

# War on talent: a reality

01 February 2016

Govert Hamers

## **Content**

### **Introduction to Vanderlande**

- *High Tech business in an international environment*

### **Case 1: High tech complexity**

### **Case 2: International services**

### **Case 3: Commercial success**

### **Concluding**



# CV Govert Hamers

## BACKGROUND AND EXPERIENCE

- 1980 – 1987 Fokker  
Project Manager Fokker 100, Fokker Aircraft
- 1988 – 1989 ASM-Lithography  
Manager Manufacturing Engineering
- 1989 – 1997 Fokker  
1989 – 1992 Fokker 100 Program Manager, Fokker Aircraft  
1992 – 1994 Director Manufacturing Lines, Final Assembly, Fokker Aircraft  
1994 – 1997 President Fokker Aircraft Services
- 1997 – 2001 Europe Combined Terminals (ECT)  
Member Board of Directors and  
Managing Director ECT Delta Container Division
- 2001 – March 2005 Imtech Marine & Offshore  
Managing Director of Imtech Marine & Offshore Division and  
Member Board of Directors of Imtech NV
- March 2005 – September 2013 President & CEO IHC Merwede
- January 2014 – present President & CEO Vanderlande Industries

# CV Govert Hamers

## KEY POSITIONS

- Member of Governmental Export Commission
- Member International Advisory Board Bureau Veritas
- Member of Advisory Board Brainport Industries
- Member of the Board Vereniging High Tech NL
- Chairman Commission Export Policy, VNO-NCW
- Member Supervisory Board EXA Holding
- Member of the Board Netherlands Council for Trade Promotion
- Member of the Board Lucht- en Ruimtevaart Nederland

## EDUCATION

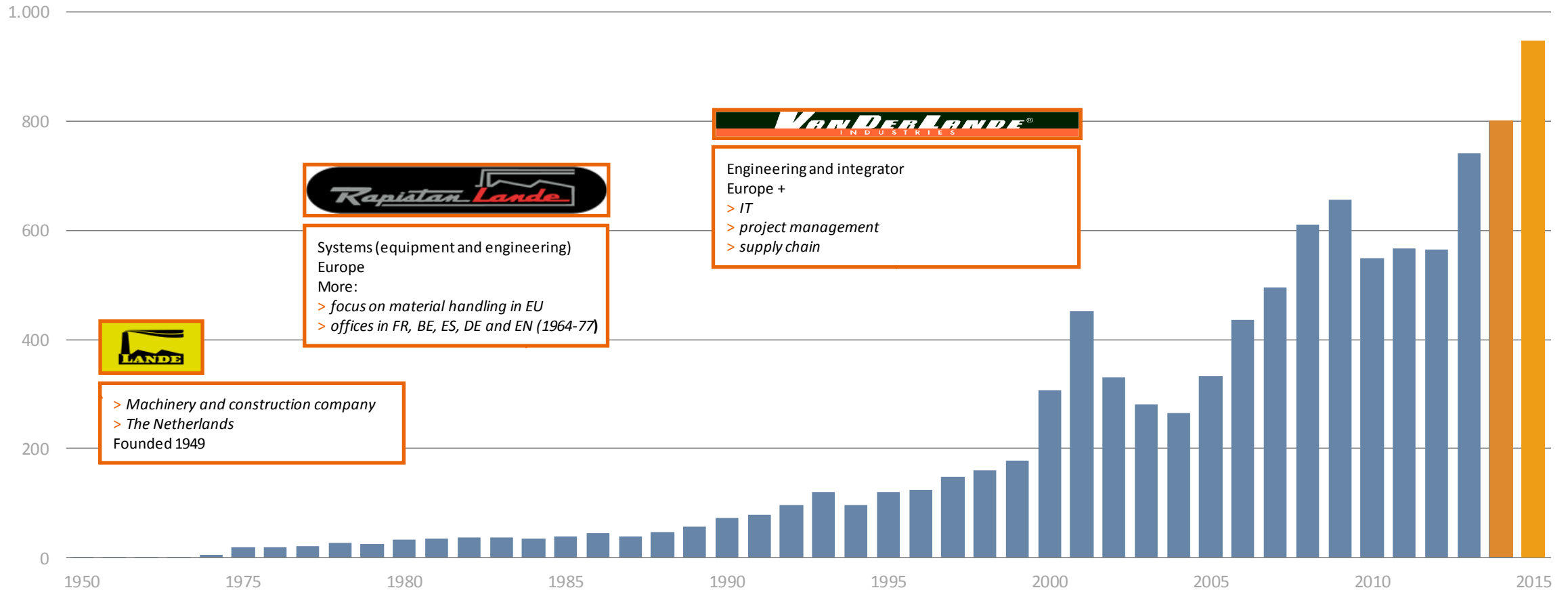
- 1980 University of Amsterdam  
PhD Experimental Physics (including Econometrics)
- 1983 Bachelor in Business Administration
- 1991 European Leadership Workshop, NAME
- 1993 Managing Corporate Resources, IMD Lausanne
- Additional miscellaneous courses

## About Vanderlande: History

### Services, partnership and major customers

Currently one of the most important suppliers of automated material handling systems in the world at this moment:

- > 3,500 people employees
- > present in more than 100 countries
- > executing over 260 projects at the same time



# About Vanderlande: Core business

## Industry segments

- Baggage handling (global market leader)
- Warehouse automation (leading supplier)
- Parcel and postal (global market leader)

## Geographic market

- Worldwide
- Focus on developed countries, spin-off to developing countries

## Automated material handling solutions

- Innovative systems
- Intelligent software
- Life-cycle services

## Innovative systems

- System and process scope
- Entire material handling systems
- Process inside and outside material handling system

## Intelligent software

- Complete and modular
- Low-level and high-level controls
- Self-developed

## Life-cycle services

- Business partner
- Logistics partner
- Service partner

## About Vanderlande: Company profile





# About Vanderlande: Market developments

## Global trends

Demographics



Globalisation



Scarcity of resources



Technology and innovation



Knowledge society



Sustainability



## Impact on logistics

Urbanisation



Value chain



Relentless competition



Robotics and automation



Big data and predictive analytics



The growth of e-commerce



Circular economy



The changing workforce



Humanising technology



Sensors and the internet of things



Mass personalisation



# About Vanderlande: Market outlook





	Europe	North America	Asia Pacific	Market position
Baggage handling	↗	↗↗	↗↗↗	<ul style="list-style-type: none"> <li>&gt; Shift towards Asian major projects</li> <li>&gt; Service opportunities NAM</li> </ul>
Parcel and postal	↗↗↗	↗↗↗	↗↗	<ul style="list-style-type: none"> <li>&gt; E-commerce and B2B increase of parcel transport</li> <li>&gt; Large players</li> </ul>
Food retail	↗↗↗	↗↗	↗	<ul style="list-style-type: none"> <li>&gt; European retailers are leading in WA</li> <li>&gt; US is expected to follow</li> </ul>
Fashion	↗↗	↗↗	↗	<ul style="list-style-type: none"> <li>&gt; E-commerce players and upcoming markets drive WA</li> </ul>
Parts & components	↗↗	↗		<ul style="list-style-type: none"> <li>&gt; Worldwide optimisation in automotive and OEM</li> <li>&gt; Small/mid-sized projects</li> </ul>
Other WA	↗↗	↗↗	↗	<ul style="list-style-type: none"> <li>&gt; WA in APAC at the beginning of a tsunami?</li> <li>&gt; Currently semi-automated systems</li> </ul>

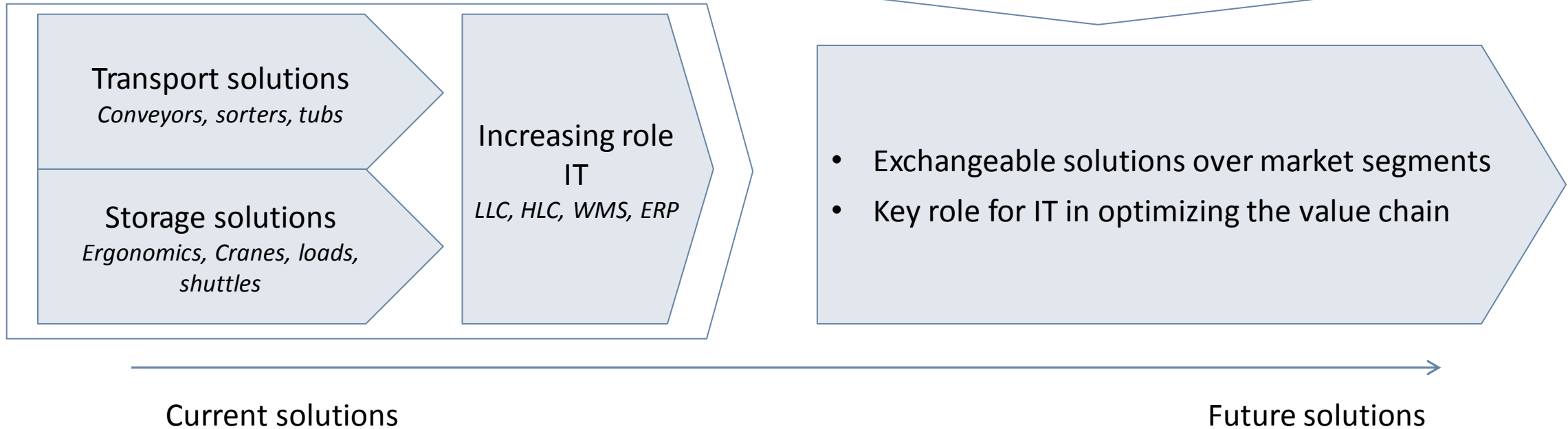
## About Vanderlande: Strategic priorities



# About Vanderlande : IT and new technologies become key in our future solutions for all our market segments

Relatively new technologies most relevant for our business

				
Robotics	Battery/ energy	X-perience	Big Data	Algorithmic



# About Vanderlande : By leading innovation in material handling, we change from smart follower to innovator

Our passion for innovation remains

*Innovation is understanding the problem or challenge rightly, the solution is already there, ours to find*

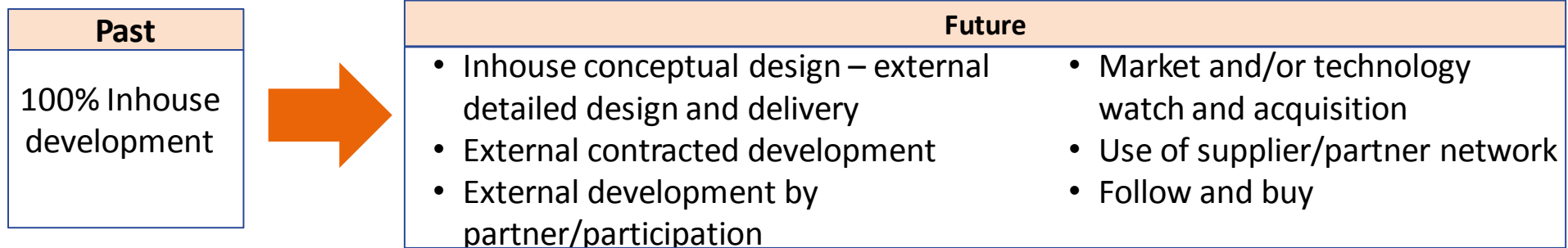
**Moore's LAW → Stop thinking Linear**

Technology is not the issue, it exists. Finding the right application of use is nowadays the challenge

**Innovation is the ability to see change as an opportunity - not a threat**

**If you're not failing every now and again, it's a sign you're not doing anything very innovative**

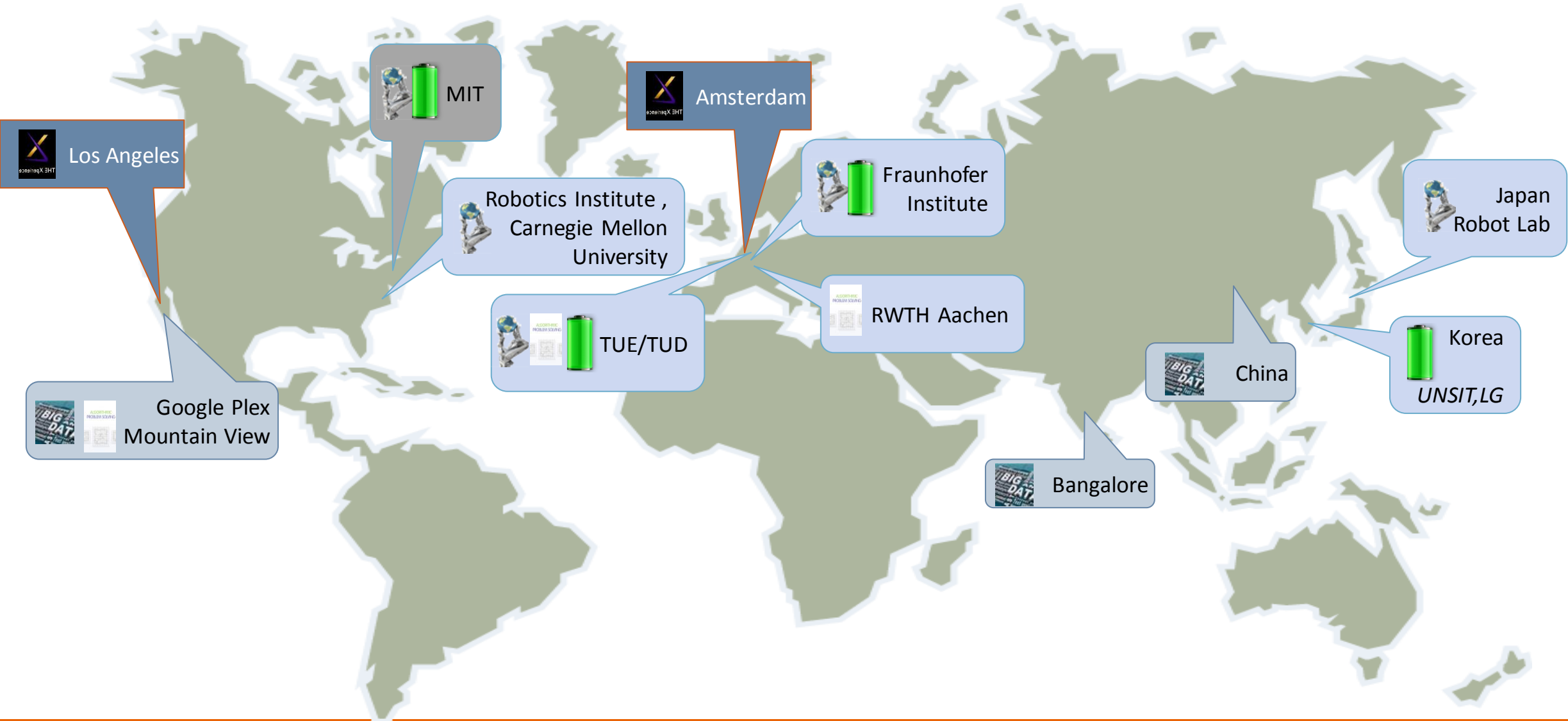
We change the way we innovate



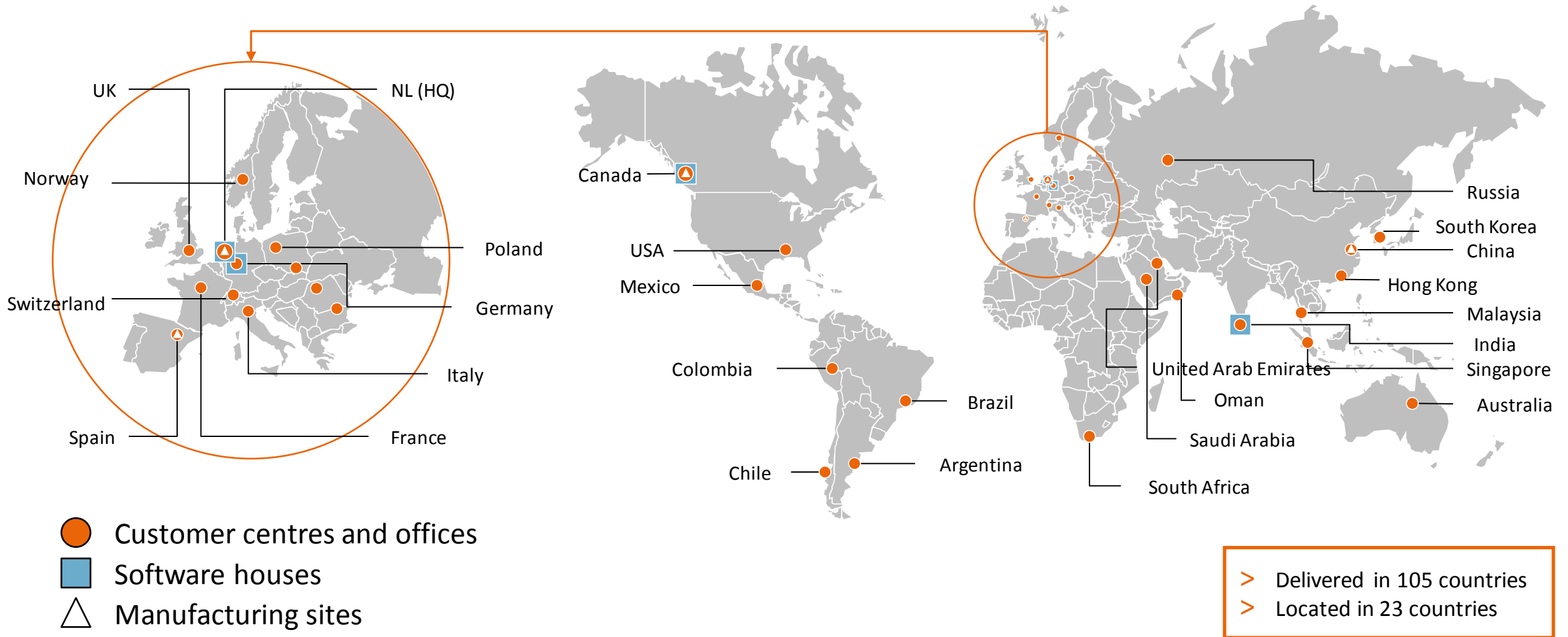
Accelerate and change budget and management systems

- Now over 85% of budget is fixed by internal commitments and costs, by 2018 at least 30% of budget needs to flexible within allocation
- Better portfolio management to improve responsiveness, returns and effectiveness – opportunity to adapt
- **Build experience with using external knowledge centres and resource to decrease dependencies on scarcity of knowledge and experience**

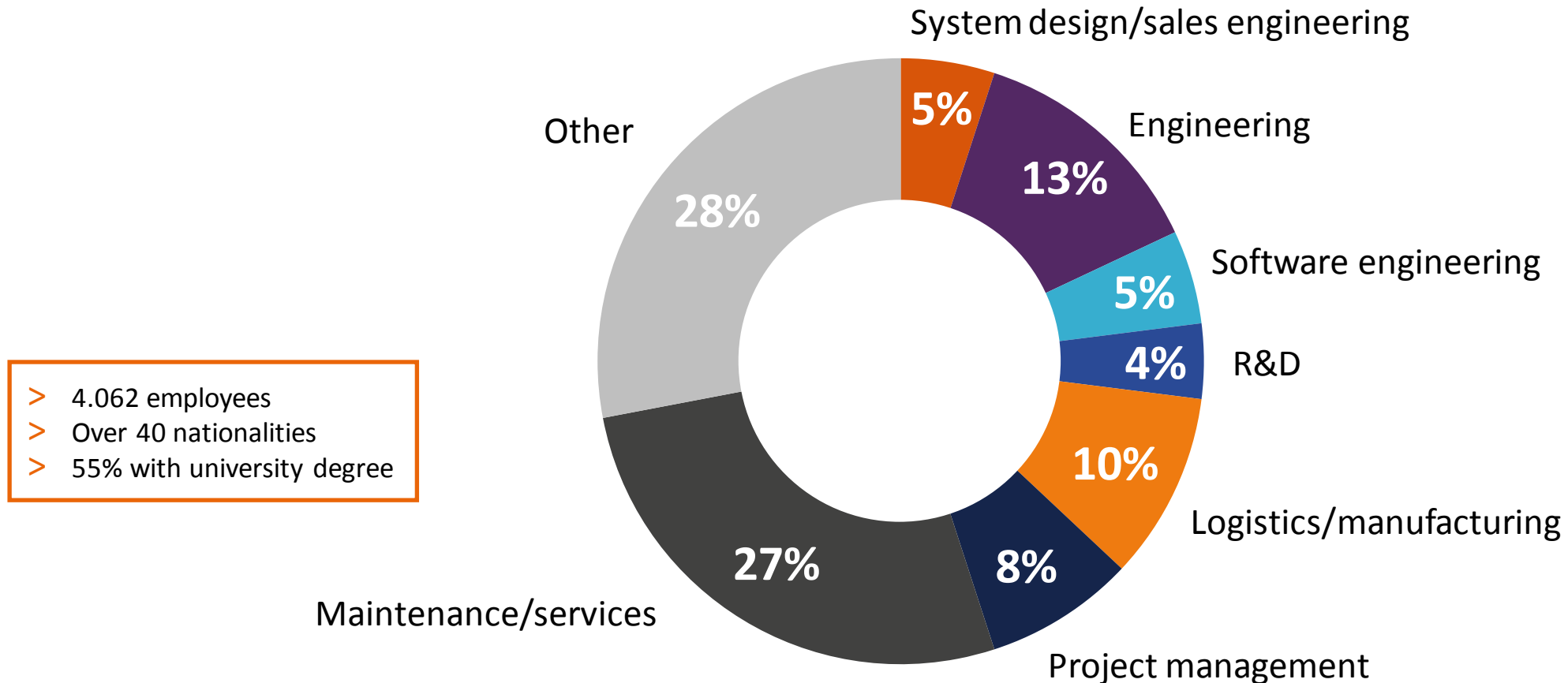
# About Vanderlande: Where do we need to interact?



# About Vanderlande: Local and global presence



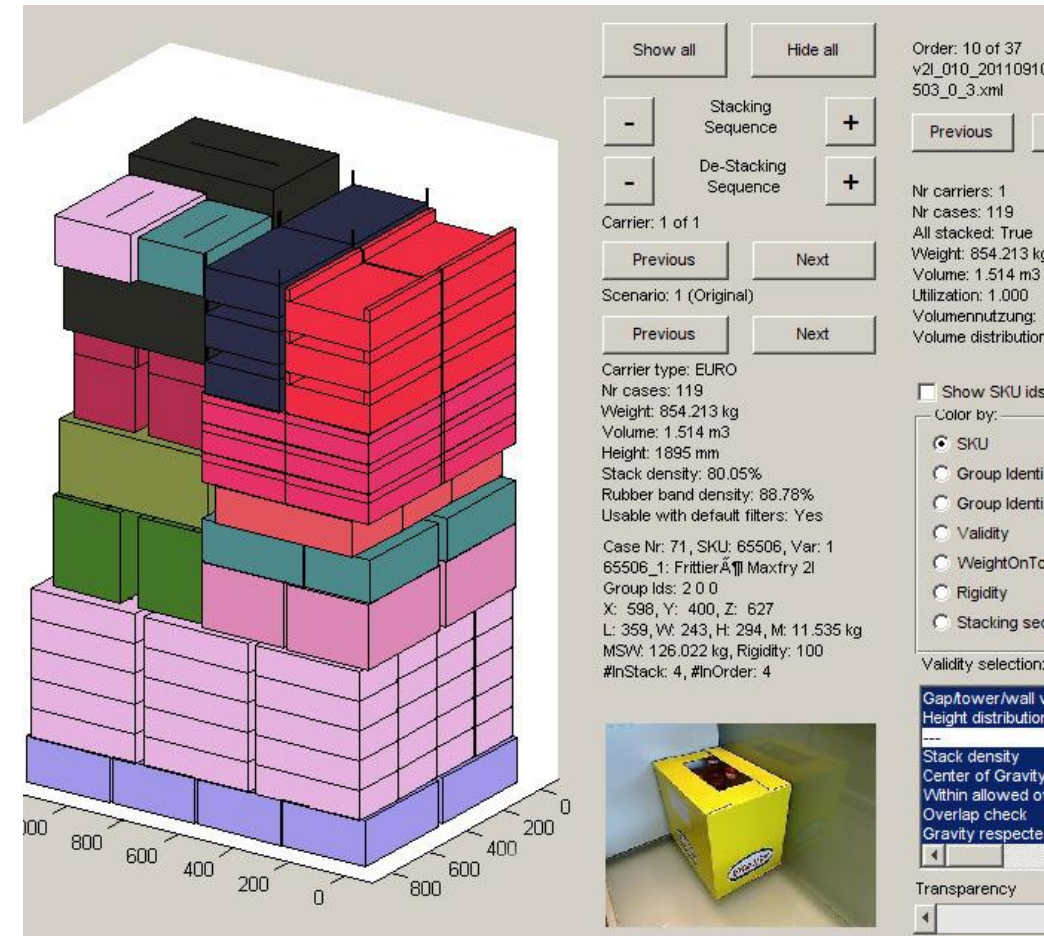
## About Vanderlande: In a world of technology, a belief in people





## CASE 1: High Tech complexity

- **Automated Case Picking (ACP) solution**
  - Order book > €400 Mio on multiple continents, delivery and go live from now to 2018
- **Multiple complex technologies combined into one solution**
  - Mechatronics (automated de-palletizing and palletizing)
  - Vision (product recognition and fingerprinting)
  - Algorithmic (load forming logic software VIKTOR)
  - Computational performance (optimize stack in seconds instead of minutes)
  - .....
- **100% automation = 100% operational availability**





## Major ACP project (total customer)

### ACP Core Team Responsibility Delivery of ACP standard building blocks

Depalletize (Manual + Auto)

Bulk2Tray

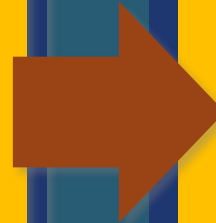
AS/RS (HDS + microshuttle)

Palletizer Area

ACP Vision HLC + BPI

LFL

URS  
Func specs  
PDB  
Lay-out typicals  
MEQ  
Wheels  
PLC libraries  
CEQ  
HLC libraries  
iFAT, iCAT  
Supply Chain  
Spare parts  
Maintenance



### Project Responsibility

PalletHandling

dotM

SPO

pick@ease

specials  
P1DC indent flow

Vision HLC

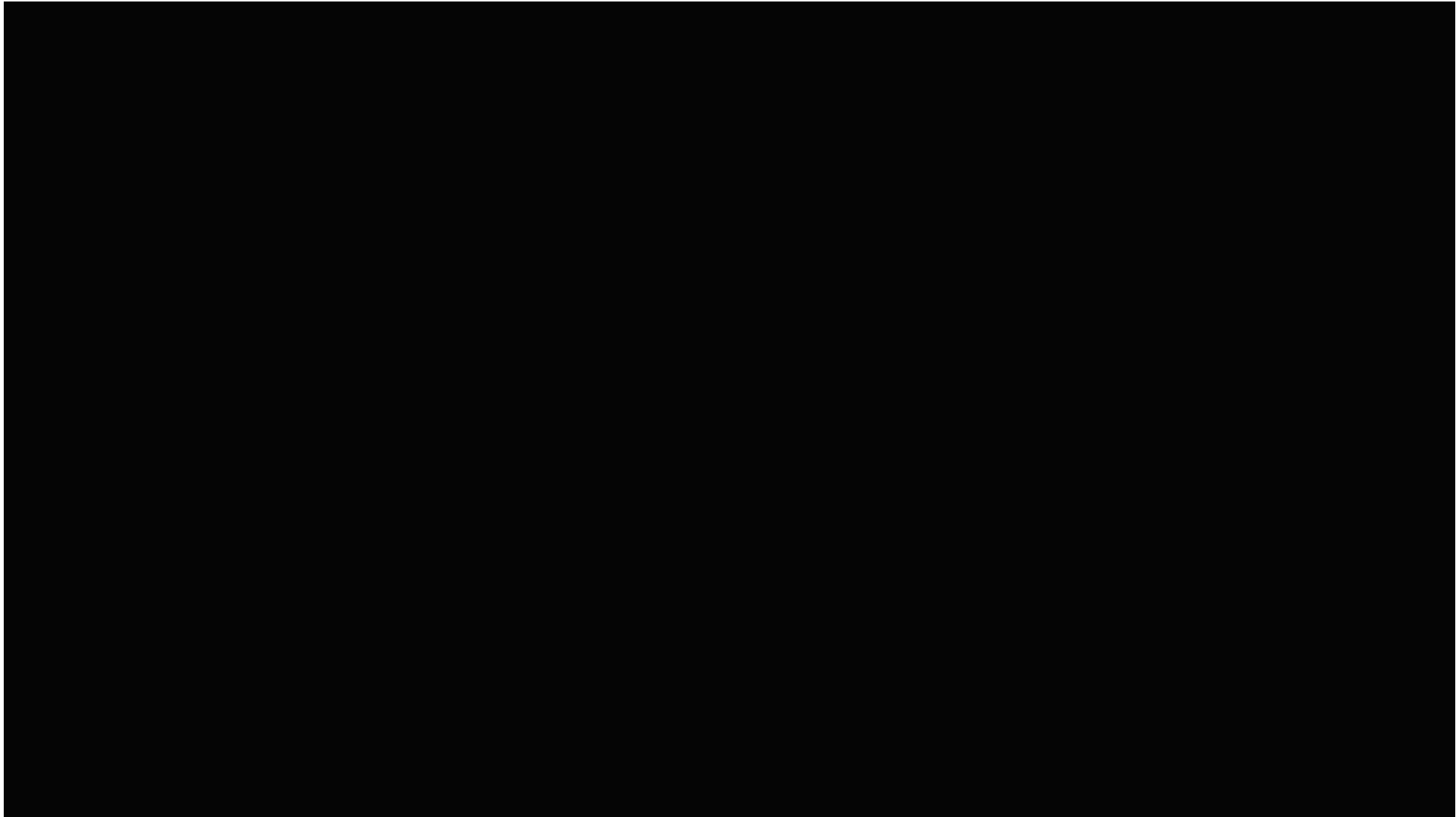
Integration in  
the total

## Case 1: Besides technical skills and talent

- **Communication**
  - Explain
  - Convince
  - Agree, disagree, resolve
  - LISTENING
- **Team working**
  - Building trust
  - Collective learning
  - Deal with being dependent
- **Common sense and practicality**
  - Good is good enough



## CASE 2: International Services – The world is watching .....



## Case 2: Besides system knowledge and talent

- **Empathy**
  - Multi cultural
  - Interest to explore and learn
- **Entrepreneurial**
  - Be challenged
  - Learn to step outside your comfort zone
  - Act and react
  - Leadership
- **Common sense and practicality**
  - Overview and insight



## Case 3: Commercial success – Istanbul new airport

- Biggest single terminal airport (90 Mio PAX)
- Opening in 2018



## Case 3: Besides baggage handling domain knowledge and talent

- **Business sense and creativeness**
  - New business model approach to differentiate
  - Risk and opportunity assessment and awareness
- **Entrepreneurial and commercial**
  - Negotiation skills
  - Self-confidence and self-reflection
  - Influencing and convincing
  - Non-verbal communication
- **Common sense and practicality**
  - Persistency and relentless
  - Smart merchant





# Concluding: In a word of Technology a believe in People



## Concluding: Our needs

- ✓ Technical knowledge and analytic skills
- ✓ Engineering methods and problem solving skills
- ✗ Management and business science
- ✗ Sales and commercial skills (listing, negotiation, etc.)
- ✗ Leadership skills (convincing, inspiring, motivating, etc.)
- ✗ Intercultural skills (empathy, behaviour flexibility, etc.)
- ✗ Management skills (organising, effectiveness, etc.)
- ✗ Interpersonal skills ((non-verbal) communication, etc.)
- ✗ Entrepreneurial (business and financial smartness)
- ✗ .....



***VANDERLANDE***

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