

SupplyChain

ISSUE 10 / 2022

AFRICA



LISA MARTIN: **THE FEARLESS WOMAN** **SIMPLIFYING THE GLOBAL** **SUPPLY CHAIN SYSTEM**

Senior Vice President, Global Procurement and Chief Procurement Officer for GSK

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LISA MARTIN:

THE FEARLESS WOMAN SIMPLIFYING THE GLOBAL SUPPLY CHAIN SYSTEM

Lisa Martin, is the Senior Vice President, Global Procurement and Chief Procurement Officer for GSK, a science-led global healthcare company with sales of £30.2bn. GSK's focus is to bring differentiated, high-quality and needed healthcare products to as many people as possible with its three global businesses, scientific and technical know-how and talented people.

At GSK, Lisa is the first CPO to lead global procurement across all three businesses: Pharma, Vaccines and Consumer Healthcare. She leads the development and implementation of sourcing strategies and procurement activities on all externally purchased goods and services categories, including research and development, raw materials, packaging, manufacturing services, marketing and sales. This totals over £12 billion per year.

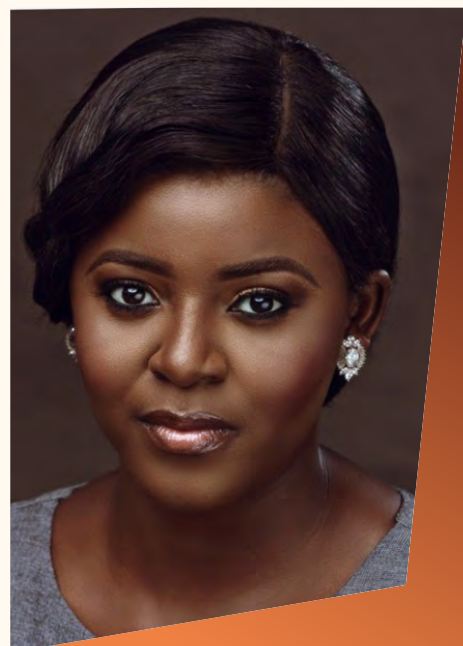
Lisa is also responsible for designing and building the new integrated global procurement organisation to support the delivery of GSK's Innovation, Performance and Trust priorities and financial targets.

Lisa also leads Worldwide Real Estate and Facilities for GSK, who drive informed decision making across all of GSK's real estate, and manage facilities services for 486 properties, 92 countries and 56 million square feet.

Prior to joining GSK, Lisa was CPO of Teva Pharmaceuticals where she was responsible for the transformation of the Procurement function, delivering \$1bn in savings two years ahead of the original strategic plan. Previously, Lisa spent eleven years of her career at Pfizer in a number of senior roles including Senior Vice President, Global Procurement and Operations. Lisa has also held roles at Warner Lambert, Sony Pictures Entertainment, Columbia Pictures Entertainment and NBC.

In 2013, Lisa was awarded the prestigious J. Shipman Gold Medal Award which is awarded annually to an individual who has performed distinguished service for the cause and advancement of the supply management profession. And in 2019 she was recognized in the CIPS and Supply Management Procurement PowerList as one of the 35 most influential procurement professionals of 2019.

Lisa is Chairperson Emeritus of the Institute for Supply Management. She earned a Bachelor of Arts, magna cum laude, in communications and psychology from Long Island University C.W. Post College, New York.



OLUWASEUN FEMI-ADEJUMO

Oluwaseun is an excellent, supply chain and human resource professional with expertise that cuts across Talent Acquisition, Management and Training. Her years of experience has seen her schedule, manage and oversee staff training and overall staff welfare.

With her exceptional People Relationship and Management, Negotiation and Networking skill set, Seun heads the Vendor Management Unit of AXA Nigeria's Human Capital Group. Seun holds a Bachelor of Arts degree in European Languages with a major in French and a Masters degree in Public and International Affairs. As a bilingual professional, she has garnered experience in international relationship management.

Seun is spirited, a dogged, diligent and resourceful individual with a zest for success and dexterity for excellence.

Oluwaseun is presently the Head of Vendor Management at AXA Mansard.



ROSEMARY TJOMBONDE-KAKUUI

Rosemary is a professional manager with demonstrated knowledge, skills, experience, and credibility in Supply Chain Management (SCM). Her main focus is on governance, risk, control, and compliance while ensuring that companies minimize risk within their supply chain by drafting and implementing effective supply chain processes, policies and procedures.

Certified Level 4, 5, and 6 with Chartered Institute of Procurement & Supply (CIPS), she's qualified as a full member as MCIPS, with over 10 years of experience in Supply Chain Management in both Public and Private sectors.

A strategist and innovative thinker who is passionate about coaching, mentoring, and empowering others while ensuring that her clients receive added value. She has great interpersonal communication skills and can form relationships at all levels within the organization.

Outside her career, Rosemary is passionate about women empowerment and Authentic leadership development at all levels.

Rosemary is currently Co-Founder & COO of Phoenix Procurement Consulting Services.

ETHEL EMMA-UCHE

The first indigenous Brewery Operations Manager for Heineken Flagship Brewery in Africa - Nigerian Breweries Plc, AMA Brewery, 9th mile, Enugu and currently the first female African Supply Chain Director in Heineken.

Ethel has vast knowledge of Brewery Operations - Brewing, Packaging & Maintenance Operations, Quality Management, Packaging, Logistics & Safety/Environmental Management.

Continuous Improvement Expert, delivering E2E Supply Chain Excellence including Turnarounds and Business Integration.

Leadership shouldn't be complicated. It's about making people go with you on your journey and then make it theirs! It's also about identifying those who don't believe and helping them to disembark.

Strategic Leader with a High drive for Results, Coach & Mentor.



DOREEN OWUSU-FIANKO

Doreen Owusu-Fianko is a Chartered Fellow of Chartered Institute of Logistics and Transport (CILT International) CILT, Chairperson of Women in Logistics and Transport (WiLAT Ghana) Ghana and a member of the Governing Council of CILT Ghana.

Having worked in the Aviation and Tourism industries for over 40 years, she's a role model and mentor for young women in the industry.

As the Chairperson of Women at CILT Governing Council, she has worked to make it possible for a lot of potential members both female and male to reach me for consultations on joining the industry and the Institute. I am also able to reach out to other ladies in the other transport modes and the logistics industry. I serve on a number of committees which has enabled me to build capacity in CILT administration at the branch level.

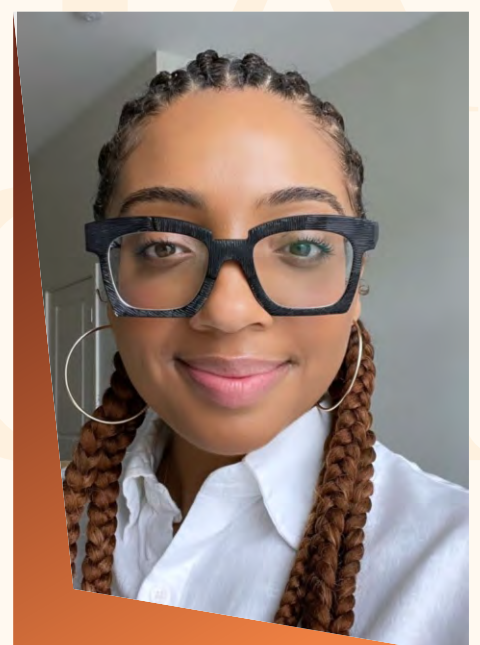
Her aim is to embark on a membership drive to increase numbers in Ghana and embark on an outreach program in West Africa.

YEMISI WHYTE

Yemisi Whyte is a visionary executive with international experience in strategic sourcing and end to end supply chain management for business operational efficiencies and growth, competitive strength and profitability.

Amongst the many supply chain challenges in Nigeria, import-export processes are perhaps the most documented. The bottlenecks are often known but many managers hide behind this as an excuse for a lack of effectiveness, continued opacity and unpredictable costs. Over the years I have mapped out the critical processes with stakeholders responsible and developed strategies and relationships that allow me to cut down process and documentation times for the companies I have worked for in an open, transparent and verifiable way. This is just one example of the ways in which I apply my knowledge and experience to improve the performance of the supply chains I am responsible for.

Yemisi is currently the Head of Supply Chain at Oriental Energy Resources.



SUPPLY CHAIN: BREAKING THROUGH BARRIERS IN GHANA TO REACH THE LAST MILE



When Family Planning 2020 (now FP2030) was launched in 2012, it aimed to make high-quality, voluntary family planning (FP) services, information and supplies more available, acceptable and affordable for an additional 120 million women and girls in the world's poorest countries by 2020. Ghana made significant progress, increasing the number of additional users of modern methods of contraception from 166,000 to 719,000, or by 330 per cent, between 2014 and 2020, according to FP2020.

However, the COVID-19 pandemic threatened to erode these gains.

"We always thought that having the commodities available at the facility was all we needed to be able to provide uninterrupted services to our clients," said health worker Philip Domi of Sasekpe Health Center in Ghana's eastern Volta Region. "However, with the outbreak of the COVID-19 pandemic in Ghana, we observed that attendance to the facility was gradually declining. We had clients who were due to come for their FP services, yet when we contacted them, they were unwilling to come to the facility for fear of contracting COVID either at the facility or while using public transport to commute to the

facility."

The FP acceptor rate in Ghana declined from 14 million in 2019 to 10.9 million in 2020, according to the Ghana District and Health Information Management System (DHIMS). Demand for almost all FP commodities fell, but more so for short-acting contraceptives such as Microgynon (pills) and Depo-Provera (injection) because they require more frequent visits to a health facility than longer lasting contraceptive implants, for example.

To reduce unmet need and strengthen the supply chain for contraceptives, the USAID Global Health Supply Chain Program-Procurement and Supply Management (GHSC-PSM) project collaborated with the Family Health Division of the Ghana Health Service and Health Keepers Network (HKN), a local nongovernmental organization, to help ensure FP access through last mile distribution.

Stakeholders signed a memorandum of understanding for last-mile delivery of FP commodities to improve access to short-term contraceptive methods, such as Microgynon and male condoms, at the community level.

RAISES \$13M TO OFFER SIMPLIFY SUPPLY CHAIN SOLUTION FOR WEST AFRICAN FARMERS



The digitalization of African agriculture is in its early days. But companies like Farmerline believe it's the key to improving and advancing a sector that supports a majority of livelihoods on the continent.

Farmerline, an agribusiness marketplace founded by Allosyius Attah and Emmanuel Addai in 2013, uses a combination of software, market linkages, and financing to streamline Ghana's fragmented agrifood supply chain and ensure that the country's smallholder farmers have the tools they need to grow.

It started out working with 400 farmers in its home market of Ghana. Their digital marketplace now supports more than 75,000 farmers. Farmerline also has partnerships with more than 3,000 buyers, agribusinesses, food manufacturers, governments, and non-governmental organizations that have collectively supported more than

one million farmers in 26 countries.

The founders, who have been bootstrapping the business for nine years, just closed their first round of institutional capital: a \$6.5 million pre-series A round backed by Acumen Resilient Agriculture Fund (ARAF) and Dutch development bank FMO [disclosure: FMO sponsors AFN through its network partnership with our parent company, AgFunder.]

Farmerline has also raised \$6.4 million in debt from DEG, Rabobank, Ceniath, Rippleworks, Mulago Foundation, Whole Planet Foundation, Netri Foundation and Kiva.

"We've built this for nine years internally, and now we want people with expertise in building live supply chains and scaling tech companies and finance," Attah, Farmerline's CEO, tells AFN. "These are not things that you can pay for."

PROCUREMENT PROFESSIONALS CONVERGE ON LAGOS, HOLD MANDATORY PROGRAMME, INDUCTION



Members of the Chartered Institute of Purchasing and Supply Management of Nigeria (CIPSMN), recently, converged in Lagos for the Batch A Mandatory proficiency development programme and inauguration of new professionals into the institute.

At the event which was held at the Lagos Airport Hotel in Ikeja, CIPSMN Registrar/CEO, Alhaji Mohammed Aliyu in a paper titled: "Evaluating the Role of Professionals in National Industrial Development" welcomed members from all parts of the country to Lagos and commended them for doing great in promoting professional competence and value for money principle in the procurement practice in the country.

The Registrar/CEO described the theme: "Imperative of Professionalizing Procurement Practice in Nigeria towards

addressing the Effect of Climate Change through Sustainable Procurement and Good Governance" as apt at this moment of the nation's economic downturn, saying it properly captured issues bordering him for the better part of his life as a professional.

"My obsession, unfortunately, has been accompanied by bouts of frustration, with an occasional glimmer of hope. In a nutshell, the situation of things globally made me feel bad at times as if, I have been working the whole day or time as regarding my passion for procurement and supply chain management profession and the state of things in one's effort just going to be completed, and suddenly, an unexpected happens and the whole day's work is gone.

Lamenting that as important as public procurement is in promoting international and regional cooperation through trade and commerce, he said it is regrettable that procurement and supply chain management as a profession in its own right has not been able to achieve a lot in Nigeria irrespective of its vital position in corporate development and governance.

5 WAYS TO MANAGE SUPPLIERS DURING DISRUPTION

Contract clauses and long-term deals are some ways large organizations can deepen vendor relationships and ensure supply.

Raw material challenges and other supply disruptions have made supplier relationships more important than ever during the pandemic.

But with some procurement teams managing hundreds of suppliers at the same time, it can be difficult to deepen relationships with vendors — and keep them accountable when they fail to meet commitments.

Here are five strategies which can help to better manage suppliers.

1. See your suppliers as partners

I organized several brainstorming sessions with my suppliers last year to generate cost savings ideas, and it has led to some incredible results.

Suppliers can help customers add efficiencies and cut costs. Contractor PCL helped its client slash construction costs by suggesting alternative designs. By working together, companies and their suppliers can find ways to grow supply while keeping costs low. It's a win-win on both sides.

2. Secure long term agreements

I've had agreements with some suppliers last as long as five years. Longer-term agreements fostered deeper relationship with suppliers, and ensured uninterrupted supplies even in challenging external environments.

3. Create a performance scorecard

It's important to have an objective assessment of suppliers in regard to their financial health and operational parameters, such as schedule adherence and product quality.

4. Carefully construct contract clauses

The right contract clauses come in handy in cases of legal disputes or risk events. Try to have a "first priority supplies" clause in your agreement to ensure continuity in the face of disruption.

5. Regularly assess your supplier base

Supplies will continue to be the weakest link in the chain as geopolitical turmoil, pandemic uncertainties, adverse weather and other black swan events continue. Procurement teams should regularly assess their supplier base based on business priorities to better manage key spend items.

HOW DIGITAL PROCUREMENT WITH AMAZON BUSINESS CULTIVATES MORE SUSTAINABLE SUPPLY CHAINS



Today's buyers shop with their head and their heart. Purchasing habits like opting for sustainable shipping options and choosing green products aren't trends anymore—they're a core focus of procurement.

"What you buy and who you buy from matters," says Chris Costello, global leader of enterprise accounts at Amazon Business. "Customers care about the sustainability commitment of the brands they do business with. Transparency in the process is key to gaining long-term customer trust and loyalty."

Technology now makes it easier for brands to earn customer loyalty as a reward for prioritizing and operationalizing the values people care about most. By adopting digital procurement tools and technologies, companies can optimize purchasing and engineer a more sustainable business for customers, employees, and the planet.

Amazon Business' network of certified suppliers, wide selection of Climate Pledge Friendly products, and digital buying capabilities are already helping organizations develop more responsible supply

chains and forge deep, purpose-based connections with customers.

Buyers want sustainable products, but struggle to find the right suppliers

Sixty-nine percent of business buyers consider sustainability performance in supplier selection and contract renewals—up from 51% in 2019, according to the EcoVadis 2021 Sustainable Procurement Barometer.

A sustainable supply chain isn't only valuable to customers—it benefits the organization's bottom line as well. In fact, McKinsey & Company found that the top environmental, social, and corporate governance (ESG) performers experience faster growth, higher valuations, and reduced costs compared to competitors that lag behind in this area

While procurement leaders want to purchase environmentally responsible supplies, many experience difficulties accomplishing it through traditional buying methods and networks. In McKinsey & Co.'s 2021 survey of chief procurement officers, most respondents cited a

lack of the required tools, skills, and data as the reason they haven't already incorporated ESG principles into their organization's sourcing practices.

According to Costello, supplier sprawl ranks among buyers' biggest challenges in achieving sustainability goals. "Large enterprises find themselves with hundreds if not thousands of vendors to choose from for any given product. It's difficult for buyers to identify whether a supplier is certified, uses sustainable shipping practices, or is meeting its environmental goals via the request for proposal process, legacy inventory systems, or manual search."

Is legacy procurement technology holding back your organization?

Across the board, legacy procurement technology limits how quickly and effectively you can adapt to new market trends. To meet customer expectations and internal sustainability goals, your organization must consider strategies that help buyers easily find and invest in sustainable products.

Source: Amazon Business



Four Key Trends Impacting Global Supply Chains In 2022

The recent pandemic has affected every part of the value chain, from raw material sourcing to end customer. It is testing the commercial, operational, financial and organizational resilience of the majority of companies across the globe. COVID-19 has highlighted risks and resiliency gaps for many organizations. CEOs are looking to get on the front foot when it comes to disruption and innovation, with 67 percent saying they will increase investment in disruption detection and innovation processes.

1. Logistics disruption

The ongoing global logistics disruptions stemming from the COVID-19 pandemic continue to impact businesses and consumers as the flow of consumer goods into key markets such as North America and Europe, South East Asia and India is restricted by the continued shutdowns of major global ports and airports, largely in China, South Korea, and the US.

2. Production delays

Production delays during COVID-19 have become headline news. Manufacturers are competing for limited supply of key commodities and logistical capacity, leading to consumers experiencing empty shelves and long purchase lead times. However, it's not all doom and gloom. The pandemic has intensified the focus on supply chain evaluation and evolution. Industry is evaluating and investing in their long-term supply chain strategies, paving the way for a new post pandemic normal.

3. Over reliance on a limited number of third parties.

Despite the inherent risk associated with focusing on

one major trading partner, many businesses have strong relationships with one major supplier, one large customer (or export market) and/or one major supply chain partner. As we emerge from the COVID-19 slowdown, many businesses recognize the need to better equip their supply chains by identifying alternative trading partnerships. They are actively seeking a broader list of suppliers, alternative markets/customers and alternative transport and logistics providers. Supply chain leaders are also turning the attention of their organizations to third and fourth parties ongoing risk monitoring to not only address inherent and residual risks in near-real time, but also cyber and counterfeiting risks.

4. Doubling down on the technology investment

The initial investments made in the previous 18 months by many companies were aimed at automating key nodes within the supply chain (such as intelligent automation used to enable efficient, effective and safe operations) including stores, warehouses, manufacturing facilities and even corporate office buildings. In 2022, you should expect to see an accelerated level of investment as businesses seek to enhance critical supply chain planning capabilities by adopting more advanced digital enablers, such as cognitive planning and AI-driven predictive analytics as well as adding greater integrity and visibility into secure supply chains by using advanced track and trace and blockchain technologies.

Source: KPMG

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NIGERIA:

OSUN STATE GOVERNMENT DEPLOYS PROCUREMENT SOFTWARE IN CONTRACT BIDDING PROCESS

The government of Osun State Nigeria has deployed procurement software in its contract bidding process to enhance transparency in the state's financial transactions.

This as the Commissioner for Finance, Alhaji Bola Oyebamiji disclosed that the software was deployed in choosing the contractor that would execute one of the I roads project Osogbo/Olorunda/Orolu/Irepodun federal constituency.

Speaking shortly after witnessing the bidding and selection process, Oyebamiji said

Governor Adegboyega Oyetola insisted on the introduction and usage of the software because of his beliefs in public financial management, as well as the need to be transparent and credible in the award of contracts to get the best.

Explaining how the software selected the winner for the rehabilitation of the selected roads, the Commissioner said, "Every step of the procurement process leading to the award of the contract was done online including the bid evaluation process where all the bidders logged on to a zoomed account to witness the process.

"At the end of the day, the system automatically threw up the ultimate winner based on some preset criteria which have been built into the system, removing human

intervention. All bidders seat in their office and watched as each of the bids were evaluated until the software automatically generated an award letter to the winner.

"This is the first time we will be having something of this magnitude in Osun and it also heralds for the State the digitalization of the entire procurement process going forward, something which we are so proud of as a government". Oyebamiji stated.

Also speaking, the General Manager, Osun Public Procurement Agency, Mr Bello Adegboyega said every contractor now knows that they stand a better chance of participating in the procurement process as soon as they register on the database, stressing that time-wasting and paperwork are now completely eliminated.

DHL EXPRESS IS PILOTING THE FIRST HYDROGEN TRUCK THROUGHOUT DEUTSCHE POST DHL GROUP



DHL Express, the world's leading international express service provider, is the first within Deutsche Post DHL Group to test hydrogen-fueled trucks for the long haul.

Together with its customer Apple, DHL pilots the vehicle in the Benelux region, as part of the Interreg NW Europe program H2-Share, coordinated by WaterstofNet. The program's goal is to facilitate the development of low-carbon heavy-duty vehicles on hydrogen for logistic applications and gain practical experience in different regions. It creates a transnational living lab and basis for the development of the zero-emission heavy-duty vehicle industry.

"In a globalized world, sustainable and clean fuels are essential for climate-neutral logistics. Not only for sea and air freight but also line-

haul road freight, as this help reduce CO2 emissions," says Alberto Nobis, CEO DHL Express Europe. "That's why we engage not only in the electrification of our fleet but also invest in the development of alternative drive systems for very long ranges. The project shows that we can achieve truly emission-free logistics in Europe if we join forces and build on experience."

While battery-electric trucks can operate efficiently within last-mile delivery, fuels from renewable energies such as hydrogen are essential for zero-emission line-haul. Due to their vast potential, DHL Express is now testing a heavy-duty vehicle, with a fuel cell range extender from VDL. The truck, operated by Dutch Nassau Sneltransport, covers a daily distance of around 200 km, running a cross-border route in the Benelux region. The truck refuels on a daily basis at a mobile fuel station from Wystrach as part of the project. It transports deliveries of DHL Express' customer Apple. During the piloting phase, up to 35 tons of CO2 can be saved with the new technology.



Egyptian Logistics Platform Naqla Raises \$10.5 Million in Pre-Series A

Naqla, Egypt's trucking technology platform and marketplace connecting truck owners with cargo companies, has raised \$10.5 million in a Pre-Series A round. The round was led by major investors El Sewedy Capital Holding (SCH), Hassan Allam Holding (HAH), and the Sallam Family.

Naqla's core mission is to modernize and expand Egypt's supply chain through technology by automating orders between shippers and drivers through its two main apps.

Naqla has seen rapid growth into 35+ active zones, overseeing the movement and delivery of over 4.6 million tonnes of cargo since its establishment in 2017, and is currently working with more than 400 shippers and 10,500 drivers across Egypt.

Naqla's business model addresses the historically underserved road freight sector in Egypt, which has grown in importance since the start of Covid-

related supply-side constraints. Businesses are continuously looking for further efficiencies in inland transport from Egypt's major entry and exit ports to maintain the flows of goods within their supply chains.

The rapid growth of Egypt's construction and consumer goods industry has meant demand for trucking continues to rise, with employees in the sector now making up 2% of the labour force, or 3-4% of GDP – \$13bn in Egypt and \$45bn across the MENA region. Many of the 1.5 million trucks in Egypt are owned by individual drivers, whom Naqla aims to onboard onto its Carrier ecosystem, consisting of road assistance, finance, insurance, health care and maintenance.

Naqla will use proceeds of this investment to invest further in its commitment to advancing technology and digitization, positioning the company for growth and development in 2022.



CELEBRATING THE ACHIEVEMENTS OF AFRICA'S SUPPLY CHAIN AND PROCUREMENT SECTOR

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How we do it

Everyone at GSK is focused on our three long-term priorities - Innovation, Performance, Trust - underpinned by our ambition to build a more purpose and performance driven culture, aligned to our values.

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