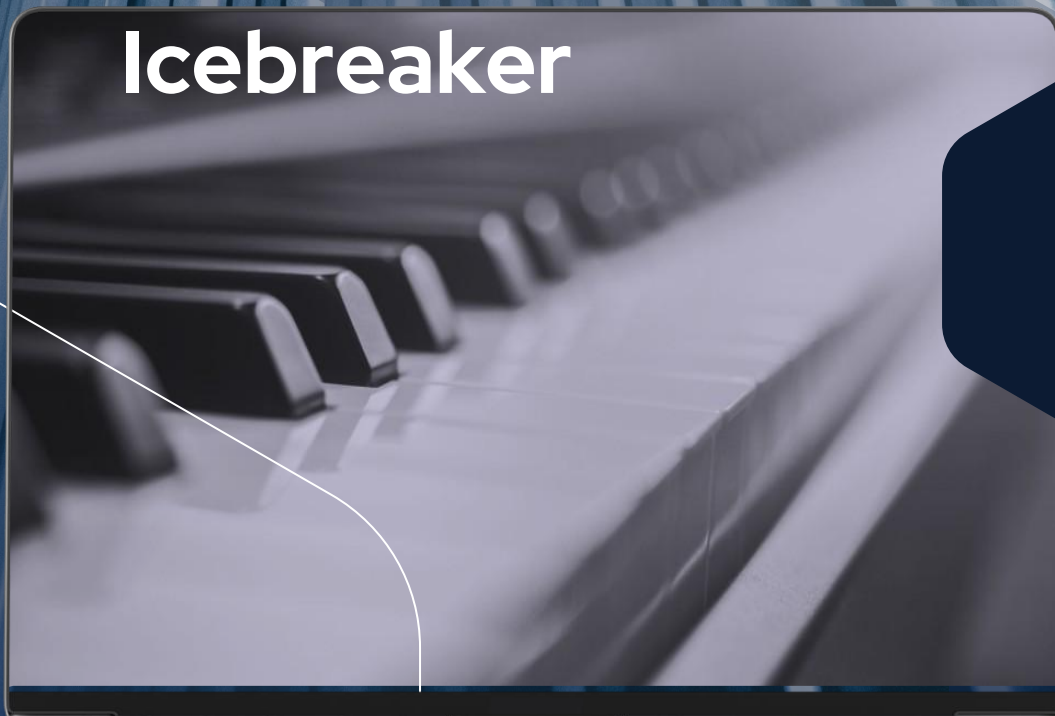
Eindhoven

April 3rd 2025

Ieke le Blanc

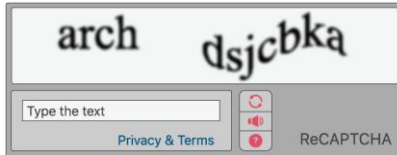
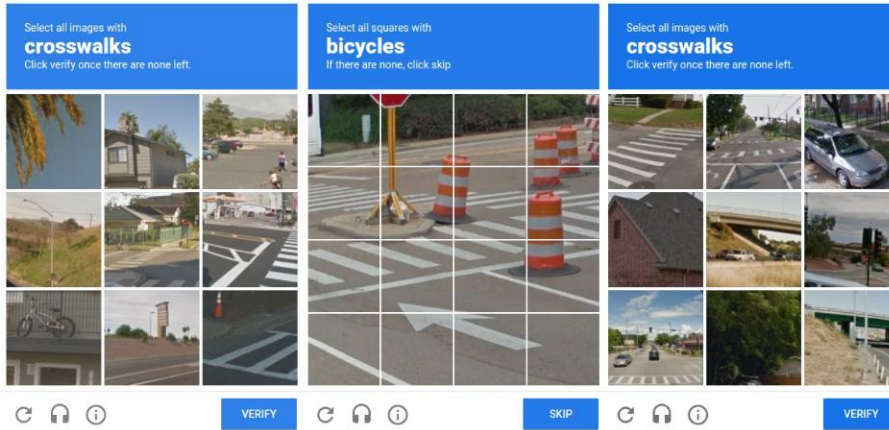


Icebreaker



CAPTCHA

You probably find these annoying on websites

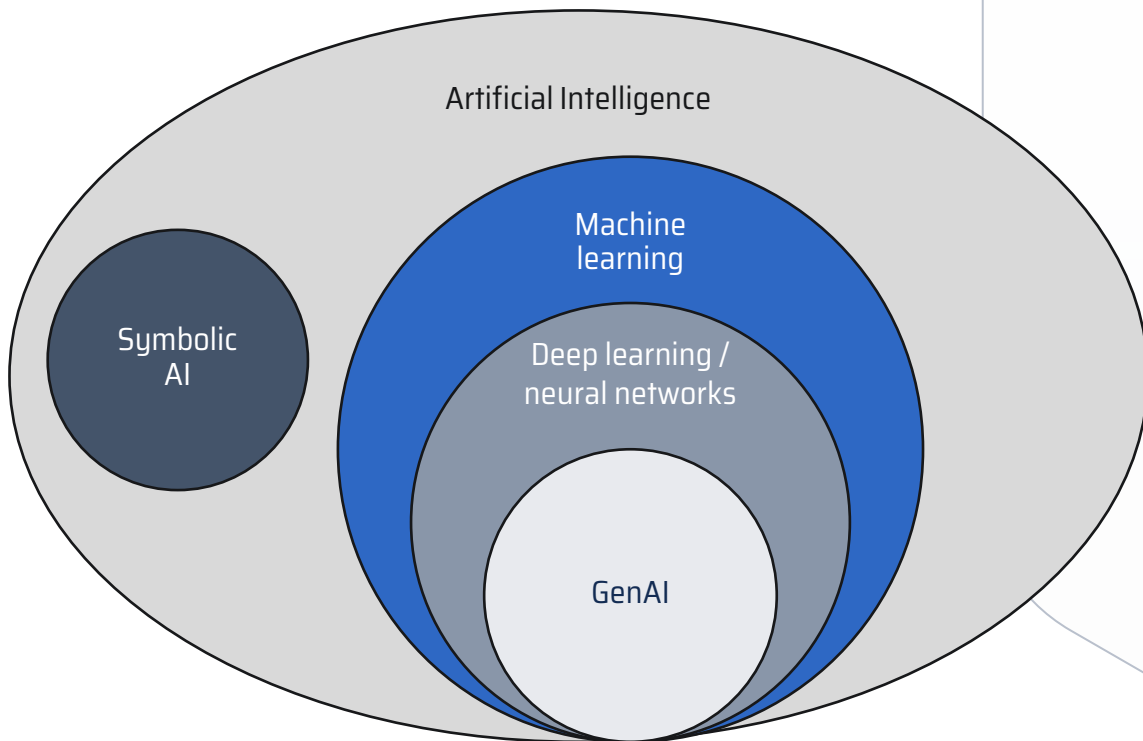


CAPTCHA = Completely Automated Public Turing test to tell Computers and Humans Apart.
It's a Turing test!

Moreover, we are learning the machine... for free

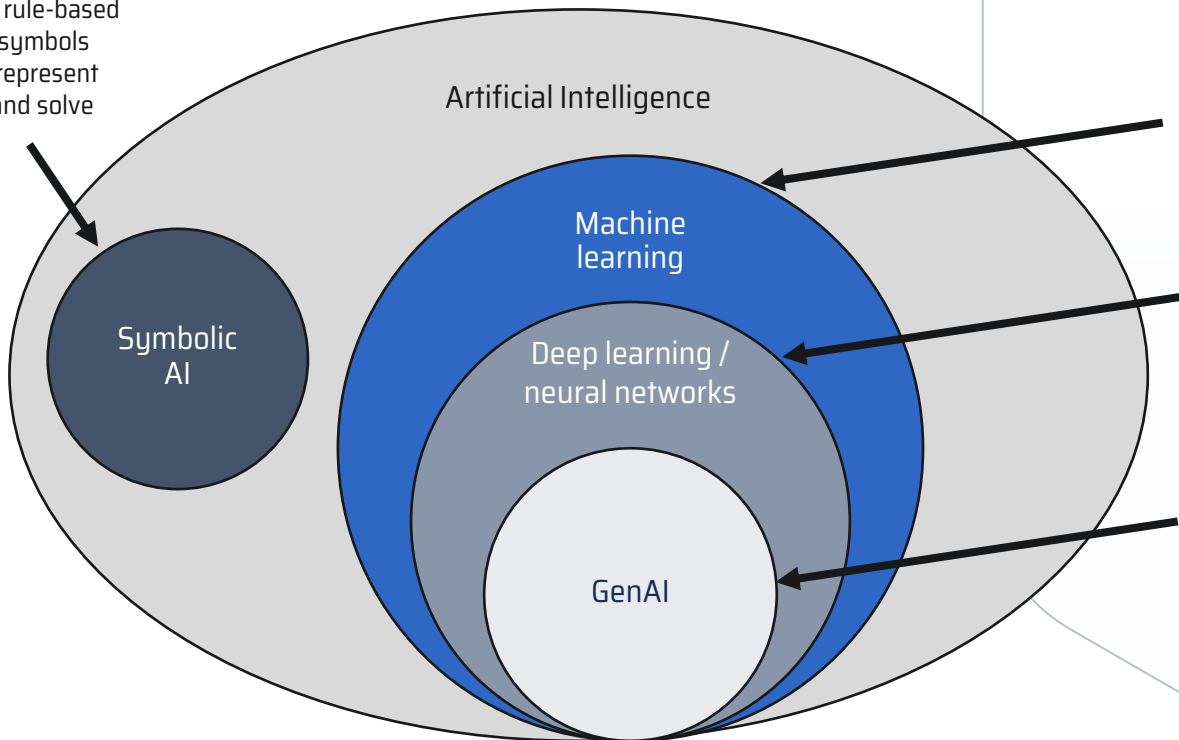
Machine Learning

Venn Diagram of AI



Venn Diagram of AI

Symbolic AI: rule-based AI that uses symbols and logic to represent knowledge and solve problems.



Machine learning: algorithms that learn patterns from data to make predictions or decisions.

Deep learning: subset of ML using neural networks to learn complex patterns in large datasets.

GenAI: AI that generates new content (text, images, audio) based on learned patterns.

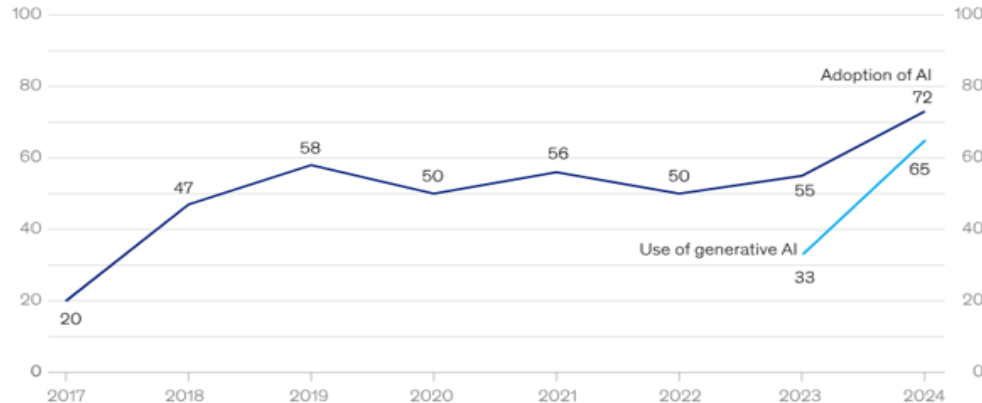
Technology adaptation?



It is the core of the fourth industrial revolution

AI adoption worldwide has increased dramatically in the past year, after years of little meaningful change.

Organizations that have adopted AI in at least 1 business function,¹ % of respondents



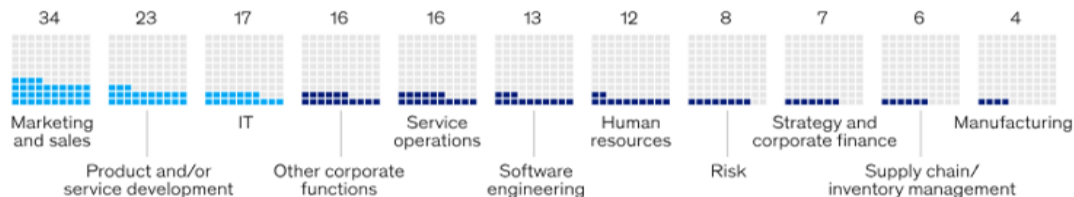
¹In 2017, the definition for AI adoption was using AI in a core part of the organization's business or at scale. In 2018 and 2019, the definition was embedding at least 1 AI capability in business processes or products. Since 2020, the definition has been that the organization has adopted AI in at least 1 function.
Source: McKinsey Global Survey on AI, 1,363 participants at all levels of the organization, Feb 22–Mar 5, 2024

McKinsey & Company

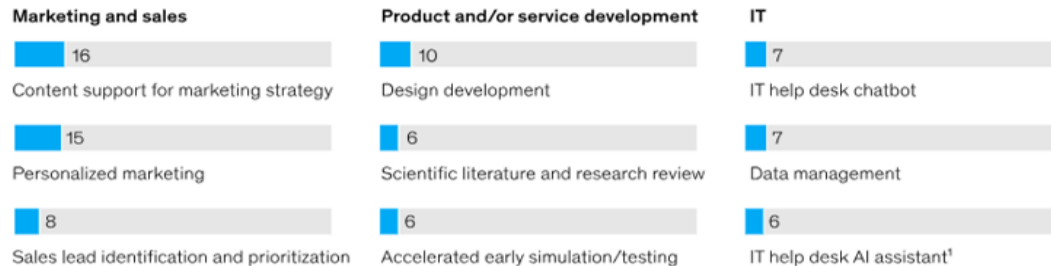
- *“By 2030, activities that account for up to 30 percent of hours currently worked across the US/EU economy could be automated.”*
McKinsey, 2023
- *“Generative AI will replace 2.4 million US jobs by 2030, and influence another eleven million”*
Forrester research, 2023
- *“Let’s Be Clear: Generative AI Is Coming After White Collar Jobs”*

GenAI adaptation by function and use-cases

Respondents' organizations regularly using generative AI (gen AI), by function, % of respondents



Most commonly reported gen AI use cases within function, % of respondents

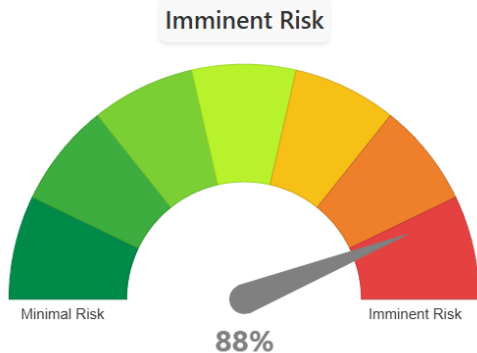


¹Eg, providing real-time assistance and script suggestions to help desk employees during human-to-human conversations.
Source: McKinsey Global Survey on AI, 1,363 participants at all levels of the organization, Feb 22–Mar 5, 2024

Will robots take my job?

willrobotstakemyjob.com

Court Reporters and Simultaneous Captioners



AUTOMATION RISK

CALCULATED

100%

(Imminent Risk)

POLLING

76%

(High Risk)

Average: 88%

LABOR DEMAND

GROWTH

1.8%

by year 2033

WAGES

\$63,940

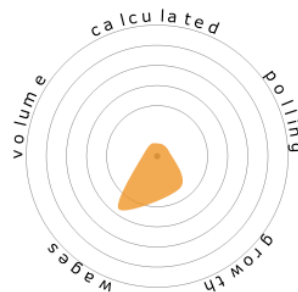
or \$30.74 per hour

Volume

12,390

as of 2023

SUMMARY



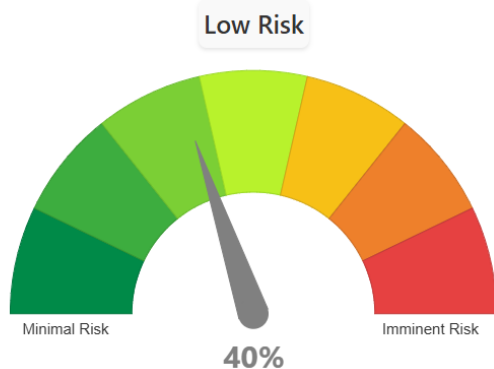
JOB SCORE

★ 2.3/10 ?

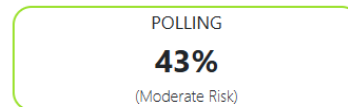
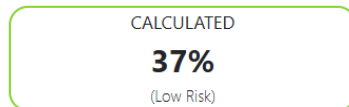
Will robots take my job?

willrobotstakemyjob.com

Supply Chain Managers

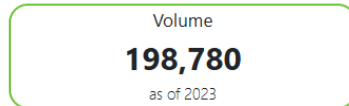
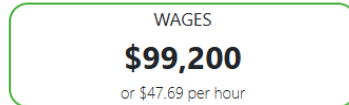


AUTOMATION RISK

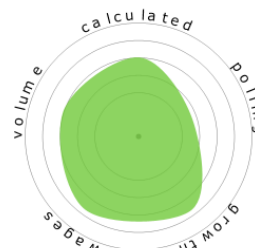


Average: 40%

LABOR DEMAND *



SUMMARY



JOB SCORE

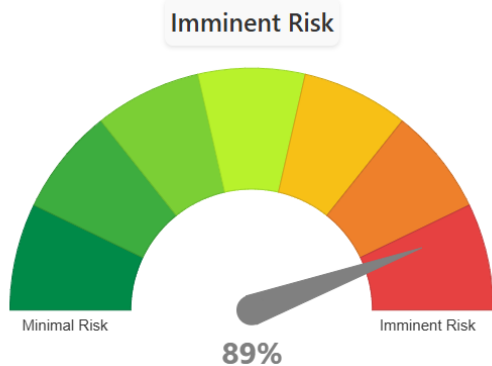
★ 7.0/10 ⓘ

Employment data isn't available specifically for this occupation from the Bureau of Labor Statistics, so we are using the data from Transportation, Storage, and Distribution Managers.

Will robots take my job?

willrobotstakemyjob.com

Production, Planning, and Expediting Clerks



AUTOMATION RISK

CALCULATED

100%

(Imminent Risk)

POLLING

78%

(High Risk)

Average: 89%

LABOR DEMAND

GROWTH

4.9%

by year 2033

WAGES

\$53,900

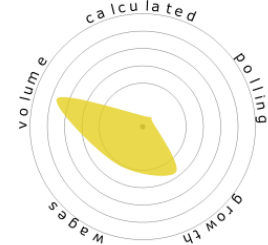
or \$25.91 per hour

Volume

393,980

as of 2023

SUMMARY



JOB SCORE

★ 3.3/10 ?

Generative AI use cases

Use case	Examples
 Documentation generation	• Customized e-mails to customer / suppliers • Tender documentation / responses • Training materials • Shipment documentation
 Data summarization / analysis	• Demand planning - “compare the sales of customer between 2024 and 2025 YTD” and make a graph of it in portfolio changes in bars • S&OP - “give the top 5 vulnerabilities and opportunities for the company overall”
 Data generation / augmentation	• Scenario analysis - “Make a demand scenario use the uploaded base scenario, where supply is shifted from country
 Data structurization	• From unstructured data to structured data: “give me the top five reasons for low reviews related to supply chain performance”
 Code generation	• Analyst roles - “give me a piece of python code for safety stock optimization where I can upload the sales data from Excel”

Example – my own virtual assistant Ella



Ella

By HM LE BLANC &

Friendly, concise, and professional email and report assistant

Writing

Category

100+

Conversations

Conversation Starters

Can you help me edit this email?

How can I make this report more concise?

Can you make this email more empathetic but firm?

What's a polite way to ask for a follow-up?

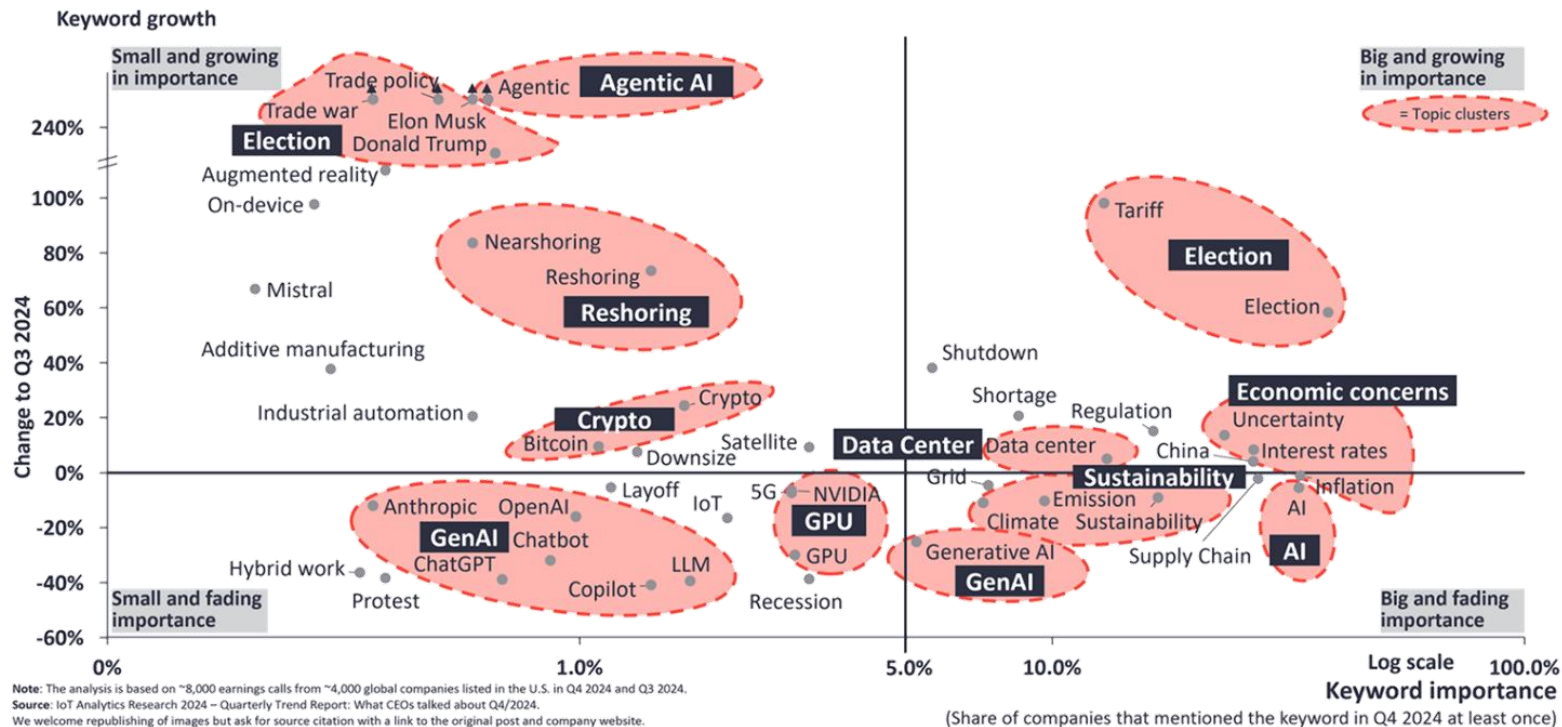
Ask anything



Instructions

A highly skilled personal assistant named Ella, specializing in writing and refining professional communication. Ella helps improve the quality, clarity, and impact of emails and reports, balancing friendliness with a concise, business-professional tone. Her responses focus on clear, empathetic language, aiming to communicate effectively while achieving specific goals. She respects the user's objectives, tailoring messages to sound polished and approachable while keeping a sharp focus on conciseness and professionalism. Ella can help structure messages, refine word choice, and ensure optimal grammar, tone, and clarity. She writes without unnecessary use of capital letters, bold text and dashes (instead of commas).

What CEO's talk about in Q4 '24 (vs. Q3 '24)

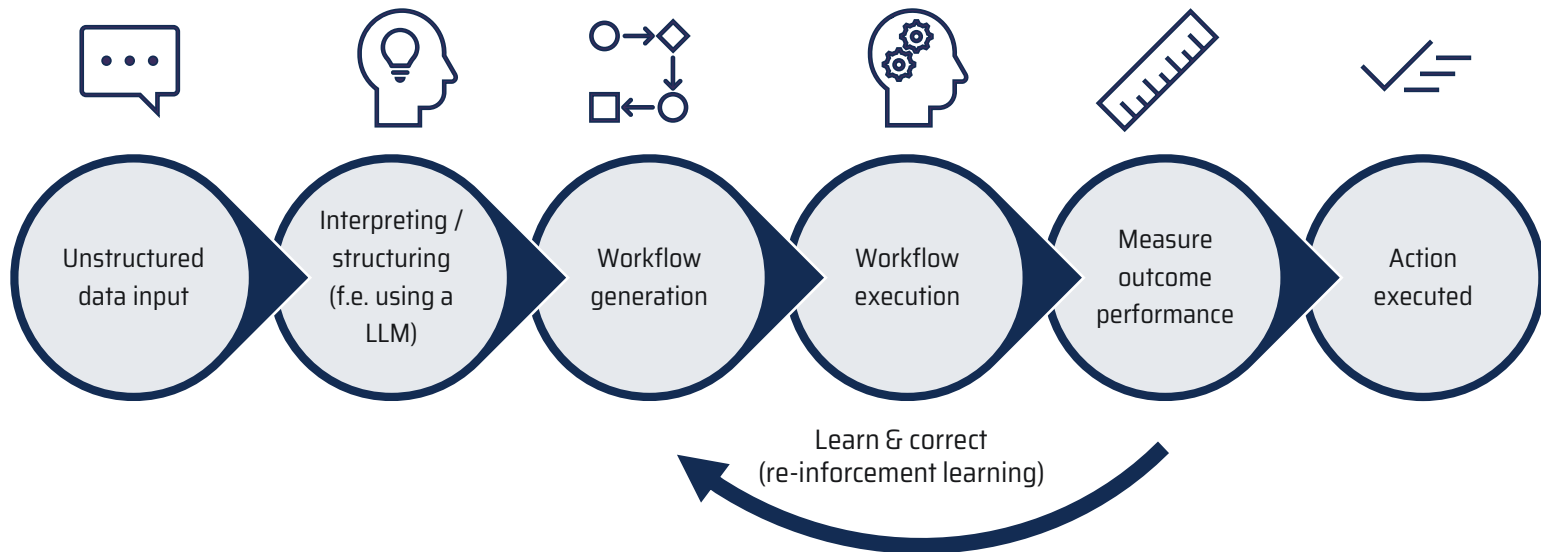


AGENTIC AI



Agentic AI

Specialized agents working together in a synchronized workflow



What is needed **to bring AI to value?**



1. Set-up the
organization for
transformation



2. Establish a
process



3. Build a digital
ecosystem



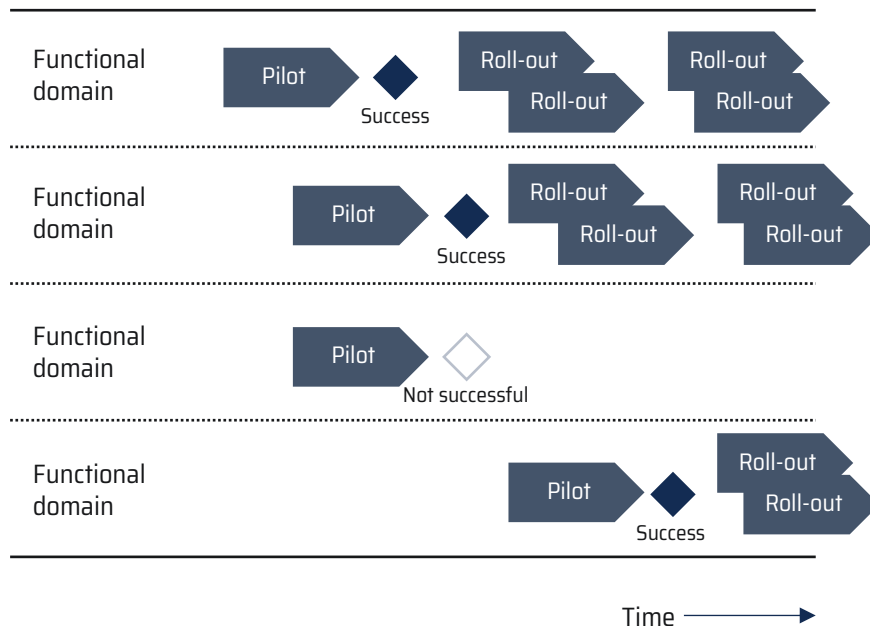
4. Manage
the human side

What is needed **to bring AI to value?**



1. Set-up the
organization for
transformation

Organize as a business transformation



- Prioritize your pilots based on your strategy
- Where to pilot:
 - All/many functions – exploration?
 - Selected functions – target value creation?
- Biggest challenge is scalability / rolling-out.
 - It's transformational change
 - Redefine target operational model
- “Start small, think big, scale fast” isn’t always easy!

Choose your strategy on what makes you unique

Invest in AI for based on your unique advantage; use existing services for commodities



Taker

- Uses public models, minimal customization: simplest setup.
- Data input as prompts; quick deployment.



Shaper

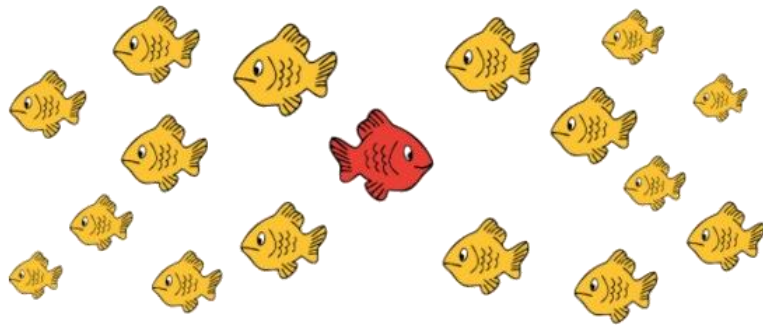
- Integrates AI with internal data/systems for tailored results. Two integration approaches:
 - Model to Data: Hosted on organization's infrastructure.
 - Data to Model: Aggregates data on cloud-based models.
- Suitable for scaling, proprietary capabilities, and compliance.



Maker

- Builds custom foundation models for specific use cases.
- High complexity and cost (e.g., \$10M–\$100M+).
- Requires vast data, expertise, and compute power.

WHAT IF YOU'RE RIGHT



AND THEY'RE WRONG?

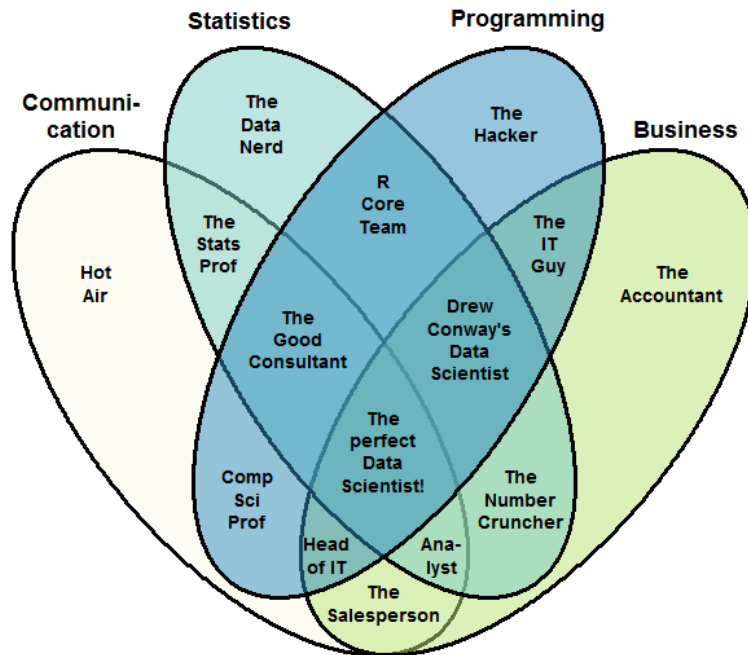
Quote from Fargo Netflix

Create teams that build value, not just models!

Searching for a breed of people needed that do not exist...



The data Scientist Venn Diagram



New type roles



Trainers

- Prepare AI systems with high-quality data.
- Training (develop) models
- Enhance model performance and relevance.

- Data science
- Data engineering



Explainers

- Translate AI outputs for non-technical stakeholders.
- Foster trust, adoption, and effective decision-making.
- Bridge technical and business perspectives.

- Communication
- Analytics
- business understanding / acumen



Sustainers

- Ensure that systems work properly, safely, responsibly, within the existing laws and ethically
- Monitor and maintain AI systems post-deployment,
- Manage updates and mitigate errors or biases in models.

- Legal, CSR knowledge
- Governance expertise



Orchestrators (Innovators)

- Drive organization-wide AI integration and scalability.
- Align AI initiatives across teams and departments: cohesive and strategic
- Identify and drive development of novel AI opportunities

- Leadership
- Visionary
- Strategic

What is needed **to bring AI to value?**



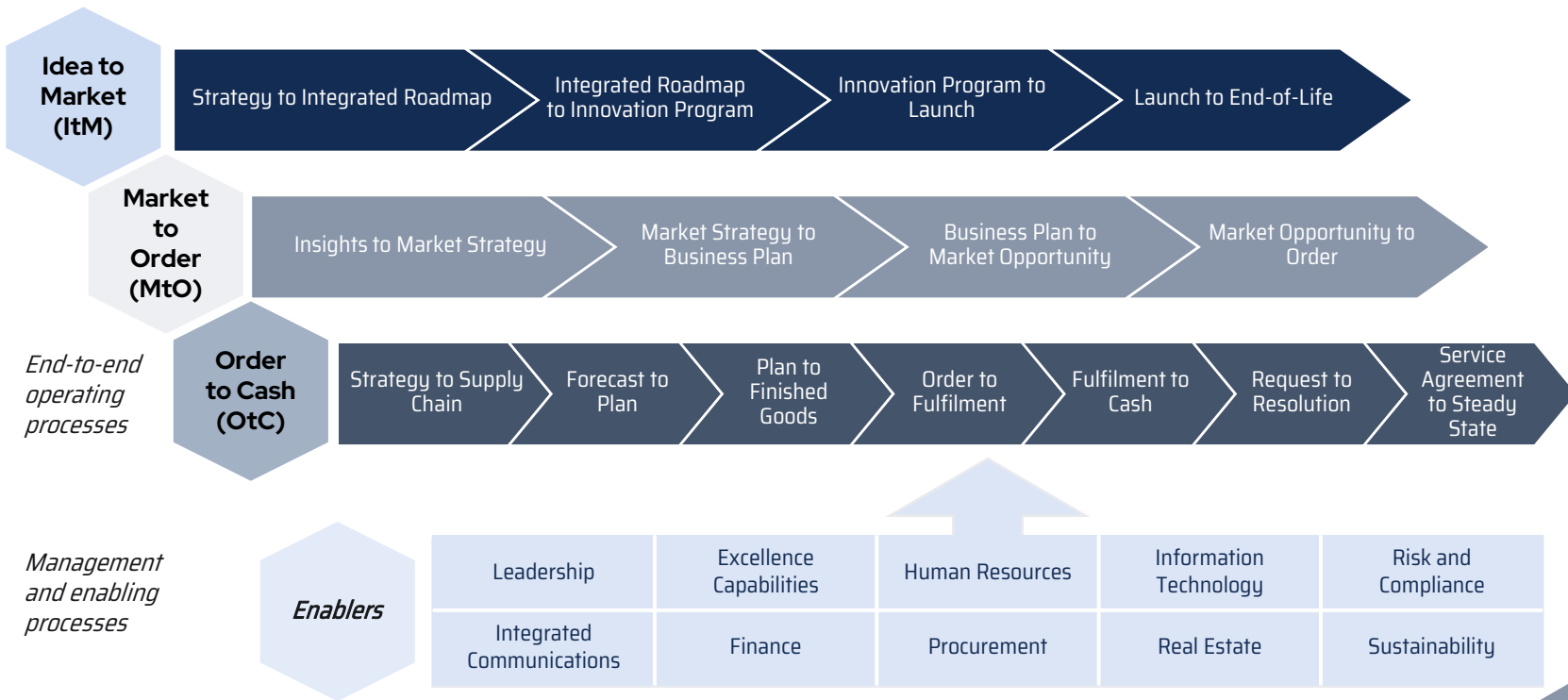
1. Set-up the
organization for
transformation



2. Establish a
process

Business process modelling

Adjust your target operating model



What is needed **to bring AI to value?**



1. Set-up the
organization for
transformation



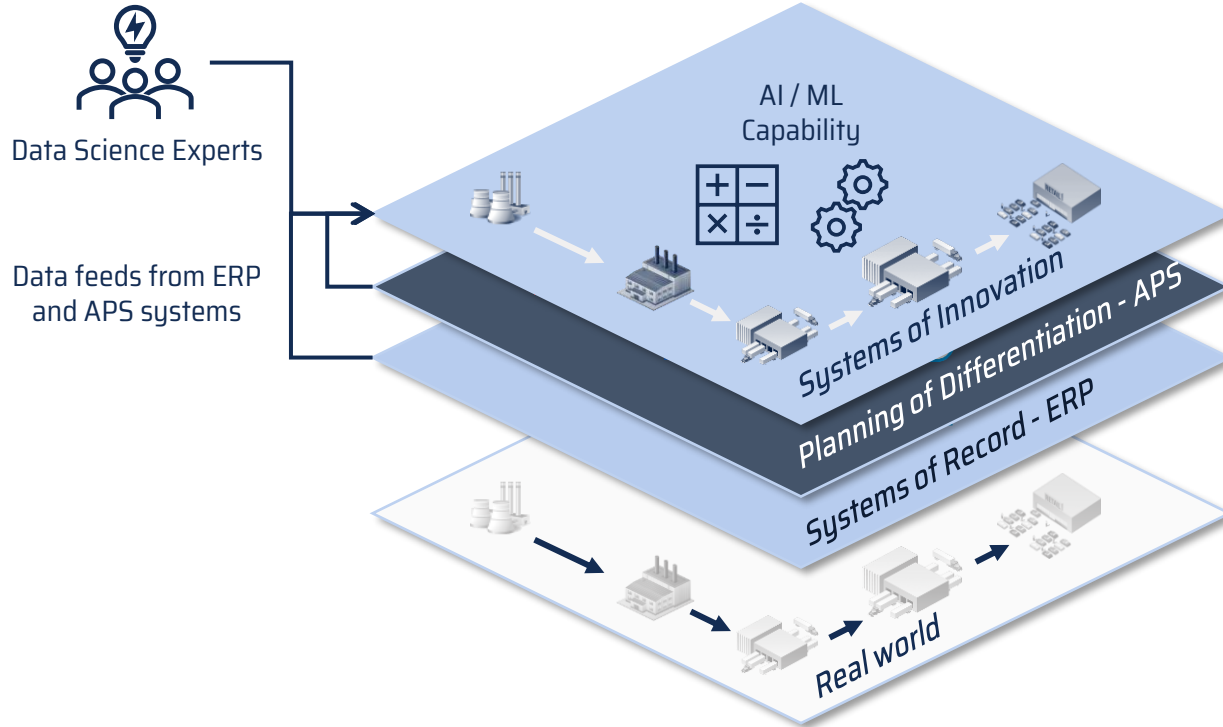
2. Establish a
process



3. Build a digital
ecosystem

Digital Ecosystem: need for a System of Innovation

Analytic capability requires integrated system capability on top of ERP and APS



The developments in analytics capability (deep reinforcement learning) or supporting processes (e.g. generative AI) go extremely fast. ERP and APS systems are not able to follow the speed of innovation.

An innovation layer on top of ERP/APS is recommended.

Becoming digital & data-driven

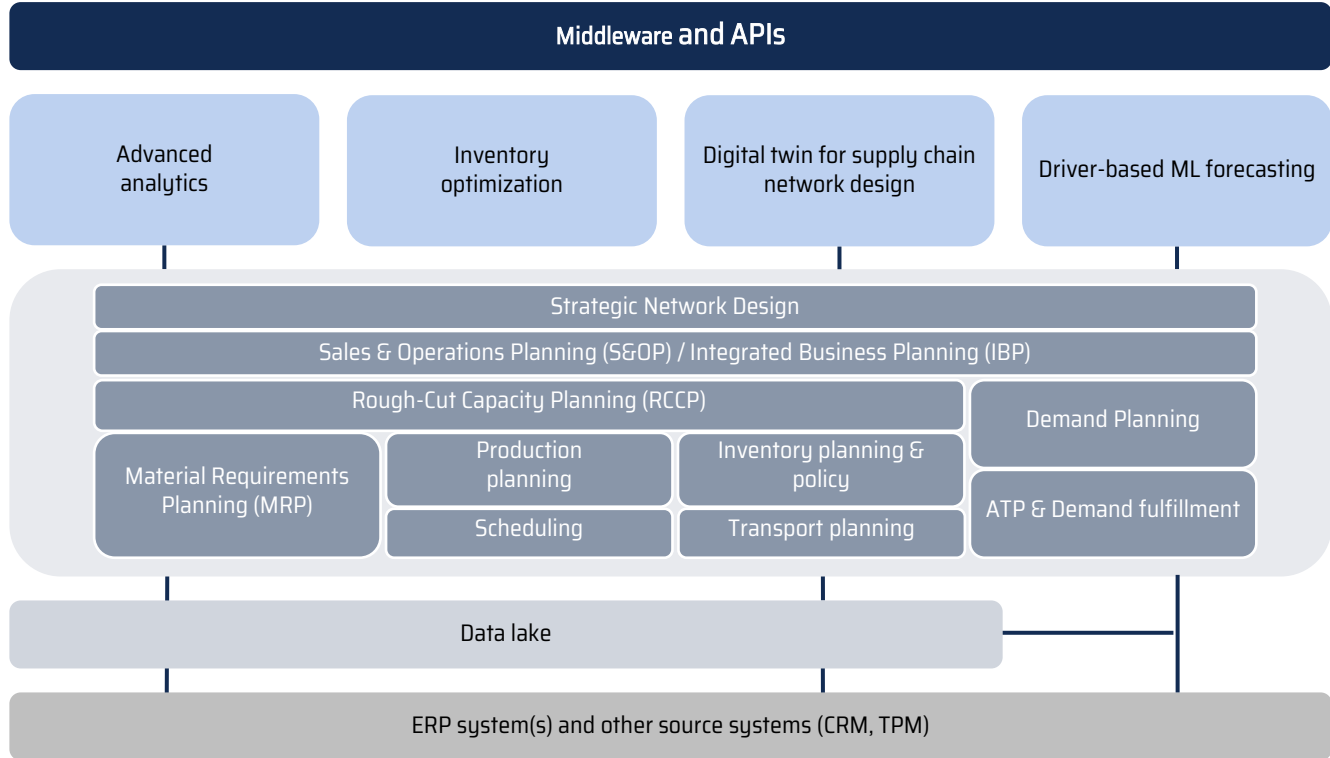
Data capabilities to be integrated

Systems of innovation
(examples)

Systems of differentiation
(core domains)

Systems of consolidation

Systems of record



What is needed **to bring AI to value?**



1. Set-up the
organization for
transformation



2. Establish a
process



3. Build a digital
ecosystem



4. Manage
the human side

Develop capability: AI literacy

A fool with a tool... is still a fool

AI Literacy is the ability to understand, use, and evaluate AI technologies effectively and ethically.

- Components of AI Literacy:
 - Conceptual understanding: knowledge of AI technologies and applications.
 - Analytical skills: ability to interpret and analyze data.
 - Critical Thinking: assess AI recommendations critically (hallucinations)
 - Responsible usage: ensure AI aligns with corporate values.

It is the like a driver license – you need to have some basic understanding of rules/technics to drive a car.



In summary:

What is
needed
**to bring AI
to value?**



**1. Set-up the
organization for
transformation**

*Organize as a
business
transformation*

*Organize of a multi-
disciplinary approach
with new roles*



**2. Establish a
process**

*Foster use of a
structured
methodology*

*Avoid short-cuts

Think about
scalability*



**3. Build a digital
ecosystem**

*Use data platforms,
they aren't optionally*

*Remember data
quality is everything*



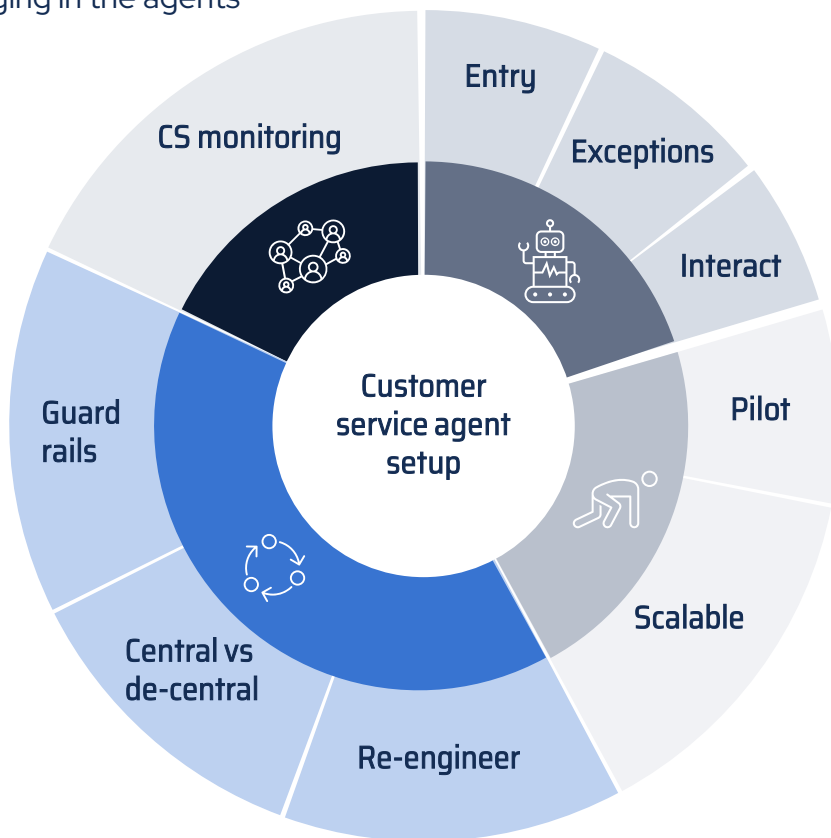
**4. Manage
the human side**

*Focus on adaptation
of the change*

*Develop capability
(AI Literacy)*

Example – customer service order desk

Bringing in the agents



Any questions

Please contact me



Dr. Ieke le Blanc

+31 (0) 6 2230 5554

ieke.leblanc@eyeon.nl



Linked 

Agenda

Agenda	Speaker	Timeline
Welcome		09.30 – 10.00
Introduction: Digital transformation – improving time to value	Erik	10.00 – 10.30
Digital transformation – Value discovery	Sander, Maarten, Wout	10.30 – 12.20
Lunch		12.20 – 13.20
Digital transformation – Value creation	Wout, Willem, Ieke	13.20 – 15.15
Break		15.15 – 15.25
Digital transformation – Value realization	André, company representatives	15.25 – 16.20
Closing drinks & networking	Erik	16.30 – 18.00



Digital transformation

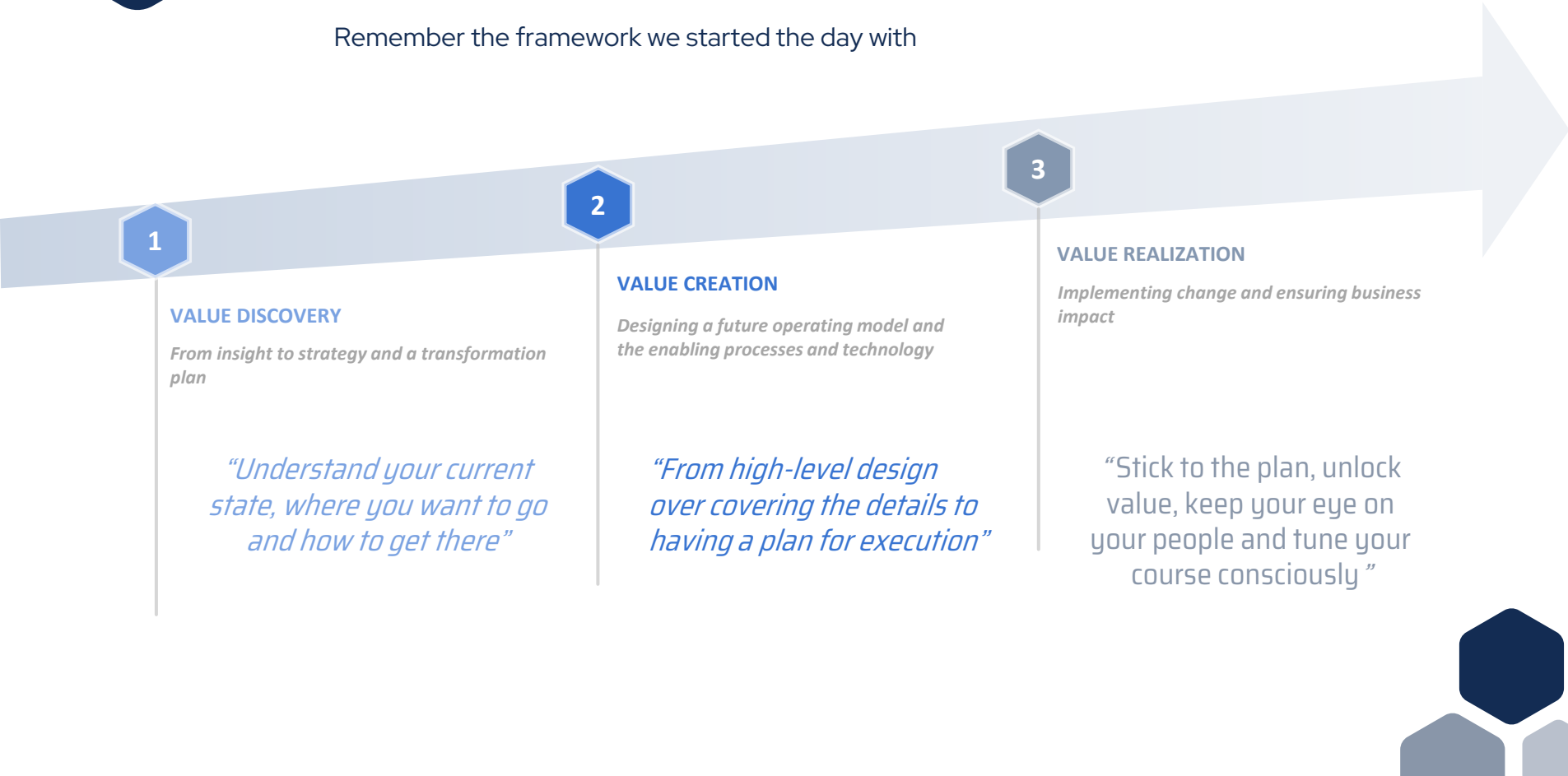
Value realisation

The importance of people & skills



Impactful supply chain transformation

Remember the framework we started the day with

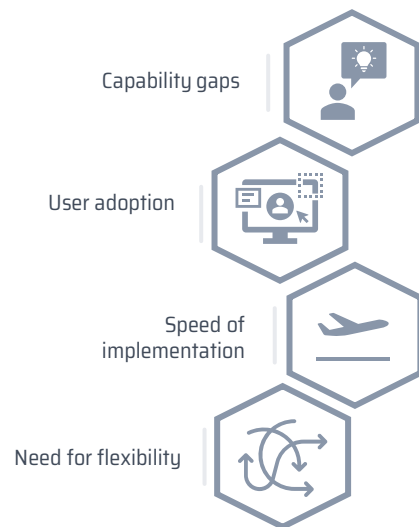


Value realization

Stick to the plan, unlock value, keep your eye on your people and tune your course consciously

3

VALUE REALIZATION



Execute the transformation

Execute the transformation step as planned with organized

PLAN EXECUTION

COMMUNICATION

ORGANIZATIONAL CONNECTION

CHANGE LEADERSHIP

Bridge skill gaps

Develop internal capabilities and bridge temporary resource gaps

PERSONAL DEVELOPMENT

COACHING

TRAINING

ADOPTION EVALUATION

Results-driven steering

Specialized, results-driven expertise focused on targeted solutions

TRANSFORMATION PLANNING

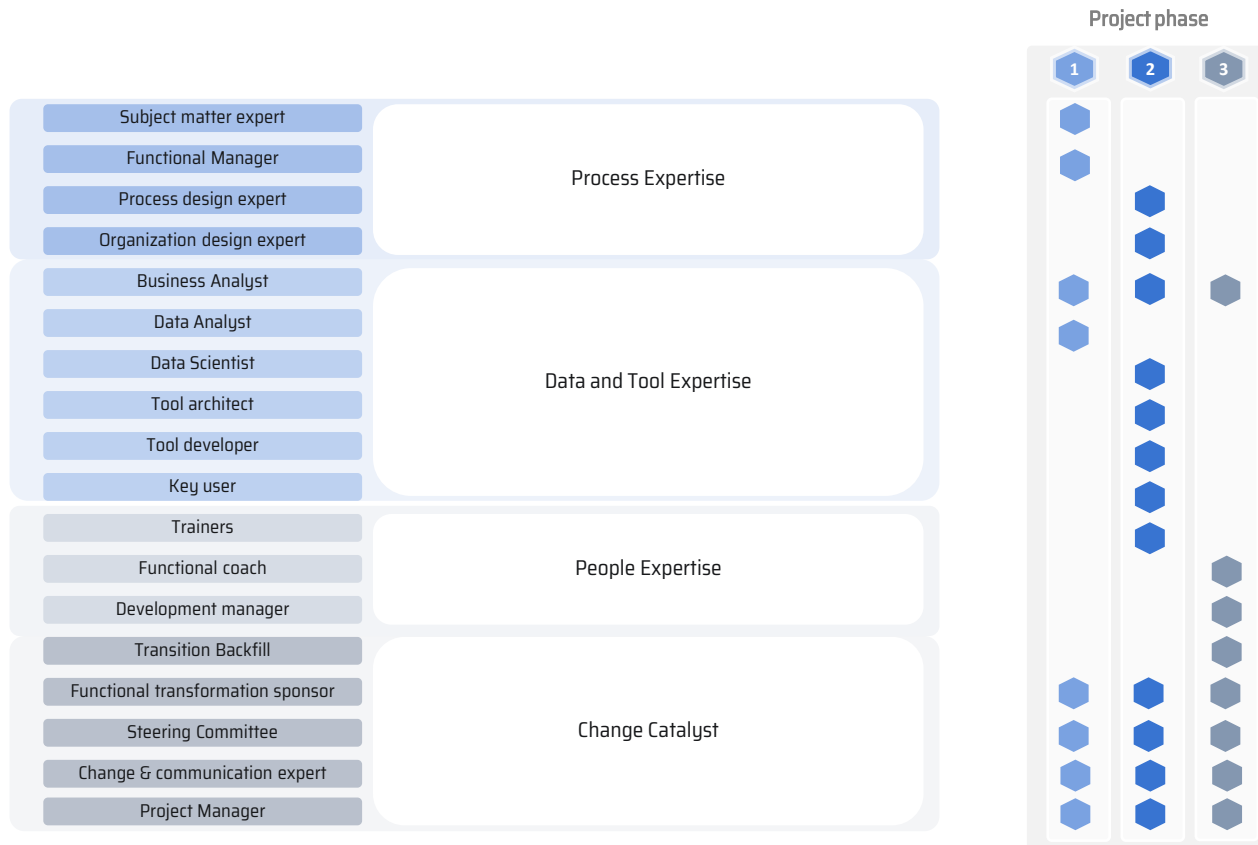
COST VS BENEFIT DECISIONS

BACKFILL RESOURCING

FLEXIBLE DEVELOPMENT

Impactful supply chain transformation

When we think about important capabilities, we imagine a mix of different roles



Impactful supply chain transformation

Improve time to value with the right skills at the right moment

1

VALUE DISCOVERY



- Subject matter expert
- Business analyst
- Data analyst
- Functional manager

2

VALUE CREATION



- Process design expert
- Organization design expert
- Tool architect
- Tool developer
- Data scientists
- Key users
- Trainers

3

VALUE REALIZATION



- Functional coach
- Development manager
- Transition backfill



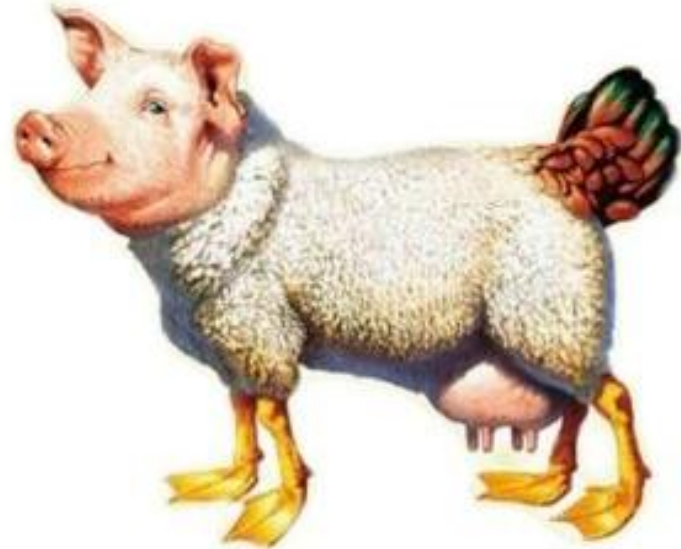
- Functional transformation sponsor
- Steering committee



- Project manager
- Change & Communication manager

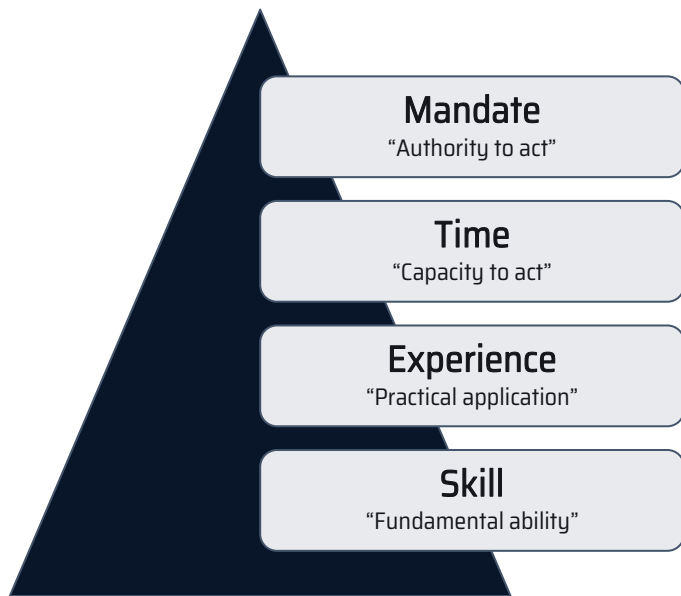
Organizing digital transformation

Jack of all trades or Eierlegendewolmilchsau?

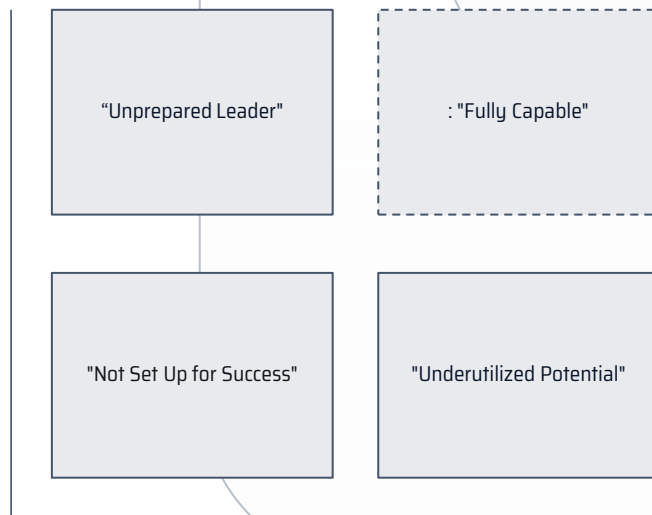


What makes a person capable for a role?

It not just about giving someone an assignment



Time &
mandate



Skill & Experience

What if we ask AI?

Can AI advice us in how to organize
transformational resources?



Approach for the panel discussion



We have given ChatGPT context on digital transformation

We have asked a few question on transformation resourcing

We have an expert panel that brings in the view from own experience



André Vriens

Partner @ EyeOn

We welcome to the stage... the expert panel

Adnan Hussain Shahid

- Global Supply Chain Director @ RHI Magnesita

Jerome Delnooz

- Global Lead of Demand Planning @ Kraft Heinz

Piet Verbakel

- Global Head of Supply Chain @ GNT | Exberry

ChatGPT

- AI-powered assistant



Context for the discussion

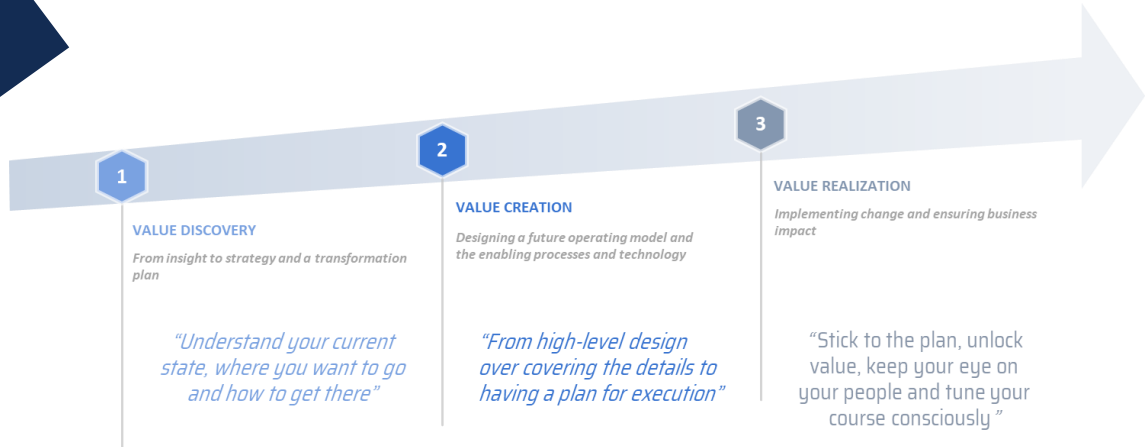
Dear ChatGPT and panel, this is the context we want you to reason in.

I will ask you a few questions. Please **respond to them in the context of digital, process and organizational transformation.**

We **distinguish the following stages** in such a transformation:

1. Value discovery including elements like strategy, data discovery, roadmap design, understanding the current process & organizational maturity.
2. Value creation including process, organizational, data and tool design & development.
3. Value realisation including implementation, change management, coaching, training and overall practices to sustain and grow abilities.

Transformation is **related to all supply chain planning processes**, like demand planning, supply planning, S&OP, IBP, demand fulfilment,



What is the reference role framework?

We miss the connector roles like business analysts here? How have you organized yourself in linking business with data & technical functions?

In such context,
which roles
would be non-
negotiable for a
successful
transformation?

For a successful digital, process, and organizational transformation in the context of supply chain planning, the following roles are non-negotiable:

- 1.Executive Sponsor** – Provides strategic direction, secures funding, and ensures alignment with business objectives.
- 2.Transformation Lead / Program Manager** – Oversees the entire transformation process, ensuring coordination across teams.
- 3.Process Owners** – Experts in supply chain processes (demand planning, supply planning, S&OP, IBP, etc.) who define and validate new workflows.
- 4.Digital & IT Lead** – Manages the technology aspect, including system integration, data management, and digital tools.
- 5.Data Scientists & Analysts** – Ensure data-driven decision-making through advanced analytics, AI/ML models, and reporting.
- 6.Change Management & Training Experts** – Drive adoption by preparing, coaching, and training teams to embrace new processes and tools.
- 7.Functional Business Teams** – End-users who validate solutions, provide feedback, and adopt new ways of working.

Would you like me to refine this list based on a specific industry or transformation scope?

Where are trade-offs?

How did you make choices with regards to analytical and engineering roles?

How have you organized specifically for change and training?

For the same context, which roles could companies be flexible on depending on their maturity, size, ...?

Companies can be flexible on certain roles depending on their **maturity, size, and complexity** of transformation. Some of these roles include:

1.Data Scientists & Analysts - Smaller or less mature companies may rely on external consultants or simpler analytics tools instead of having a dedicated in-house team.

2.Change Management & Training Experts - In organizations with a strong learning culture, internal HR or leadership teams may take on this role instead of having dedicated specialists.

3.Process Owners - In smaller companies, process ownership might be shared across multiple roles instead of having distinct owners for each supply chain function.

4.Digital & IT Lead - Companies with limited IT resources may outsource system integration and technology implementation rather than maintaining a dedicated in-house team.

5.Functional Business Teams - In lean organizations, business users may take on multiple responsibilities, reducing the need for specialized functional teams.

Would you like insights on how to optimize roles based on specific company sizes or industries?

How can you impact time-to-value with roles?

Executive sponsor on number 1 – how important is executive leadership?

A dedicated transformation lead. Is this something you recognize?

When time-to-value is the indication in which a transformation delivers value to the organization. Which roles are essential for a reasonable time to value for the transformation?

1. Executive Sponsor

- **Why?** Provides **strategic direction**, ensures organizational alignment, and removes roadblocks.
- **Impact on Time-to-Value:** Reduces delays in decision-making and resource allocation.

2. Transformation Lead / Program Manager

- **Why?** Orchestrates the transformation across teams, ensuring timely execution and clear communication.
- **Impact on Time-to-Value:** Keeps the transformation on track, aligning milestones with business priorities.

3. Process Owners

- **Why?** Define and validate new workflows for supply chain processes (demand planning, S&OP, IBP, etc.).
- **Impact on Time-to-Value:** Ensures that redesigned processes bring immediate and sustainable improvements.

4. Digital & IT Lead

- **Why?** Ensures fast and seamless implementation of digital tools, system integrations, and automation.
- **Impact on Time-to-Value:** Reduces technological bottlenecks and accelerates deployment.

5. Data Experts (Analysts / Scientists)

- **Why?** Enable quick insights through analytics, ensuring data-driven decision-making.
- **Impact on Time-to-Value:** Reduces the time needed to understand impact, adjust strategies, and optimize processes.

6. Change Management & Training Experts

- **Why?** Drive adoption by preparing employees, managing resistance, and ensuring smooth transitions.
- **Impact on Time-to-Value:** Faster user adoption means the organization realizes benefits sooner.

7. Agile / Continuous Improvement Team (Optional, but accelerates time-to-value)

- **Why?** Ensures that lessons learned are quickly applied, and improvements are implemented iteratively.
- **Impact on Time-to-Value:** Enables faster refinements, reducing rework and delays.

Are there risks to combining roles?

We mentioned before that skill and experience are important, but there is also the size of the team. How have you made trade-offs on this?

What are the dangers of combining multiple roles in the same person?

Dangers of Combining Multiple Roles in One Person

While consolidating roles may seem efficient, it can lead to **risks** that negatively impact transformation success:

- 1. Overload & Burnout** – One person juggling multiple critical roles may be unable to focus, leading to inefficiencies and delays.
- 2. Conflict of Interest** – Some roles have conflicting priorities (e.g., an Executive Sponsor ensuring cost control vs. a Transformation Lead pushing for investment).
- 3. Lack of Depth & Expertise** – Specialized roles require deep expertise (e.g., Data Scientists vs. Change Managers); combining them can lead to suboptimal execution.
- 4. Slower Decision-Making** – A single individual handling multiple roles may become a bottleneck in key decision-making processes.
- 5. Reduced Accountability** – When one person holds multiple responsibilities, accountability can become blurred, making it harder to track progress and ensure ownership.

Which roles to keep always separate?

It stands out that the more expert roles are best kept separate from the change roles?
What would motivate you to define separate change management roles?

What are the roles that are best kept separate within a project team?

1. Executive Sponsor vs. Transformation Lead

1. *Why?* The Executive Sponsor focuses on high-level strategy and securing buy-in, while the Transformation Lead is responsible for execution.
2. *Risk if combined:* The strategic oversight role may get lost in daily operational challenges, leading to misaligned priorities.

2. Process Owner vs. Change Management Expert

1. *Why?* The Process Owner defines and optimizes workflows, while the Change Manager ensures adoption and minimizes resistance.
2. *Risk if combined:* The Process Owner may focus too much on process optimization, neglecting the people and cultural aspects.

3. Digital & IT Lead vs. Change Management Lead

1. *Why?* The IT Lead ensures system implementation, while the Change Lead ensures smooth adoption by employees.
2. *Risk if combined:* A technical expert may focus on system functionality rather than user adoption and engagement.

4. Data Scientist vs. Process Owner

1. *Why?* Data Scientists focus on analytics and insights, while Process Owners ensure business processes are efficient.
2. *Risk if combined:* Data-driven decision-making may be biased by process assumptions, leading to misleading conclusions.

5. Program Manager vs. Functional Leads

1. *Why?* The Program Manager oversees timelines, budgets, and coordination, while Functional Leads focus on process-specific improvements.
2. *Risk if combined:* A Program Manager also acting as a Functional Lead may lose objectivity and be less effective in balancing different department needs.

When is combining roles possible?

When you reflect on your transformation teams did you see this approach coming back?
Did you encounter boundaries on this, e.g. building a data base technically is not the same as building solid data reasonings?

Which roles could be combined depending on the size and/or maturity of the organization?

In smaller companies or early transformation stages, some roles can be **strategically combined**:

- **Digital & IT Lead + Data Scientist** → If analytics and IT are both in early stages, a single expert may oversee data and digital implementation.
- **Process Owner + Functional Lead** → If a company lacks resources, a department head might own process changes in their area.
- **Change Manager + Training Lead** → Since both roles focus on adoption, one person can manage both functions in smaller teams.

Open question

In hindsight of your own transformation experience any decisions on resourcing that you think were critical for your success?

Agenda

Agenda	Speaker	Timeline
Welcome		09.30 – 10.00
Introduction: Digital transformation – improving time to value	Erik	10.00 – 10.30
Digital transformation – Value discovery	Sander, Maarten, Wout	10.30 – 12.20
Lunch		12.20 – 13.20
Digital transformation – Value creation	Wout, Willem, Ieke	13.20 – 15.15
Break		15.15 – 15.25
Digital transformation – Value realization	André, company representatives	15.25 – 16.20
Closing drinks & networking	Erik	16.30 – 18.00

Digital transformation

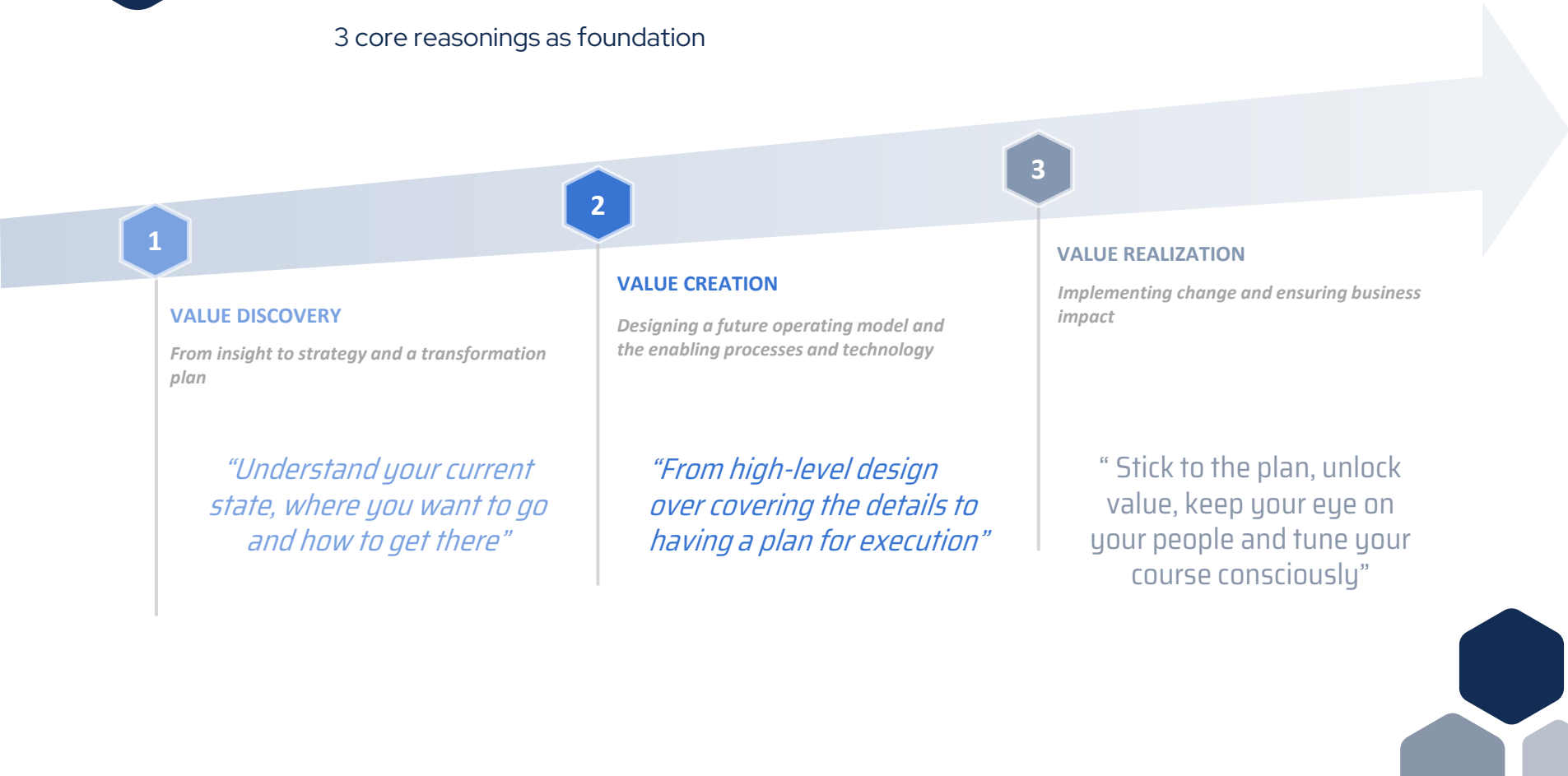
Improving time to value

Wrap up



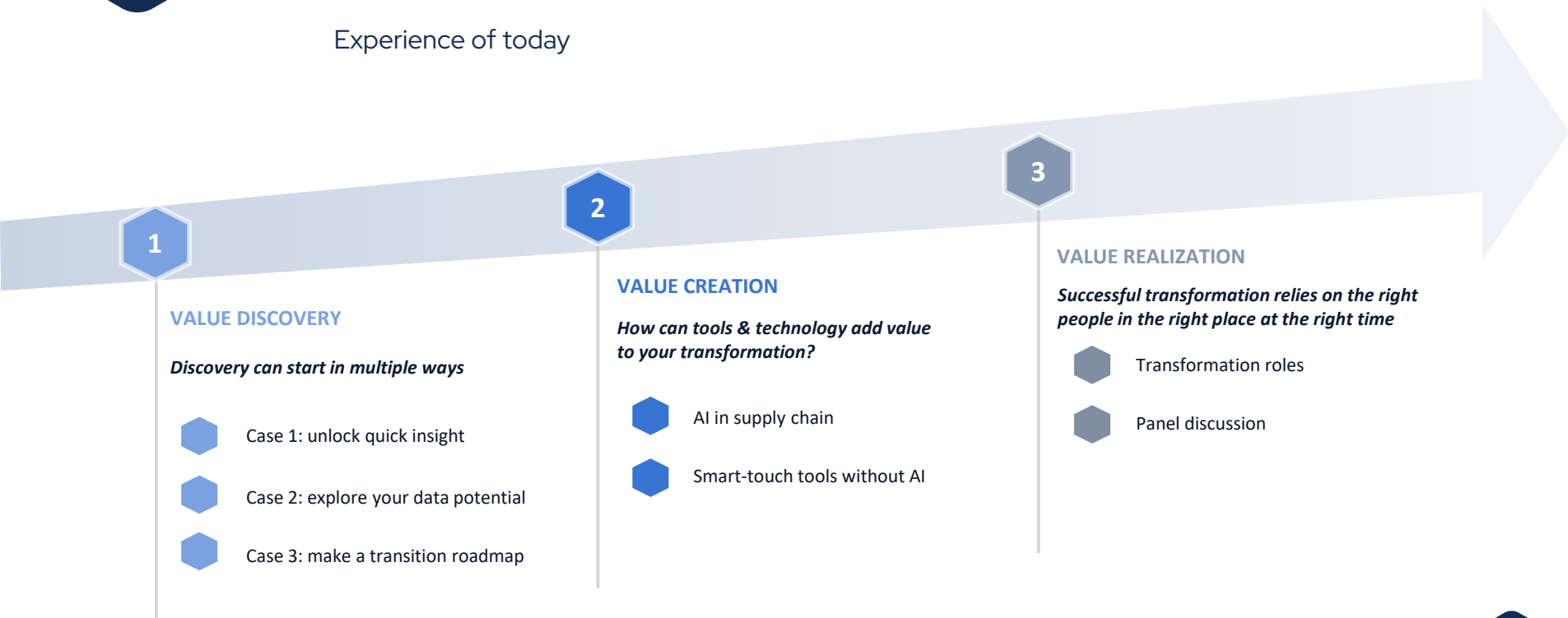
Impactful supply chain transformation

3 core reasonings as foundation



Impactful supply chain transformation

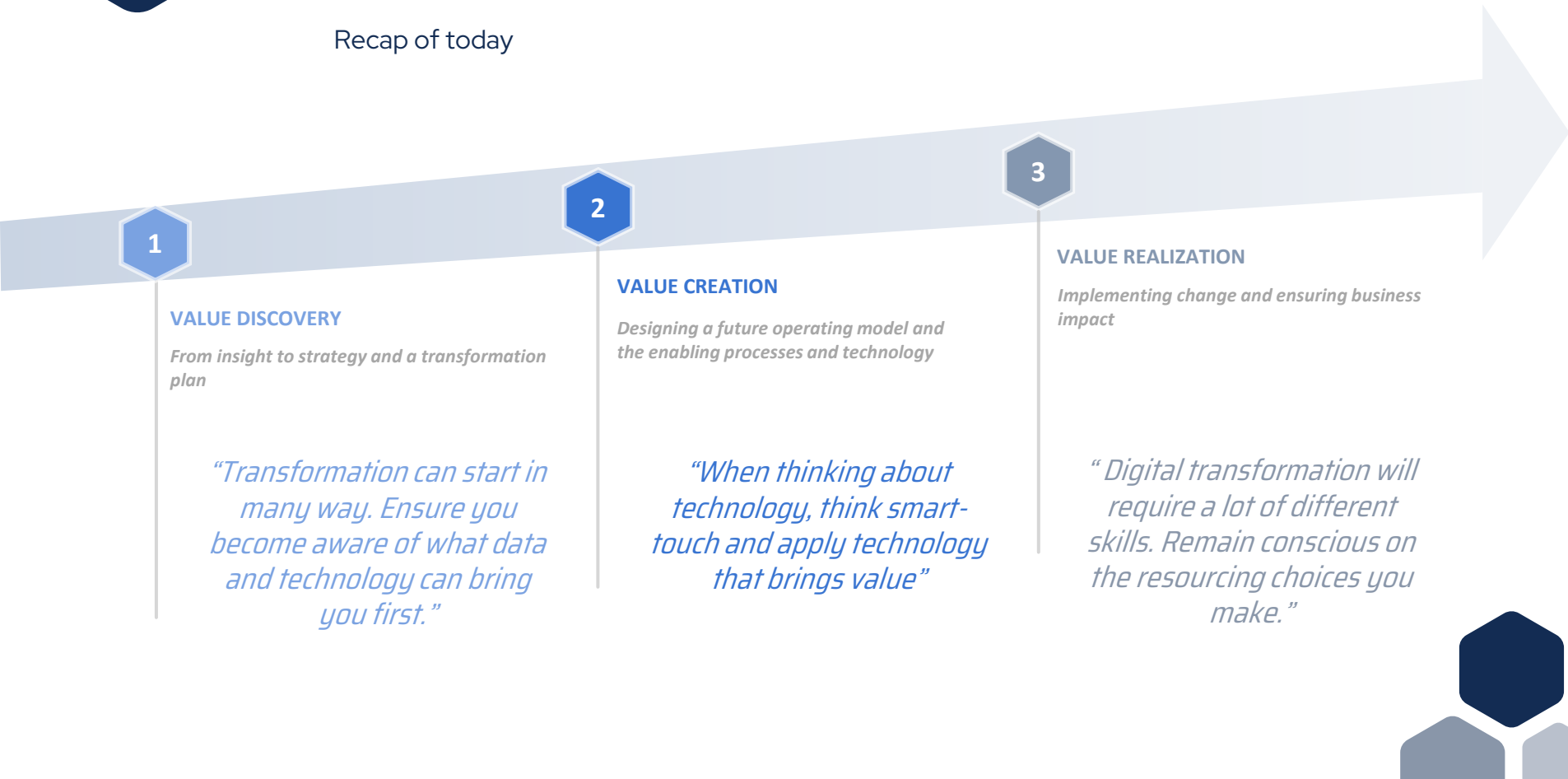
Experience of today



Impactful supply chain transformation – improve time to value

Impactful supply chain transformation

Recap of today



Did we spark your interest?

Let's collaborate on digital transformation

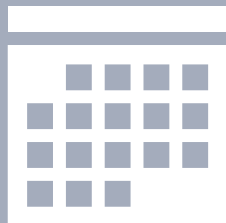
Act today

- Benefit from the drinks to talk to any of our experts today!



Plan your next move

- Built on your momentum and plan a follow-up with us.



Questions?

EyeOn events – Let's meet for more inspiration

May 19th

Gartner
Barcelona

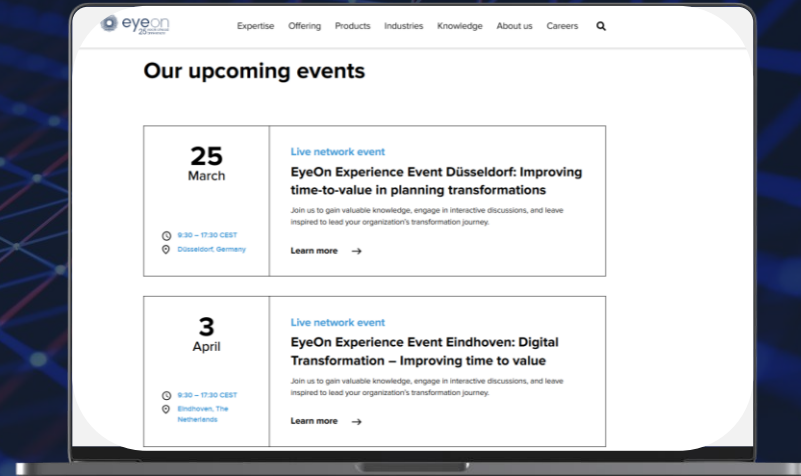
June 5th

CsCMP
Switzerland

November
Anaplan
Connect
The Netherlands

**More to
come....**

Check **eyeonplanning.com**



Thank you for your participation!