

Presented by Vladimir Krasojevic

November 2026

bakson

VLADIMIR
ANTIFRAGILITY
TRANSFORMATION
STORY-TELLING

Business Maturity and Customer Driven Innovation models. How to leverage FMCG business practices in any business

Topics for the day!

The Anatomy of Speed: How the fast-moving consumer goods (FMCG) sector operates - from the birth of an idea and its implementation to the final market launch.

Universal Principles: How the customer-winning tactics used by the world's biggest brands can be applied to any industry.

A Look Into the Future: How these customer-driven strategies intersect with modern technologies, with a special focus on the parallel potential of contemporary AI solutions.



Vladimir

PHILIP MORRIS

Gartner

LEMO

Gartner LEADERSHIP PARTNER (CSCO, COO, SVP Operations)



Table 1: The AMR Research Supply Chain Top 25 for 2009

	Company	Peer Opinion[1] (20%)	AMR Research Opinion[1] (20%)	3-Year Weighted ROA[2] (25%)	Inventory Turns[3] (25%)	3-Year Weighted Revenue Growth[4] (10%)	Composite Score[5]	Comments
1	Apple	2887	336	12.6%	45.5	32.7%	7.97	Apple stays on top with an unbeatable combination of killer financials and stellar opinion scores.
2	Dell	2606	123	9.9%	46.2	2.5%	5.86	Continuing its move up the list, Dell remains highly regarded by its peers, with best-in-class inventory turns even as it undergoes a massive redesign of its business model.
3	Procter & Gamble	2668	439	7.7%	5.1	12.3%	5.31	Retaining its position in the top five for five years, P&G remains a leader in demand-driven concepts, now using this advantage to vault into emerging markets.
4	IBM	1798	329	10.1%	20.0	4.9%	5.08	Back in the No. 4 slot, the technology giant delivers holistic value to its corporate clients, with the added benefit of leading the way in sustainability.
5	Cisco Systems	1560	293	13.6%	11.0	16.4%	5.02	Cisco combines a far-reaching supply chain vision, strong execution, and deep collaboration with customers and suppliers.
6	Nokia	1989	202	14.6%	11.8	11.0%	4.97	Nokia continues to stay ahead of the curve on everything from regional sourcing and deep supplier collaboration to an organizational design based on true value chain principles.
7	Wal-Mart Stores	2822	311	7.9%	8.4	8.5%	4.94	Perennial leader Wal-Mart is making a concerted effort to establish a major position in sustainability, potentially yielding substantial supply chain benefits.
8	Samsung Electronics	1299	344	10.0%	14.3	10.4%	4.63	With laser-like execution and a focus on channel demand sensing, Samsung keeps growing in a down market.
9	PepsiCo	1293	243	15.8%	7.6	10.1%	4.62	PepsiCo continues moving up the list, backed by its best-in-class DSD, leadership in sustainability, and a cultural DNA that is wired for excellence.
10	Toyota Motor	2319	298	5.1%	11.2	11.7%	4.36	As the No. 1 carmaker in the world, Toyota still stands as the leader of lean, possessing an enviable execution engine and strong supplier relationships.
11	Schlumberger	309	150	17.3%	10.3	21.5%	4.08	Schlumberger leads the way in supply chain talent development and sophisticated logistics management capability.
12	Johnson & Johnson	1181	196	14.7%	3.4	7.7%	3.93	J&J jumped seven slots this year, propelled by high regard from its peers and an outstanding ROA.

Source: AMR Research, 2009

Notes:
1. Peer Opinion and AMR Research Opinion: Based on each panel's forced-rank ordering against the definition of "DDSN Orchestrator"
2. ROA: ((2008 net income / 2008 total assets)*50%) + ((2007 net income / 2007 total assets)*30%) + ((2006 net income / 2006 total assets)*20%)
3. Inventory Turns: 2008 cost of goods sold / 2008 quarterly average inventory
4. Revenue Growth: ((Change in revenue 2008-2007)*50%) + ((Change in revenue 2007-2006)*30%) + ((Change in revenue 2006-2005)*20%)
5. Composite Score: (Peer Opinion*20%) + (AMR Research Opinion*20%) + (ROA*25%) + (Inventory Turns*25%) + (Revenue Growth*10%)

2008 data used where available. Where unavailable, latest available full-year data used. All raw data normalized to a 10-point scale prior to composite calculation.

Table 1: The AMR Research Supply Chain Top 25 for 2009 (continued)

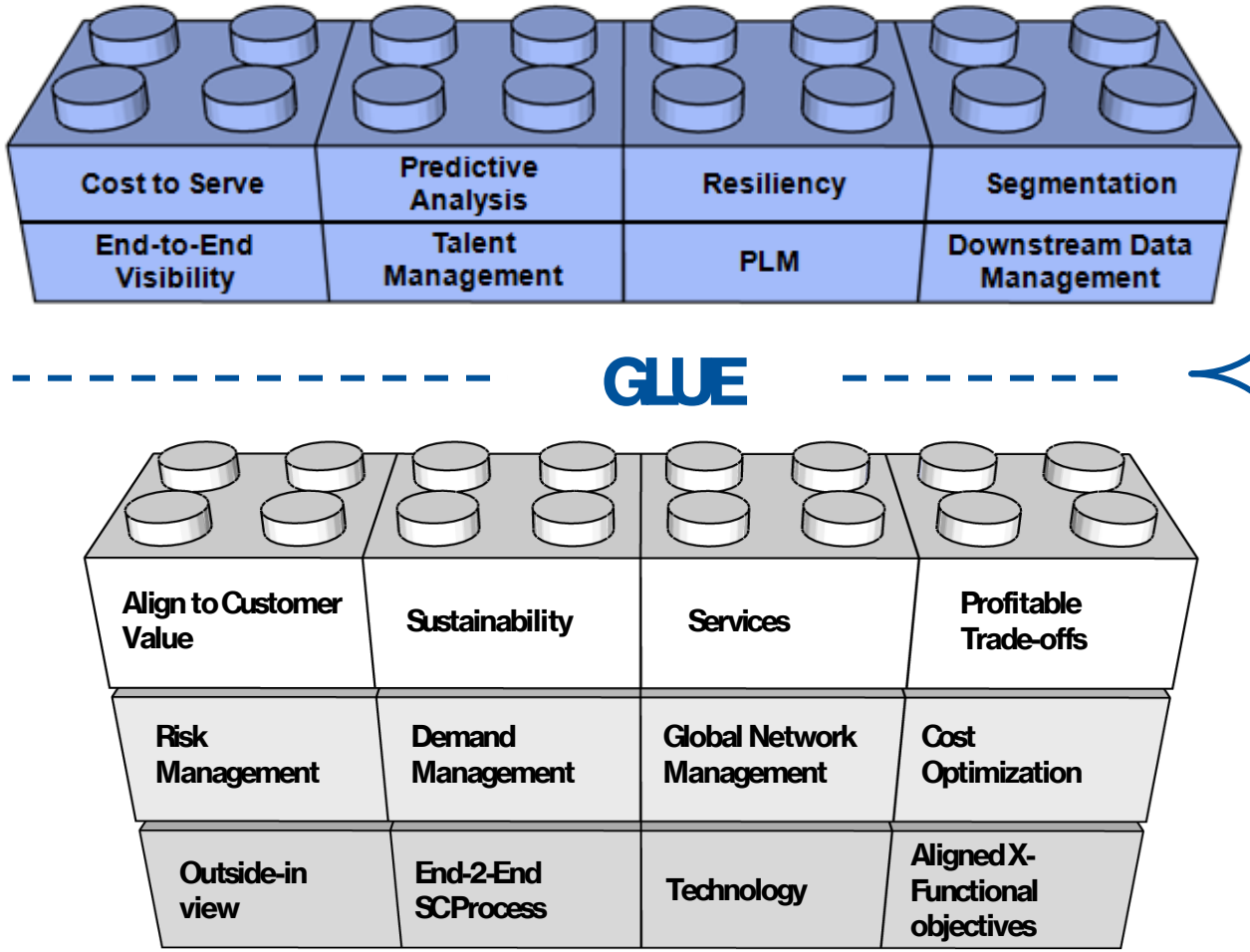
	Company	Peer Opinion[1] (20%)	AMR Research Opinion[1] (20%)	3-Year Weighted ROA[2] (25%)	Inventory Turns[3] (25%)	3-Year Weighted Revenue Growth[4] (10%)	Composite Score[5]	Comments
13	The Coca-Cola Company	1505	100	14.7%	4.8	12.1%	3.88	In the ranking for the fifth time, Coke has a formula that continues to create financial value with superior growth and ROA.
14	Nike	1430	119	14.6%	4.4	11.6%	3.87	Nike drives demand with fashion, a classic example of brand and design embedded in physical product.
15	Tesco	1125	227	6.0%	19.0	12.3%	3.71	High turns and enviable growth reflect Tesco's emphasis on "smart standardization" and loyalty management expertise.
16	Walt Disney	743	77	7.0%	33.0	6.4%	3.43	Disney combines demand-driven replenishment with new collaborative models for pure content distribution.
17	Hewlett-Packard	1381	146	7.6%	11.3	12.0%	3.37	HP's acute operational focus provides the foundation for its large and complex yet effective global supply network.
18	Texas Instruments	499	72	20.5%	4.0	-2.6%	3.31	TI has long led in the use of advanced software tools for factory and supply chain planning as well as for design collaboration.
19	Lockheed Martin	307	135	9.7%	22.1	4.0%	3.20	Lean strategies, masterful orchestration of its extensive partner network, and a focus on PBL underlie Lockheed's movement up the ranking.
20	Colgate-Palmolive	428	17	17.9%	5.2	10.9%	3.18	New to the ranking this year, Colgate has stellar ROA and growth rates and has been increasingly visible in demonstrating leadership.
21	Best Buy	1275	144	8.5%	5.7	12.9%	3.15	Best Buy continues to hone its celebrated total consumer experience expertise, introducing new services to attract and retain customers.
22	Unilever	635	96	13.3%	5.0	1.5%	2.87	New to the ranking this year, Unilever's impressive ROA and opinion ratings sit on top of its flexible supplier segmentation strategies and a strong CSR record.
23	Publix Super Markets	275	20	14.1%	13.7	4.9%	2.86	Maintaining superior ROA and turns and solid revenue growth despite a tough retail market, Publix joins the ranking for the fourth time.
24	Sony Ericsson	716	38	9.3%	15.4	9.0%	2.76	Back on the list for the second time, Sony Ericsson has invested in an impressive system of measurement and visibility across its global supply chain.
25	Intel	500	124	11.1%	4.9	-0.2%	2.56	Returning to the ranking, Intel is a leader in innovation, low-cost supply chain design, and talent development.

Source: AMR Research, 2009

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Universal Principles of Competitiveness



1. Customer Value
2. Leadership
3. Change Management
4. Aligned Organization
5. Innovations

Gartner ®

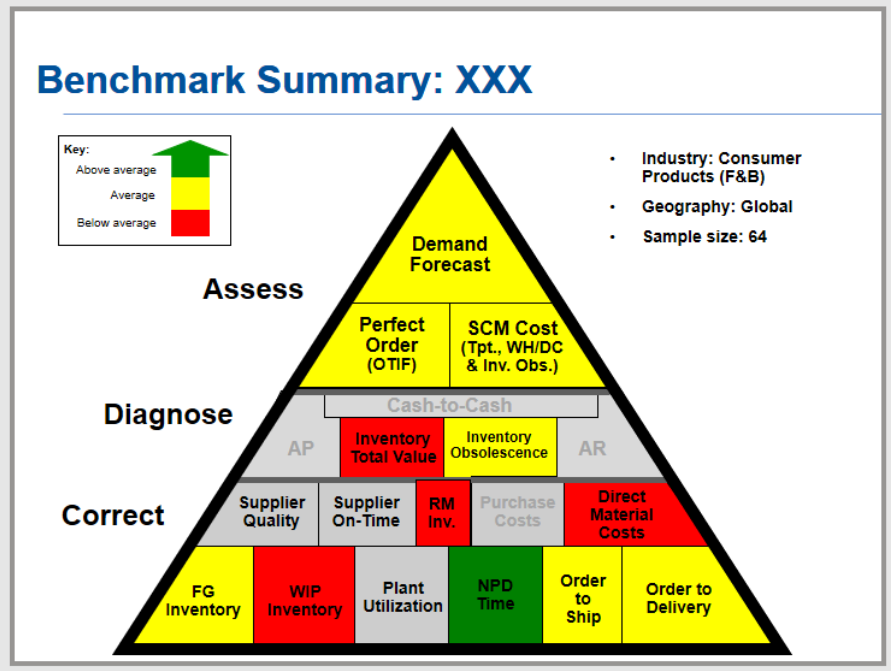
Leading FMCG Supply Chain Practices

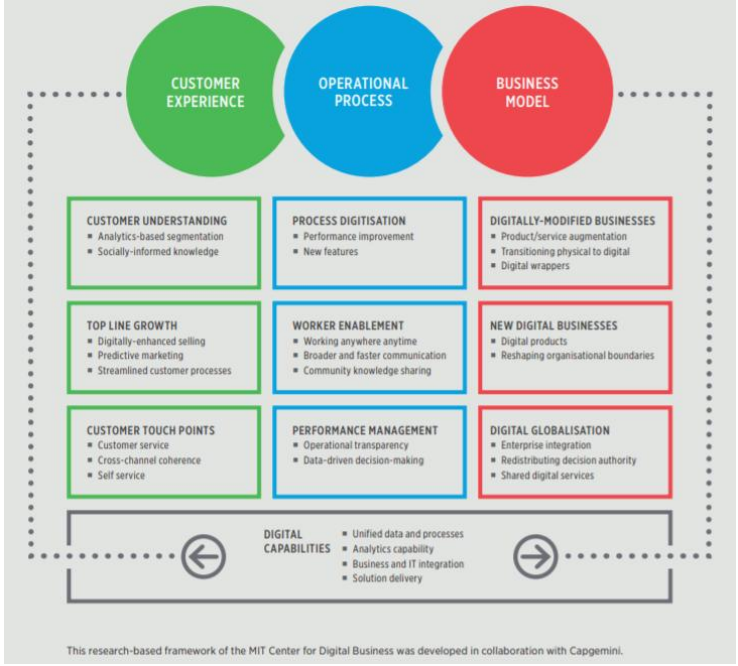
Unilever	Nestlé	INDITEX	TESCO	BASF The Chemical Company	British American Tobacco	AB InBev
CSCO Customer Focused Operations BHAG	SC Process Continuous Excellence Business Transformation	Agility Demand Sensing Business Model	Stores Multichannel Development Retail Collaboration	Differentiated Customer Sevice Segmentation Sustainability	Footprint Joint Supply Direct Deliveries	Innovations Segmentation Demand Modelling

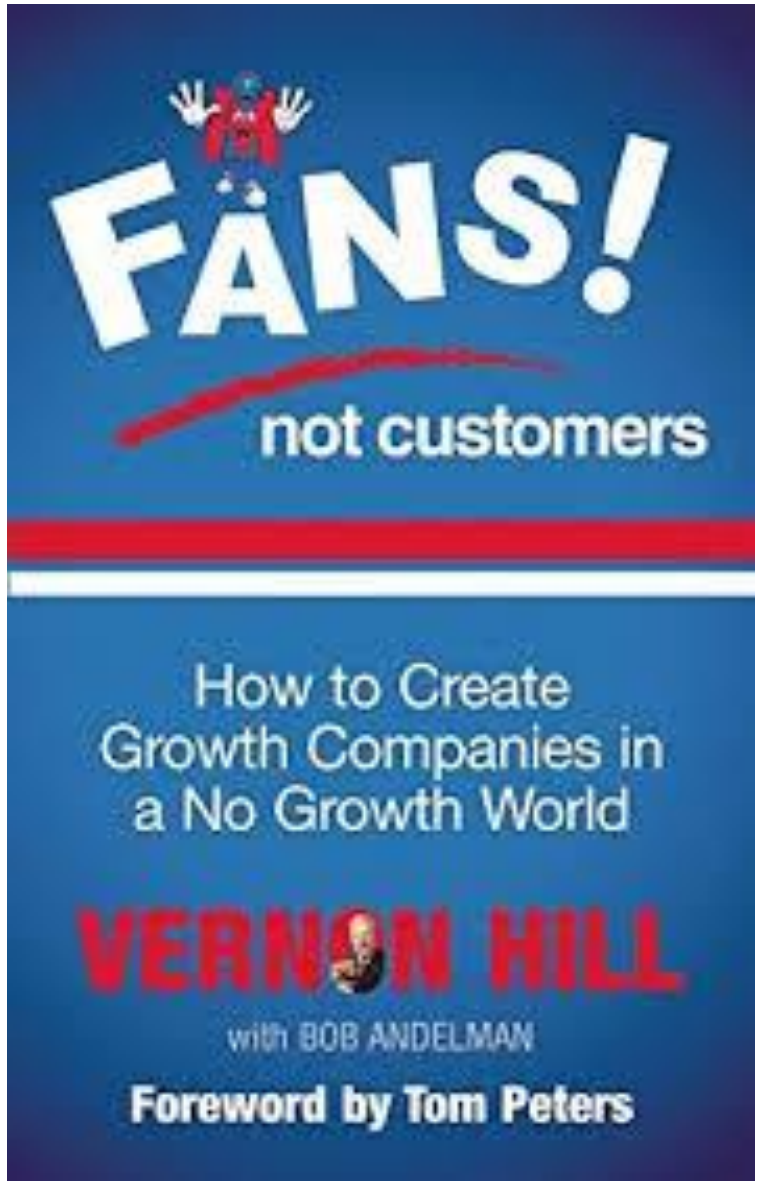
Novartis	Danone	Diageo	Nokia Connecting People	Marks & Spencer	Sainsbury's	BMW	L'Oréal
Patient-driven Supply Chain SC model TPS & Lean with Suppliers	Sales &Operations Planning: GPS CSR Local Development	Customers' Collaboration „Ideal Factory" „Green Technology"	SC Integration Segmentation Distribution Collaboration	SC Restructuring Network Optimization Direct Delieveries	Stock Management Perfect Deliveries Suppliers Development	Product Life-cycle Manufacturing Model Suppliers Integration	Group Supply Local Sourcing Inovation in channel deliveries and product development

Source: Gartner, modified

KPI --- NET Promoter Score --- FANS







Benchmarking Best Practices…

- ✓ Excellence is a **balancing act**. Understand interdependencies and trade-offs between metrics.
- ✓ Start with what your **customer values**. Optimize the whole and not the parts.
- ✓ **Segment and measure** your multiple supply chains. The metrics are the same, it's the targets that differ by segments.
- ✓ **Benchmarks should not be used as targets**. They can be useful as **one of the inputs, directionally**, to set improvement targets.
- ✓ Implementing consistent metrics should be approached as a **multiyear project**.

Gartner

4

Focus on End-to-end Supply Chain:
The Hierarchy of Supply Chain Metrics



5

Corporate Transformations

FROM OSA TO CUSTOMER DRIVEN TRANSFORMATIONS

2 Moments of Truth

Shelf

1. Find Product on Shelf

2. Buy it Again

P&G → P&G connect + develop℠ Corporate Collaborations

Starbucks Coffee → 

Coca-Cola → 2020 VISION OUR ROADMAP FOR WINNING TOGETHER

Unilever → UNILEVER SUSTAINABLE LIVING PLAN

kraft foods (Make today delicious) → Quest to be the Best

Mondelēz International

Nestlé → Nestlé CONTINUOUS EXCELLENCE (Delight our Consumers, Deliver Competitive Advantage, Excel in Compliance)

DABAWALLAS



https://youtu.be/KDD32skx-zM

STANDARD PROCESS: SIMPLIFICATION, CODING SYSTEM

LASER FOCUS TO DELIVER IN LESS THAN 4 HOURS, DOOR-2-DOOR

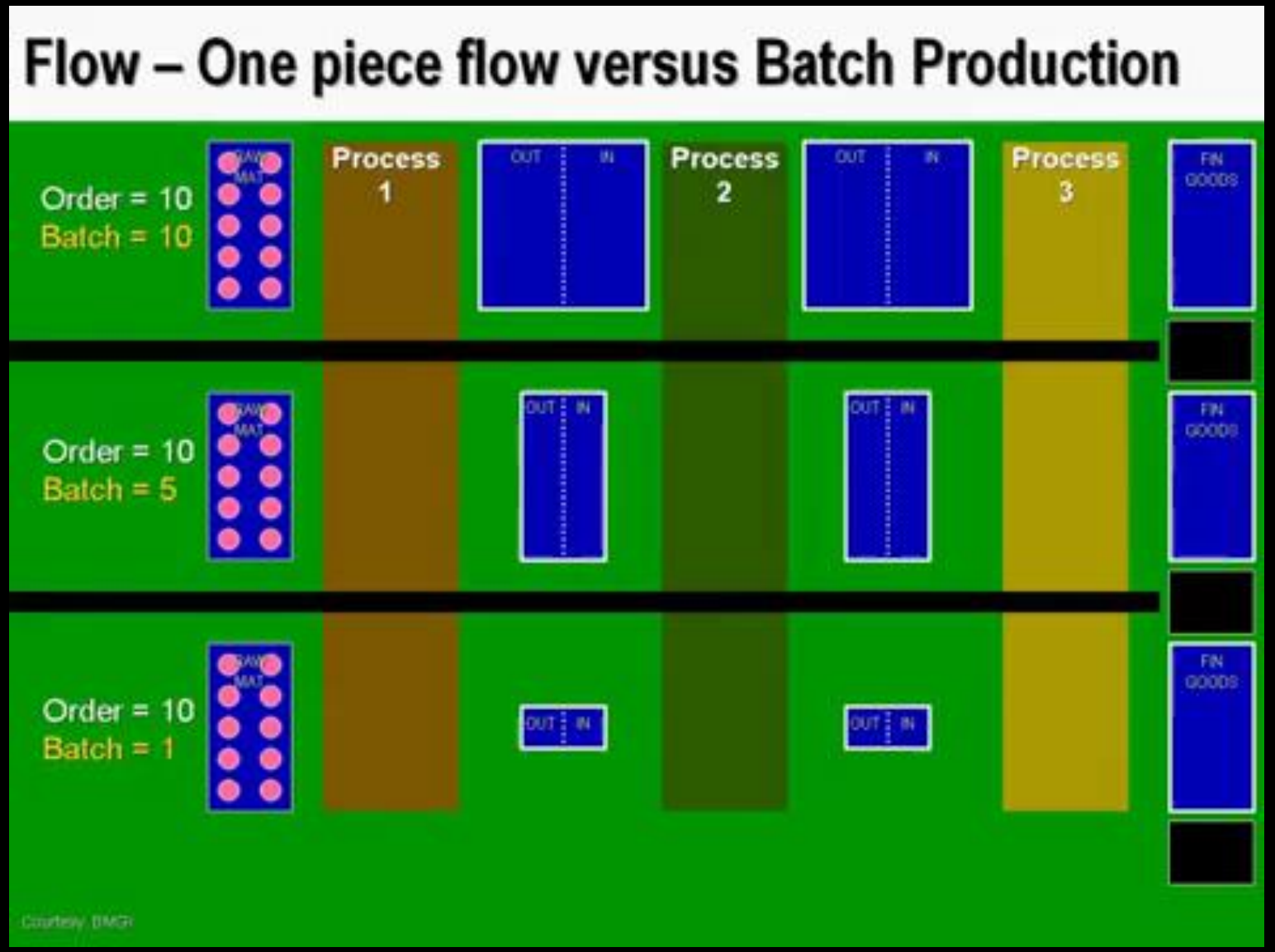
HIGH COMPLEXITY: 200'000 SKU

200'000 CUSTOMERS, 50'000 SUPPLIERS, 5000 DELIVERY-MEN

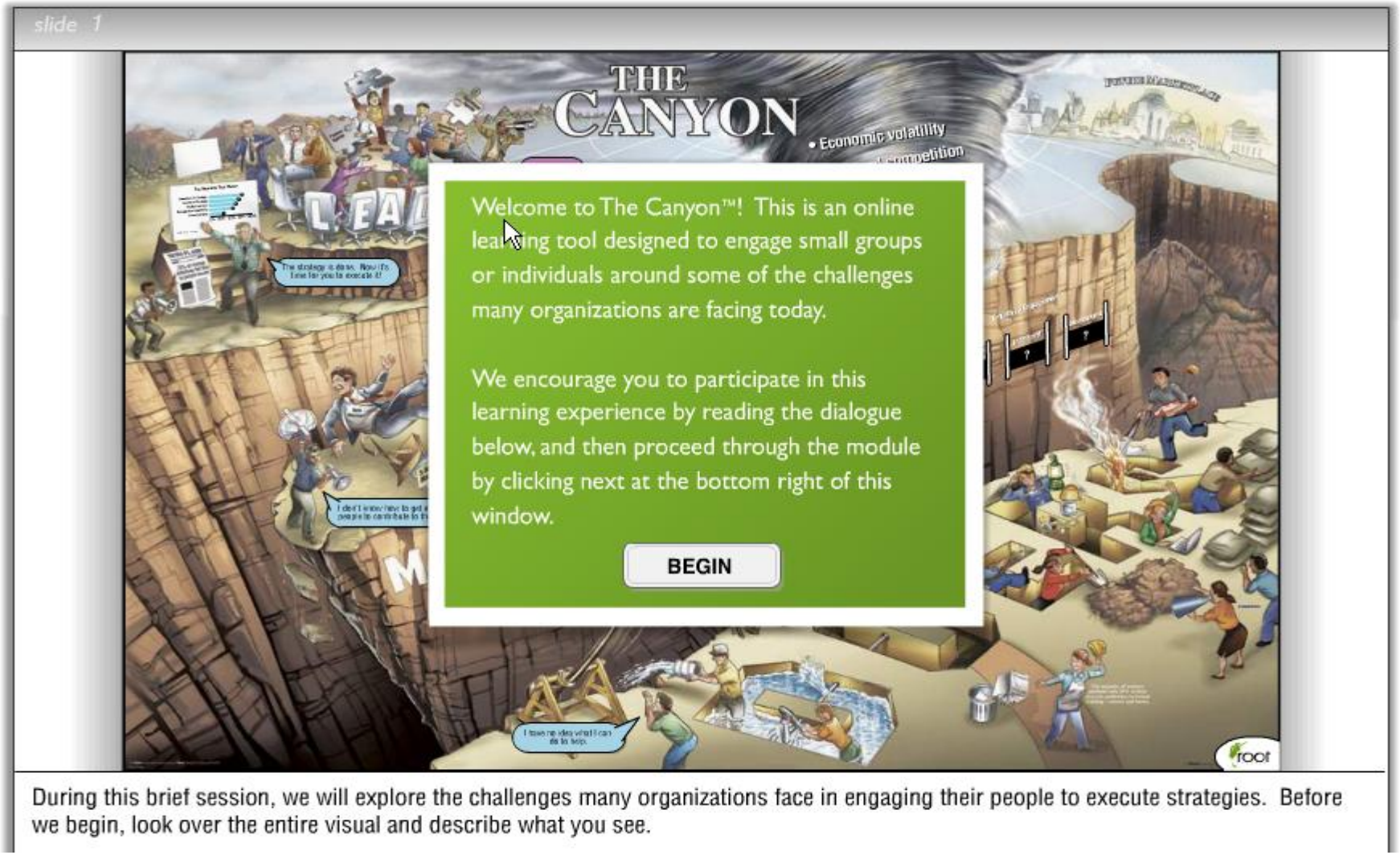
DAILY DELIVERY WITHIN 60 MIN TIMEFRAME

99.99966 SERVICE LEVEL 6 SIGMA, 1 ERROR IN MILION

Flow – One piece flow versus Batch Production



b2wise



http://vimeo.com/16243451

https://www.rootinc.com/wp-content/uploads/2021/06/Virtual-Root-Learning-Map%C2%AE-Experiences-1.mp4?_=1

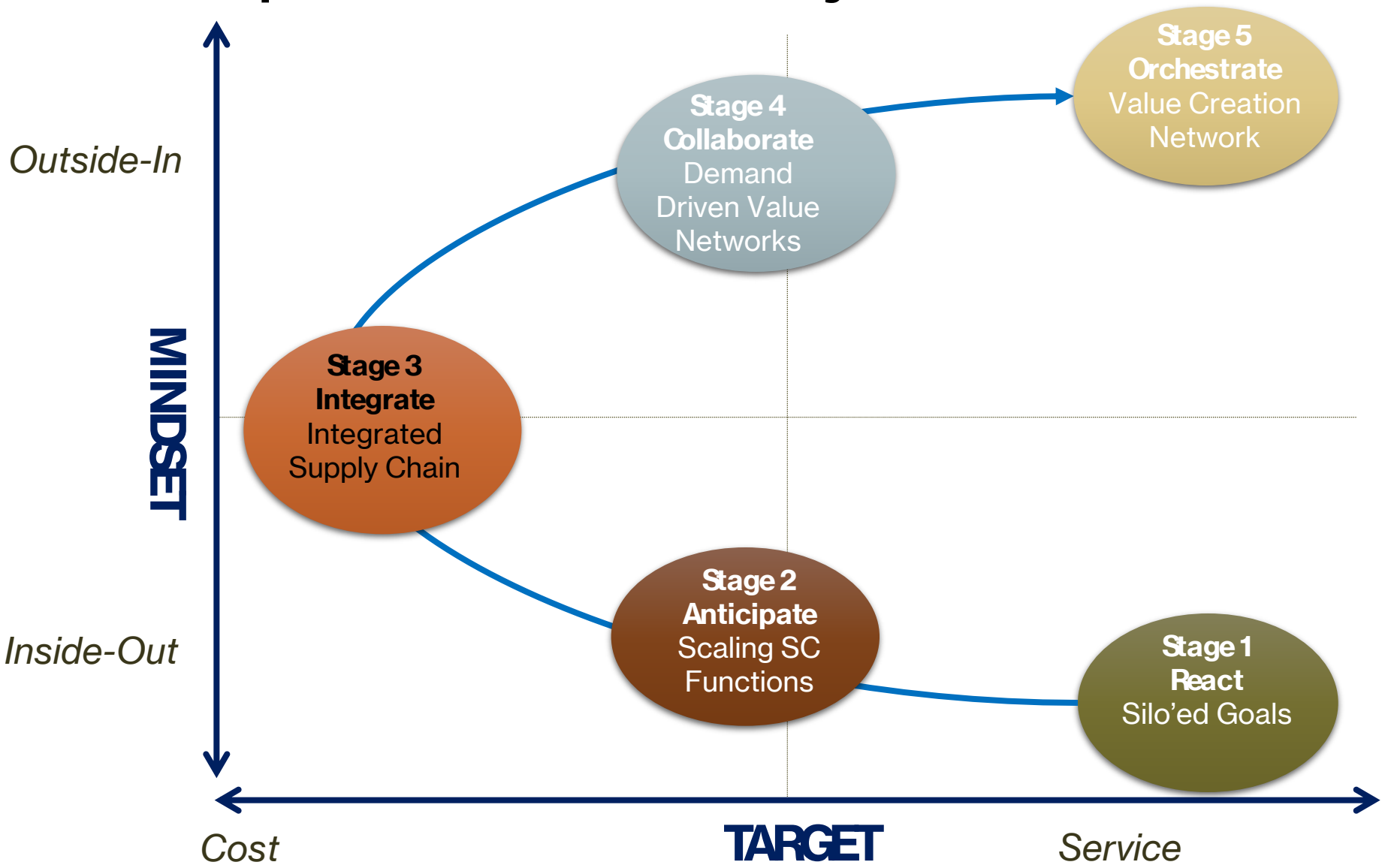

THE REVOLUTION ON BEVERAGE STREET
1960s
1964
1970s
1979
1980s
1993
1990s
NATIONAL PRIVATE LABEL GROWTH IN SUPERMARKETS
13%
8.6%
CARBONATED SOFT DRINK VOLUME GROWTH
Tracking Industry Trends
Percent Change in Volume
CONSUMERS SEEK VARIETY
Percent Growth
OTHER BEVERAGE CHOICES EXPLODE!
TRACKING PEPSI PRICES and INFLATION
INFLATION
PEPSI PRICES
20.3%
-7.3%
GROWTH RATE for SNAPPLE
103.2 mil. cases
50.6 mil. cases
Year 1
Year 2
IMPULSE (Now)
FILL-IN/ROUTINE
STOCK-UP
pepsi
Mom Pop
Kroger
Walmart
TACO BELL
Gas & Go
SAM'S CLUB

BHAG at Unilever:

1. Double Growth
2. Three times more clients/ suppliers' impact
3. 50% less Planet impact
4. In 3 years



Corporations' Maturity R-A-I-C-O



COKE: Orchestration case

SLINGSHOT™ + EKOCENTER™

Our Vision and Mission
The Coca-Cola Company (Coca-Cola) envisions a world where progress is powered by equal access to life's basic needs and where everyone does their part to make this a reality. Slingshot™ and EKOCENTER™ exist to contribute to this progress by empowering communities with access to safe drinking water, electricity and communication technologies as essential sources for prosperity.

Slingshot™
Coca-Cola is committed to helping improve the well-being of people who are currently without access to safe drinking water. To this end, we have made a public commitment to "give back the amount of water used in our products by 2020" through a variety of community water projects and initiatives.



One of these initiatives is our partnership with DEKA R&D to bring the Slingshot™ water purification system to communities in need. The Slingshot™ utilizes vapor compression distillation technology to turn nearly any source of dirty water into safe drinking water in a similar way that nature collects and purifies water. Each machine delivers approximately 850 liters of safe drinking water per day using less electricity than a hair dryer (1kWh). We are currently piloting systems in Africa and Latin America with plans to accelerate and expand globally. When fully scaled, the project aims to install and operate 1,500 Slingshot™ units by the end of 2015 delivering approximately 500 million liters of safe drinking water each year.

EKOCENTER Partners
Recognizing the need to advance prosperity in the developing world, we have established a new global partnership with other leading multi-national organizations to deliver safe drinking water and other basic necessities to some of the most fragile and at risk communities we serve. Our partnership with DEKA R&D, IBM, NRG Energy, Qualcomm, McCann Health, UPS and TechnoServe will bring EKOCENTER – a modular kiosk designed to improve community well-being – to rural, underdeveloped communities in Africa, Asia, Latin America and North America. This commitment is an expansion of the Slingshot™ clean water partnership we announced with DEKA R&D in 2012.



EKOCENTER Execution
Together, we will work with local governments, NGOs, development banks and other companies to install and operate 150 EKOCENTERs in some of the world's most remote and distressed areas across 20 countries by the end of 2015. Our partnership aims to deliver an estimated 50 million liters of safe drinking water and other basic necessities to approximately 45,000 people by 2015.

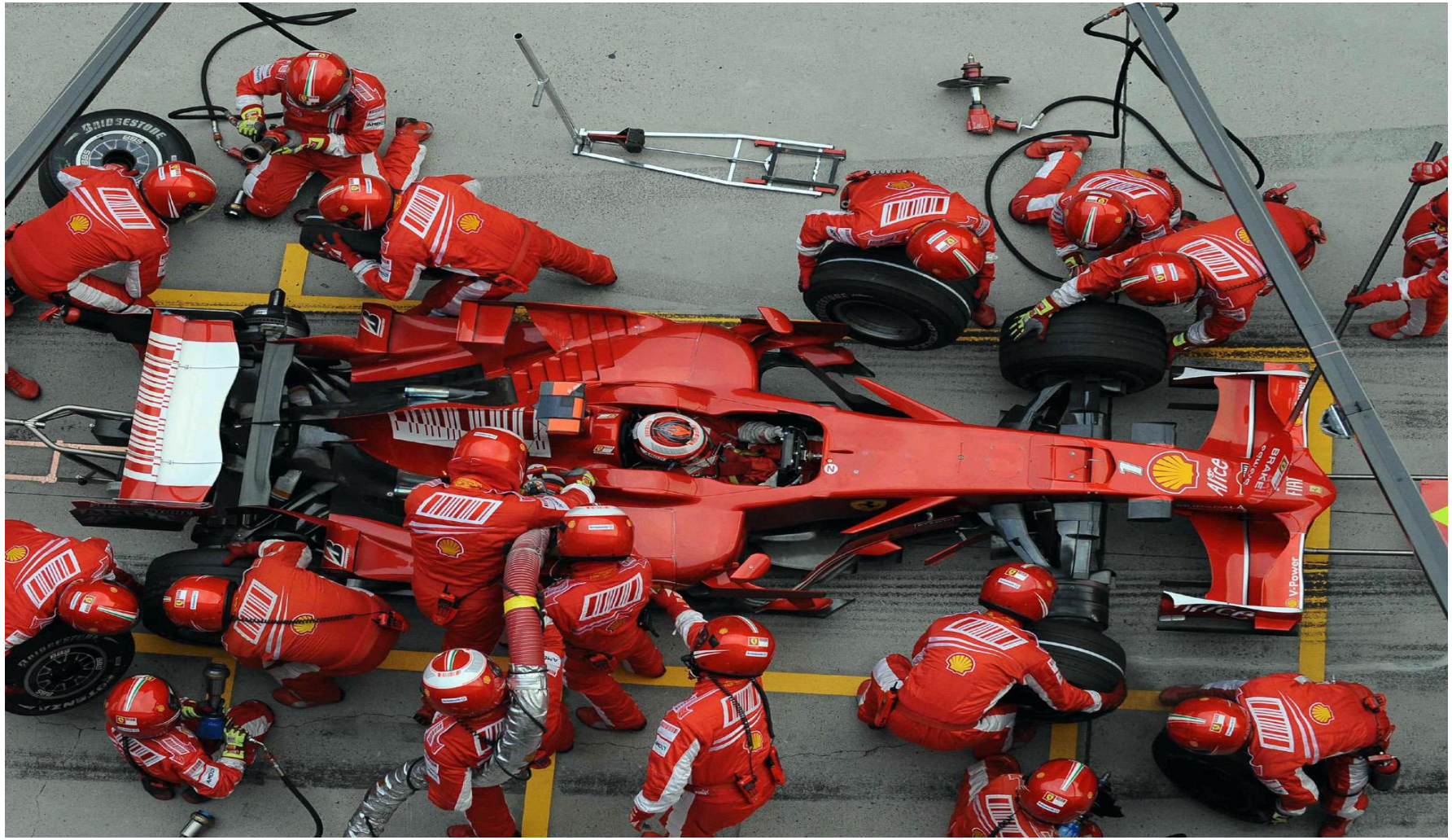
In addition to financial support, each partner brings a specialized service to the EKOCENTER project:
- Coca-Cola: Project leadership, site selection, installation and maintenance, on-the-ground support
- DEKA R&D: Slingshot™ water purification system and design and infrastructure expertise
- IBM: Technology, information solutions and water resources management
- IDB: Implementation support and NGO relationships in Latin America
- NRG: Energy solutions focused on solar panels and battery storage to enable sustainable operation
- McCann Health: Microbusiness model creation and consumer-focused health and sanitation programs
- Qualcomm: Mobile communications technology for cell phone and Internet connectivity
- UPS: Technical expertise on global operations and deployment
- TechnoServe: Sustainable business model development and managing entrepreneur selection and training

To further support the EKOCENTER project, we are seeking implementation resources on a local scale to address barriers, ease deployment, and expedite the positive impact the project will have on communities.

For more information on EKOCENTER, visit www.coca-colacompany.com/EKOCENTER.

SLINGSHOT™ + EKOCENTER™

The Goal? Orchestration



IDEO – Deep Dive Video



ABC News
Nightline - 7/13/99

Available From
ABC News Store: **22 min video**
www.abcnews.com

https://youtu.be/2Dtrkrz0yoU

Kelley, Tom and Littman, Jonathan (2001) The art of innovation: Lessons in creativity from IDEO, America=s leading design firm. New York: Random House

- **TASK** 5:31-9:41
- **DEEP DIVE** 10:00-13:06
- **WORKING SPACE** 14:29-16:00
- **SUCCESS** 17:22-21:20


DEEP DIVE METHOD
IMD
REAL WORLD. REAL LEARNING.
TEAM
DIVERSITY
COLLISION OF IDEAS
NOT PEOPLE
MAINTAIN HARMONY
COLLECTIVE INTELLIGENCE
COLLIDE BEFORE YOU DECIDE
LEADERSHIP
THINK OUT OF BOX
MAINTAIN COHESION
RESPECT RULES + PROCESS
FOCUS + ANTICIPATE
NOT MOST SENIOR
ENERGIZE + MOTIVATE
MEET REAL EXPERTS
GATHER INFO
LOOK DEEPER
GET CLOSER to CUSTOMERS
MY CUSTOMER SHOES
SHARE INSIGHTS
PEOPLE WITH A P.O.V.
CREATE
QUICK PROTOTYPING
MAKE IT VISUAL
1 BRAINSTORM
2 VOTE
COOL
FEASIBLE
3 PROTO-TYPE
4 TEST
ideas
QUICK!
TIMHAMONS@ART-OF-AWAKENING.COM

Value Proposition Design











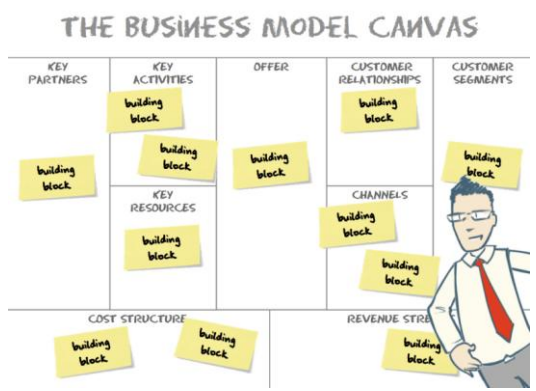


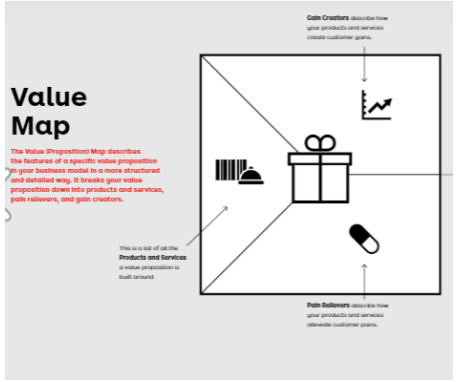






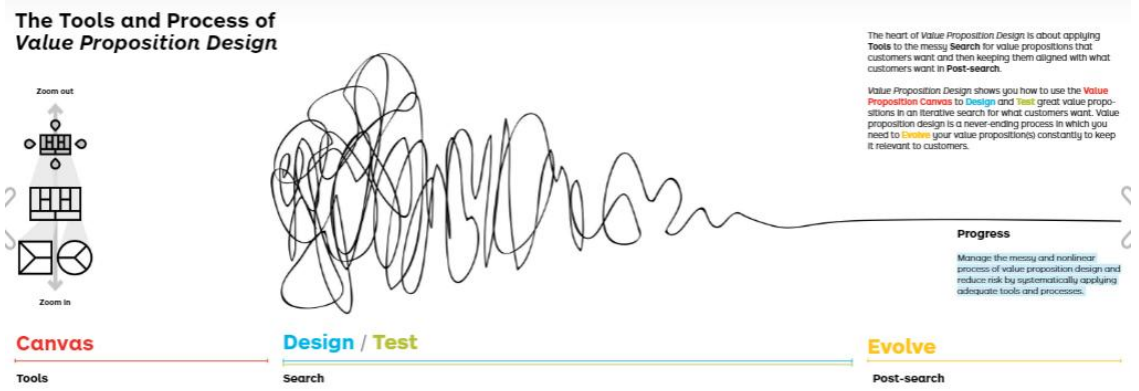


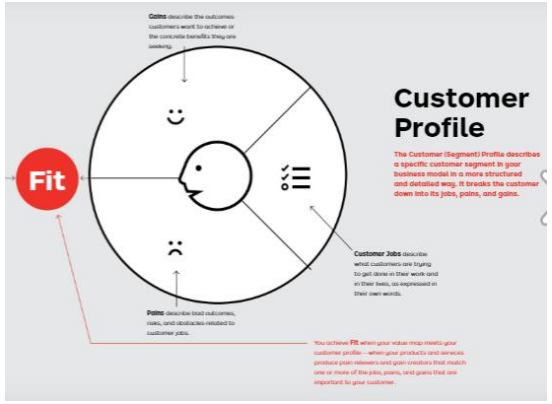




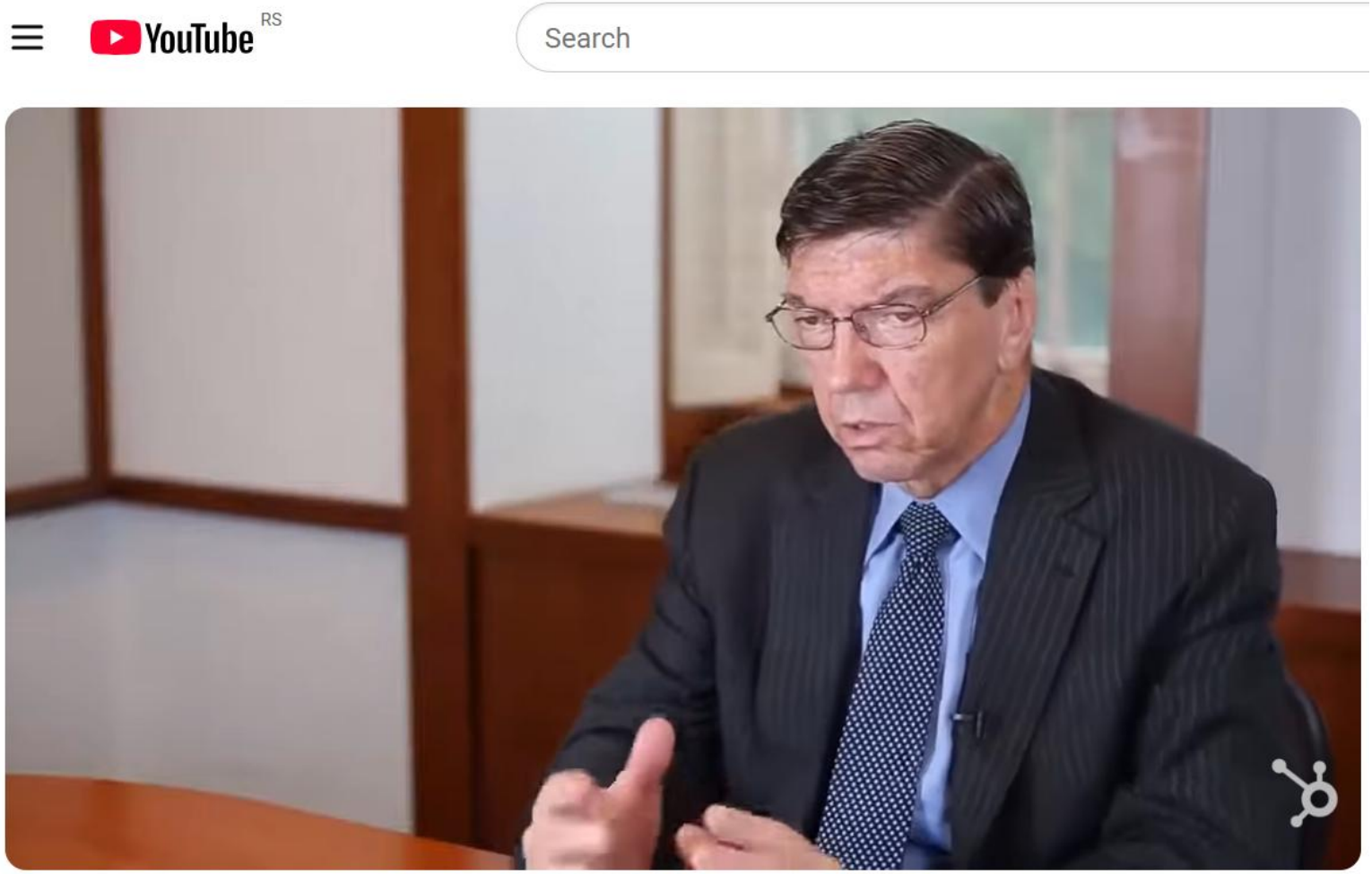


https://youtu.be/s9nbTB33hbg





„What is the Job that we hired Milkshake for ?“



Clayton Christensen: Disruptive Innovation

https://youtu.be/Stc0beAxavY

GEMBA walk, Learning to see



















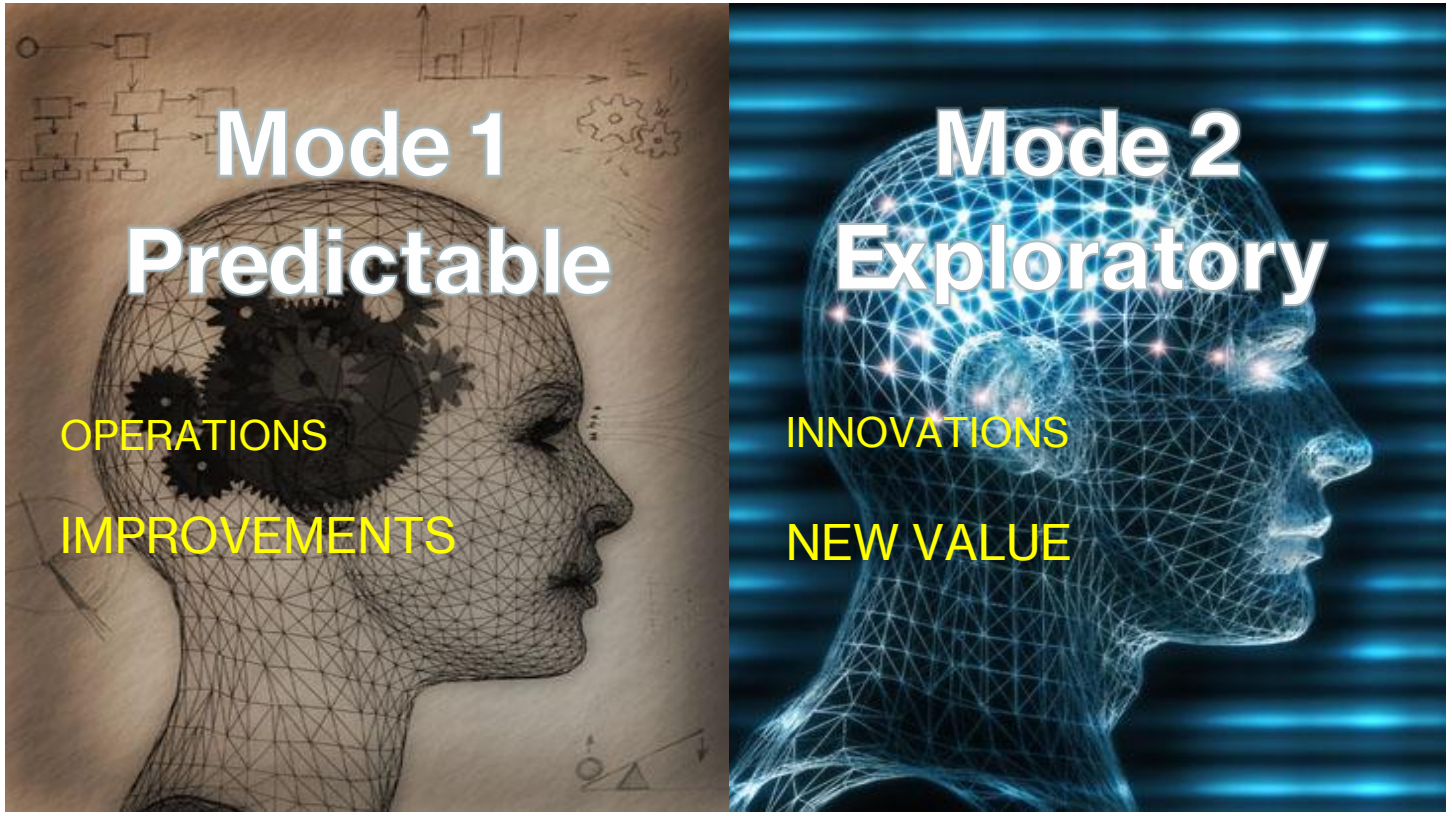
YouTube CH

Search https://www.youtube.com/watch?v=X9KP8uiGZTs



The Elephant, The Rider and the Path - A Tale of Behavior Change

Bimodal : Culture & Talent



WHAT IS YOUR DNA?

Gartner ®

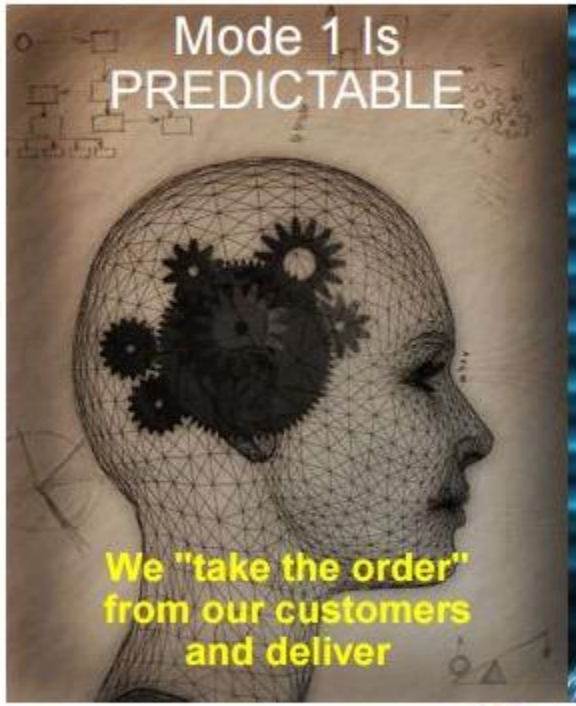
Bimodal Approach: The Best Supply Chains AMBIDEXTERITY

What Is Bimodal?



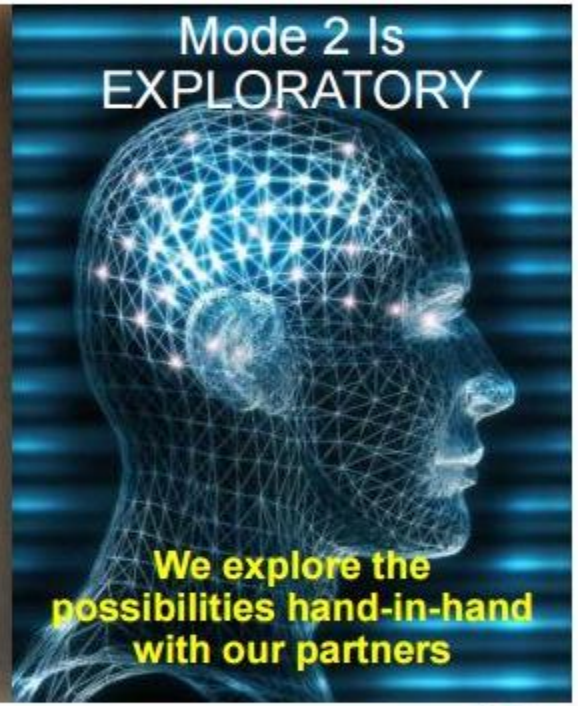
Mode 1:
Stability,
Efficiency/
Continuous
Improvement

Governance ☺



Risk/Fast Change ☹

Governance ☹



Risk/Fast Change ☺



Mode 2:
Risky,
Fail Fast,
Transformative

NINJA

shutterstock.com · 2228575407

PROCESS DRIVEN
(HOW/SLOW/NO
FAILURE/ALL OR NOTHING)

RESULT DRIVEN
(WHAT/SPEED/80:20)

Gartner ®

***Both* Modes Are Needed to Innovate, Transform and Improve Your Supply Chain**

INSPIRING SPEAKERS (Feb-May 2023): IDEO, Maturity Benchmark, Leadership

Lead time reduced from 180 to 7 days in just 30 days



360° SUPPLY CHAIN
PUSH • PULL • UNLEASH

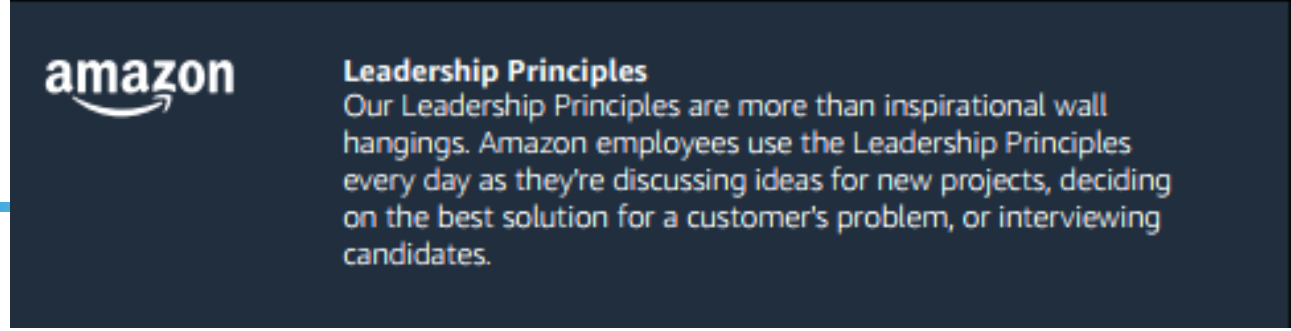
13 Conference call recorded – free access



Vladimir Krasojevic • You
Supply Chain at LEMO, Gartner Peer Community Ambassador
2mo •

Big THANKS to all this fantastic Professionals, Inspiring Speakers and Friends that joined **LEMO GROUP** Inspiring Calls in the last 3 months. Energy created, valuable exchanges and power of collective intelligence were substantial and only a narrow view shared via Linkedin posts were seen more than 80'000 times ! Great learnings and sincere appreciation from LEMO team to **Francis-Luc Perret** EPFL, **Ivanka Janssen (she/her)** Philips , **Maria Pia De Caro**, Pernod Ricard, **Pierre Mille**, Versuni, **Stephane Guelat**, DOMO Chemicals, **Vincenzo Disavino**, Capgemini Invent, **Radu Palamariu**, **Fei Yu 余笑飞** Alcott Global, **Kai Engel**, Kearney, **Kate Vitasek**, University of Tennessee , **Beth Morgan**, boom! **Mathias Beutler**, Philip Morris International, **Dr. Klaus Dohrmann**, DHL, **Pia Lauritzen, PhD**, Qvest and Question Jam, **Dmitry Shlyakhter**, Google, **Frank Wilde**, Coffee B at Delica AG **#supplychain #innovation #manufacturing #management #research #linkedin #leadeshipdevelopment #lemo #pushpull #unleash #sourcetosold**

16 Principles of Leadership



- **Customer Obsession:** Starting with the customer and working backward to earn trust.
- **Ownership:** Thinking long-term and preserving long-term value over short-term gains.
- **Invent and Simplify:** Expecting innovation and seeking process simplification.
- **Are Right, A Lot:** Possessing strong judgment and seeking diverse perspectives.
- **Hire and Develop the Best:** Raising the performance bar and coaching talent.
- **Insist on the Highest Standards:** Driving relentless quality in products, services, and processes.
- **Think Big:** Inspiring bold direction and finding new ways to serve customers.
- **Bias for Action:** Favoring calculated risks and swift action over endless analysis.
- **Frugality:** Accomplishing more with less to foster resourcefulness.
- **Earn Trust:** Listening, speaking candidly, and remaining self-critical.
- **Dive Deep:** Operating at all levels and staying connected to details.
- **Have Backbone; Disagree and Commit:** Challenging decisions respectfully and committing fully once settled.
- **Deliver Results:** Focusing on key inputs to deliver quality outcomes timely.
- **Strive to be Earth's Best Employer:** Creating safer, more productive, and just work environments.
- **Success and Scale Bring Broad Responsibility:** Remaining humble about community and planetary impacts.

Hype Cycle for Artificial Intelligence, 2026

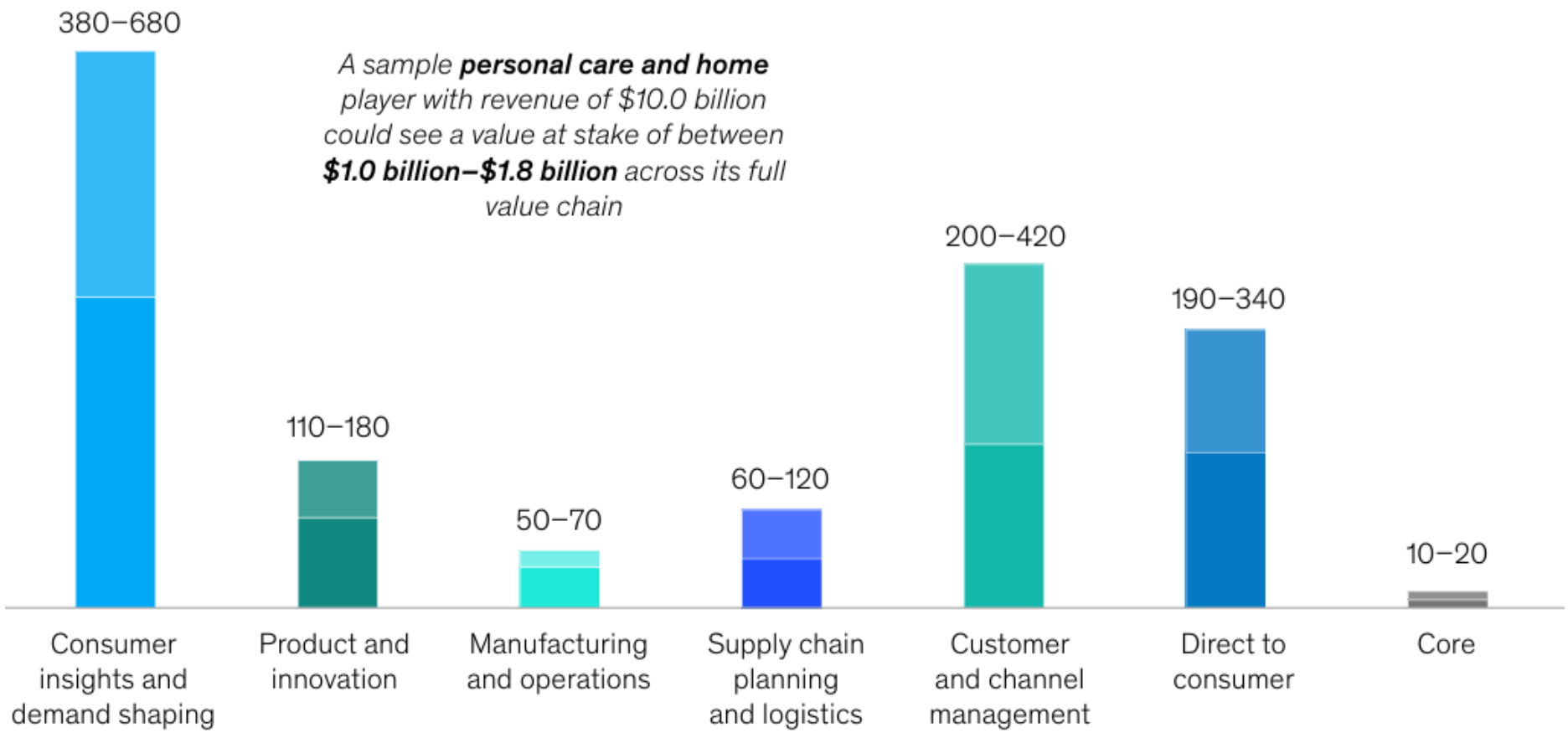


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Gartner

Consumer insights and demand is the innovation zone with the most value at stake in an AI transformation for personal care and home brands.

Distribution of total value at stake across the full value chain,[1] $ million



[1]Numbers rounded to nearest $10 million.

McKinsey & Company

The world is shifting and those who adapt and innovate will be the ones to lead the way.

3mbrace Change !
Lead the future !





Q&A

VLADIMIR
ANTIFRAGILITY
TRANSFORMATION
STORY-TELLING

Discussion