

Supply

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MANAGEMENT
INSIGHTS

ANNIVERSARY EDITION

20 YEARS

INVERTO
A BCG COMPANY



How we turn Procurement
UPSIDE DOWN



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Dear Readers,

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It all started with an idea 20 years ago. Our name INVERTO comes from 'invert' – perfect for our ambitious goal of turning the world of procurement on its head. Now we can look back on 20 wonderful years – a period which has been guided by a very loyal companion indeed: transformation. And as companies and industries have developed, the importance of procurement has also grown dramatically.

We're proud to have played a part in actively shaping and supporting that transformation process in procurement. This anniversary edition of Supply Management Insights is our chance to explain our approach and our secret to success. We also share some personal insights and take a look behind the scenes.

Boston Consulting Group has played a decisive role in this rapid development since we joined them in 2017, so we asked them why we were chosen back then and what their vision is for INVERTO.

Of course, we are still a long way off achieving our goal, but we believe that the next 20 years will be as exciting as the last, with a lot of new developments ahead. With our cover story, we take a glimpse into the future and see what lies ahead for procurement.

We look forward to more exciting years ahead with you and hope you enjoy reading.

A handwritten signature in blue ink that reads "Thibault Pucken". The signature is written in a cursive, flowing style.

Thibault Pucken
on behalf of the Managing Directors

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A look behind the scenes

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A BCG COMPANY

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their vision for INVERTO

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The digital magazine:

www.inverto.com/en/SMI-02-2020

Innovation,
Sustainability and Risk Management –
driving businesses forward with
AGILE PROCUREMENT





The next step in procurement evolution

Procurement has seen massive changes in the last 20 years, and it doesn't seem to be stopping there. So, where is procurement headed, and how will priorities change in the future?

The chameleon is the master of change. Few other animals can adapt so well to its environment as these reptiles, which can grow up to 80 cm (nearly 3 feet) long. Depending on vegetation or light conditions, they can control how bright or intense their skin color is. Their agility not only ensures their survival, but also helps them to defend their territory against rivals and to attract a mate.

Being agile is also considered one of the most important skills to have for successful procurement departments. They also need to adapt to changing circumstances and requirements, just like chameleons, and constantly realign their procurement strategies. Change happens very dynamically in this day and age – both within a company and in the

world around it – and companies may need to shift their focus at short notice.

By contrast, managing external value creation was barely given a thought 20 years ago. Procurement was merely an executive service department, rarely considered as part of corporate strategy. Specialist departments ordered new parts, and procurement staff compared special offers and issued purchase orders. The aim was to make order processing as smooth as possible and get a competitive price; strategic cooperation with selected suppliers was practically unheard of. But things have dramatically changed since then. >



/ Agility

Agility is a characteristic of the management of an organization to be flexible and, in addition, to act proactively and anticipatively to introduce necessary changes.

Wikipedia

Most important areas:



Strategic requirements come to the fore

Now, more than 20 years later, procurement is rightly considered to be a vital competitive factor. Gone are the days of buyers searching through catalogs and ordering via fax machines; strategic experts now manage procurement through automated platforms, in cooperation with internal and external stakeholders.

As a result, procurement can add more value through innovation and sustainability, acting more flexibly, and stabilizing supply chains – even in difficult times – making it a key tool in crisis management.

Rethinking corporate goals: A boost for procurement

As procurement has become more relevant, organizations are redesigning how they work internally and how they collaborate with customers. Rethinking the company's raison d'être often leads to setting specific procurement goals and redefining its function.

Our latest Procurement Transformation Study reveals that a large number of procurement departments have already defined their role in line with new corporate goals.

Cost savings remain a top priority, with 72% of respondents stating this is a core focus of their work. 36% cite risk prevention as the most important procurement objective, followed by ensuring effective collaboration at 28% and guaranteeing the quality of the products and services procured at 27%.

Clear guidelines go a long way towards motivation: 74% of respondents who are familiar with their department's purpose say they are motivated in their work. However, this is not true at all levels: only 28% of buyers without management responsibility are inspired by a clearly defined role and their department's contribution.

This shows just how important it is to really justify the reason for change. The vision for a modern and agile procurement department should be conveyed through intensive one-to-one discussions. Coaching or joint training sessions can also help to communicate specific new ways of working. The only way to achieve sustained change is through positive, personal experiences with new processes in day-to-day business.

As procurement has become more relevant, organizations are redesigning how they work internally and how they collaborate with customers.





New skills for procurement's new role

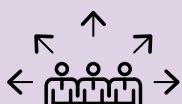
The procurement department of the future is developing its capabilities by using building blocks. Procurement managers see tomorrow's focus falling on strategy and cultural change, the development of employee and skills, the use of supplier innovations, and developments in sustainability and responsibility. This expands to current priorities, such as internal collaboration, systematic sourcing, product group management and, above all, analytics, data transparency, and data management. The fact that procurement can work across all these areas is the most convincing argument of all for the department to position itself within the company as the go-to partner that knows the market, supplies the relevant data, and works flexibly in agile teams.

Supplier management remains a crucial task for procurement, ensuring stability for supply chains and providing input for innovation, where necessary. Building these blocks up even further is essential for a sustainable supply chain. But existing core competencies are still important, of course; they are just handled differently. Digitization makes operational processes so much simpler, freeing up resources for strategic work. >



Future challenges facing procurement

Looking ahead, transformation in procurement is set to be a major topic. In addition to the need to develop teams and staff, there are three challenges at play:



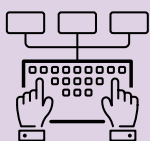
1. Building more agile, responsive procurement teams:

The business environment is changing more rapidly than ever before. Alongside digitization, issues including the COVID-19 crisis and trends toward more protectionism in trade are causing value creation and supply chains to be reassessed. Trade disputes now threaten supply chains long considered secure and product costs are sure to rise. On the other hand, real-time information often enables real-time action, and the coronavirus pandemic has shown us that we can still work efficiently outside of the office. For the first time, staff were forced to work at home for long periods, and to use new tools to communicate with colleagues.



2. Taking sustainability into consideration:

It's no longer enough to simply rely on the cheapest suppliers. Ensuring your company's long term supply involves incorporating environmental and climate-related factors into your supply chain planning and evaluation. Leading companies also need to keep an eye on their suppliers' working conditions to prevent compliance cases or short-term shutdowns. In addition, procurement must evaluate the stability of critical supply chains and have a back-up plan in place for emergencies. Risk management will remain one of the major challenges over the coming years, along with a targeted strategic reassessment of critical product groups.



3. Going digital for maximum impact:

Real-time information provides wide-ranging transparency in the supply chain when critical partners are involved. More accurate forecasting models can identify early on what internal customers will need in the near future. Procurement can also help by turning suppliers into partners that are part of their network. In addition to delivering relevant data, routine tasks such as placing orders can be more or less fully automated. Depending on the capacity freed up, further procurement tasks in data analysis or harnessing technical expertise can be arranged.

Procurement staff are aware of the importance of digital transformation, with 86% of study respondents citing this as a key trend. But that alone is not enough. Respondents also rightly consider collaborating with suppliers to drive innovation to be another important trend, since major innovations nowadays tend only to be possible with the support of key partners. For example, electrical vehicles have primarily been developed as a result of innovations that look beyond traditional vehicle architecture, completely rethinking the whole system. It is strategically crucial for the entire company to maintain close contact with suppliers throughout critical product groups and innovation fields. **And who better to do that than the procurement department?**



Steps towards the procurement department of the future

Before you can bring the procurement department into the future, you need to clarify several questions about the status quo: What position is your procurement in right now? Which tasks are the result of changing your corporate objectives? And where is the department currently in the transformation process? The answers to these questions depend on the individual company, its culture, industry, and starting point.

The key to success is involving everyone in the process, so internal communication is crucial. According to our study, this is also where the gap lies: procurement teams need to understand why the change makes sense for them personally, which opportunities it unlocks, and how they can prepare for their new tasks.

How effective the change is will depend on how well you cooperate with other departments. As one of the company's central interfaces, procurement can also support many other departments with their strategic issues, for example, by getting involved early on in the manufacturing process for new products and giving input. Working closely with supply chain management and logistics is also essential for the restructuring and risk management of supply chains.

At the same time, procurement's supporters are more focused on cost and closely networked with the operating business. The CFO is the most important contact person for 60% of those surveyed, along with COOs and the heads of the operating units.

Procurement departments looking to improve their risk management need to work effectively with the head of the supply chain. Close coordination is also required within the company itself, not only to streamline entire supply processes, but also to make them more secure.

Procurement needs staff who can make strategic decisions, even in a changing environment. Liaising closely with HR will help to identify the right talent and the proper training for existing employees. Recruiters must also expand their evaluation of new procurement talent; creativity, digital and analytical skills, teamwork, and change management skills are vital skills, on top of specialist knowledge and practical procurement expertise. //

CONCLUSION

Transforming procurement into a department of the future takes its role beyond that of merely a purchasing agent. Over the past 20 years and more, procurement has significantly expanded its traditional purpose of simply obtaining products and services cheaply and reliably. It is now evolving into the company's innovation and strategic manager: staff work closely with strategic partners and, in doing so, try to keep one step ahead of the competition. Digitization supports buyers in this process and creates more breathing scope – drawing on transparent data, tools for automating processes, and highly developed risk management and early warning systems.

The most significant shift in focus from the present to the future will be in terms of strategy and culture, people and skills, and innovation and collaboration management with suppliers. Transformation, the wider spectrum of procurement tasks in the future, and the ever-emerging challenges show that responsiveness will remain the most important factor on all counts. Whether because of redefined corporate goals or changes within the supply chain or to strategic contacts with business partners, the procurement department of the future will have to adapt constantly – just like the chameleon.



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Jonathan Sing

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Experts

on the
**FUTURE OF
PROCUREMENT**

Skills, digitization, and collaboration

What does the future hold for procurement professionals?

Innovation partnerships, digitization, and staff with excellent skills. These are the critical success factors revealed in our study on the future of procurement. Our experts explain how buyers should prepare for the future.



Digitization



Digitization has been a core focus for INVERTO from an early stage. It was clear to our founders that the technologies emerging back then would create considerable potential, especially for procurement and the supply chain. **Philipp Mall**, Managing Director and Head of the Competence Center for Procurement Management, who is also responsible for the Digital Solution Navigator (DSN), explains how companies can successfully digitize their procurement, and what benefits this will deliver.

Digitization has long been a focal point for procurement experts. Which areas in procurement have already been digitized?

Digitization in procurement has its roots in the operational procurement process (Procure-2-Pay), which connects suppliers electronically and automates processes. Then came the tools to support strategic procurement, such as tendering programs, eAuctions, and spend analytics. Such tools are relatively common nowadays.

But why are so many companies still reluctant to implement these solutions?

There is a multitude of tools out there right now; the market is a real minefield. What's more, we often see a reluctance to try to overcome the hurdles that you typically encounter in IT projects: high investments required and long, drawn-out projects, with lots of uncertainties due to the high complexity, plus the need for internal and external coordination – to create interfaces, for example.

The first step should be to take stock of your situation and evaluate potential opportunities. Ask yourself what can offer the best possible support to achieve your corporate and procurement goals. Companies need to put together realistic business cases and a market overview before making any decisions.

How does digitizing procurement actually benefit companies?

Significant efficiency gains! Strategic procurement delivers higher savings because it seizes price fluctuations, and because there is generally greater market transparency. Using a catalog system, for example, also helps to minimize maverick buying. Buyers can work together globally, so they can respond more rapidly to changing circumstances. Routine tasks are also automated, leaving more room to act as innovation drivers and strategic partners. //



Innovation partnerships



Innovation partnerships with suppliers will be a decisive factor in the future, offering clients exceptional, intelligently manufactured products. Environmentally friendly and fair production will also come into play. The coronavirus crisis has shown, however, that buyers must look beyond pure costs and focus on risk management as well. **Patrick Lepperhoff**, Senior Project Manager and Head of the Competence Center for Supply Chain Management, talks to us about what makes a good partnership, how companies can find suitable suppliers for innovation projects, and how to combine this with intelligent risk management.

Why should procurement play a more prominent role in innovation management?

As companies have already implemented and exhausted many of the usual cost reduction measures, we believe opportunities along the supply chains offer great potential. Collaborating with suppliers can produce solutions that are attractive to clients while also boosting efficiency for both partners. Strategic procurement plays a key role in this since it can act as a matchmaker between the R&D department on one hand and suppliers on the other. But you need to have in-depth knowledge of the client's needs to spot new trends early on and incorporate them internally.

And how do suppliers benefit from an innovation partnership?

Suppliers put themselves in an excellent position, as they gain detailed insights into trends and developments, as well as an early opportunity to get involved in market development and grow their business. It's a classic win-win situation.

Which suppliers would be suitable for this kind of model?

Essentially: suppliers who work proactively and intensively to develop their products, who have already demonstrated that they are committed to co-operating, and that they are prepared to invest in joint projects. This kind of partnership only works if both partners are engaged in it, openly share knowledge, and adopt the same mindset.

What do buyers need to do to qualify suppliers as innovation partners?

Buyers must be closely involved in the internal product development process. They should be kept up to date with plans for new developments early on, to use their knowledge of the market and to identify potential partners. They need to have a broad market overview and should be willing to initiate such a partnership.

In times when collaboration is becoming more relevant in general, it's important to overcome existing company silos, and for departments to work together more closely for mutual benefit.

But what do you do if a partner suddenly can't deliver anymore? Then there is no way to cover demand elsewhere.

That's where risk management comes in. This involves creating complete transparency in the supply chain, including knowing who your potential innovation partner suppliers are. It makes sense to build up networks to identify and qualify alternative suppliers so that you aren't reliant on a single supplier or a single world region.

Equally, you should be prepared to support strategically important suppliers in times of crisis. After all, the damage would be much worse if your partner were to go under. However, as our COVID study revealed, a mere 10% actually helped their suppliers, while 20% were unsure, and 70% ruled out helping at all. Perhaps this is where we need a rethink.

Can't that prove costly?

Strategic risk management is the art of putting a price on risk and then deciding how much you want to pay for greater security. In recent years, this hasn't been a significant factor in many companies because everything was generally running smoothly, save for a few instances of bad weather. However, the coronavirus pandemic has shown how quickly global commodity flows can be disrupted and how even healthy companies can be hit hard by events they couldn't have foreseen. If you know your supply chain inside out, you could work with your suppliers to find solutions when things like that happen. //

Trainings

To successfully master future tasks, tomorrow's buyers need skills such as agility, strategic thinking, and the ability to work together. Targeted, professional training helps staff to develop those skills. **Frank Albrecht**, Principal and Head of the INVERTO Training Center (ITC), explains what it comes down to.



What skills do buyers need to shape procurement successfully in the future?

Generally speaking, buyers need to be willing to work together and cope with agile working, whether they're in a management position or not. Managers should always be open to new ideas and be highly self-motivated. One typical example is remote working, which required a lot of managers to learn how to manage cooperation virtually, both within a team and with external parties.



The ITC has trained more than 5,000 procurement managers over the years. What subjects do the training courses cover?

There's a total of around 30 individual topics in procurement, which we can use to put together training courses, workshops, and coaching sessions to meet individual customer needs, e.g. negotiation training, data analysis, and risk management. In fact, traditional negotiation training and product group strategy development are the most topics in demand.

What is a typical training course?

There's no such thing! We develop each training course according to individual customer requirements. We come up with training scenarios so that attendees can apply them directly to their day-to-day work. After all, a use case involving raw materials procurement isn't much good for buyers in the retail trade.

The practical design is also geared to the needs of the customer. We usually hold workshops at our premises or the customer's site. Under the current circumstances, we are also offering completely remote training. In general, demand for classroom-based training is falling, but on-the-job coaching is becoming more popular. This takes place in the person's actual office, using real tasks from day to day work.

Innovation management will feature high up on future agendas. Are you already seeing this reflected in training needs right now?

Absolutely, especially within the product group strategies that need to be developed, or when working in cross-functional teams. This also includes topics like presenting and advising, which buyers aren't used to doing. But if they are to introduce new market expertise in a team made up of different departments, they need to do it confidently. That said, the basis for these skills remains the same: buyers need to know their markets and suppliers like the back of their hand. //



Achieving and celebrating success together

Inside INVERTO

What really makes a company? Its people, of course. This is true for every business, but more so in a consultancy company, where performance relies heavily on skills and personalities. We are delighted to give you a peek behind the scenes at INVERTO and show you what makes us who we are.

What comes to mind when you hear the term “Consultant”? A well-dressed young man in an expensive suit, traveling the major cities of the world with his suitcase on wheels, throwing buzzwords around, and getting ahead whatever the cost? Well, now you can find out whether our Consultants fit the cliché and what makes them different from the rest.

INVERTO Consultants certainly do have a sense of style, but they're not all limited to men. In fact, a third are women, and that number is steadily increasing. Most of our colleagues are indeed young and between ages 25 to 35 on average. As for the suitcase on wheels, our consultancy teams are always on the move, usually working on site alongside our clients.

But that's where the cliché ends. Let's take a closer look and scratch beneath the surface. INVERTO isn't the kind of company where you have to elbow your way through. All our colleagues, not just Consultants, are dedicated team players, and would never leave their clients or team in the lurch. As part of our employer branding campaign, we organized in-house workshops, focusing specifically on what is embedded in our DNA. We like to share our knowledge with our teams, and we foster an open feedback culture. Our employees also put in 100% of their free time, mostly by playing sports. Additionally, our trust for each other is demonstrated time and again at our regular team events.

I have learned an incredible amount and I still do, and I have been given more and more responsibility. The trust you get even as a younger colleague is really very motivating.

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Theory meets practice

Ask our Consultants what they love most about their job and they'll tell you: the strategy, hands-on approach, and learning curve. "We don't just design procurement, we implement it too," explains Joachim Winther, Consultant at INVERTO in Copenhagen. First, a project team develops a strategy for a company, and then implements it together with the clients procurement or supply chain managers: that's the INVERTO way. "I'm always heartened when we go from being perceived by the client as 'just Consultants' to being treated as colleagues after just a few weeks, and ultimately achieving results together," says Senior Project Manager Patrick Lepperhoff.

The model for implementing our own strategy offers learning and development opportunities for the Consultants themselves. "The array of projects, with their very different points of contact and challenges, always calls for us to step out of our comfort zone. But this is exactly what drives continuous personal development, creating

an extremely steep learning curve," believes Marcel Weber. Celia Padziorny adds: "I've learned an incredible amount, and still am learning. I've been given more and more responsibility as time goes on. The trust placed in us even as younger colleagues is really motivating."

Both Marcel and Celia joined INVERTO as Consultants, and now, as Senior Project Managers, they are responsible for major, demanding client projects.

Moving up from Consultant to Principal follows a structured career path that can be completed within six to eight years. And Celia and Marcel are typical representatives of their industry. >



Procurement is transforming

Management consultancies have developed rapidly in recent years. We identified the potential benefits of digitization early on and integrated them into projects. Remote working and a paperless working environment have been well-established practices for a few years now. But what's more important is how digitization creates extensive transparency and thus, in-depth knowledge for developing strategies. That helps us find the best possible solutions for our clients.

From a clients perspective, procurement has consequently become more professionalized in companies across all industries, and is now far more strategic and efficient than ten years ago. "The opportunity to develop new products and implement innovative project approaches makes a Consultant a driving force in this process," says Principal Stefan Süssenguth. This is where transferring experience from one industry to another comes in handy, even if you might think they have nothing in common, Patrick also notes. "A large abattoir and a large bakery have similar processes and face similar challenges to a typical mechanical engineering company. This means we turn our attention to the underlying structures."

INVERTO and BCG

INVERTO has been a wholly-owned subsidiary of Boston Consulting Group (BCG) since 2017. The chemistry between INVERTO and our global parent company was palpable from the outset; hardly surprising, as BCG attaches great value to interpersonal relationships and team spirit. "INVERTO not only has a family feel to it, but an entrepreneurial environment to go with it," summarizes Tony Yu, INVERTO Managing Director for China.

"BCG has taught us to look beyond the horizon and understand executive management thinking. We previously focused almost exclusively on procurement. But now, we understand procurement and SCM as part of a bigger picture," says Principal Pieter Niehues, describing the change that the acquisition has brought. In fact, both parent company and subsidiary enjoy collaborating on larger projects, and it is precisely the combination of an overarching corporate strategy and a focus on procurement and SCM that clients value most.

BCG not only brought larger projects and a broader global perspective with it, but also significantly boosted INVERTO: from a team of 130 at the end of 2016 to around 260 today. We have also opened new offices in Copenhagen, Stockholm, and – just this year – Amsterdam, with more international locations in the pipeline. "In my auditing days, I have seen and got to know a lot of companies, but I've never experienced one so dynamic as this," declares Pierre Gensert, Head of Accounting, Tax & Treasury.



Celebrating and **sticking together**

INVERTO is a feeling

There's a local saying in Cologne: "Kölle is een Jeföhl", meaning that the city has a special feeling about it – a combination of warmth, unashamed directness, and optimism that makes true residents stand out, whether they were born in the city or moved there later. Just like its hometown, INVERTO conveys a very specific feeling with which the team, also at the other locations, can identify.



Carnival is to Cologne what the quarterly celebrations to which the whole company comes together, are to INVERTO. "The open culture, team spirit, and easy-going yet lively atmosphere will put a smile on the face of even the biggest party poopers," says Stefan Süssenguth.

The Annual Conference is a major talking point every year. At the end of September, staff take a trip together for a long weekend. Where that might be is usually a closely guarded secret until just before the event. In fact, more than 20 years after this tradition started, none of the organizers have ever been known to spill the beans. Destinations in previous years have included Antwerp, Lisbon, and Marrakesh.

But wherever it might be, what matters most is the time spent together. After all, you can't help but feel a special bond when you're all trying to keep the speed up on your dragon boat in the pouring rain without drifting off course, or trying to score as many goals as possible in bumper soccer to knock your opponent off the field.

"The amount of time we spend together in the office or on client premises is extraordinary. We also celebrate together, have loads of fun, and enjoy spending our free time with our colleagues," says Celia Padziorny. >



Soccer, skiing, and rock 'n' roll

INVERTO also offers opportunities to try out leisure activities together. We have had a Cologne-based soccer team for years, which competes in the Consulting Cup – the highlight of the year that sees teams from management consultancy companies compete against each other. The ski weekend organized by our colleagues in Munich has also been popular for years, with colleagues usually heading to Austria in January. The band is a more recent addition, founded only last year. It put on a brilliant performance at the 2019 summer party and is looking forward to doing it again at the very next opportunity.

Whether it's sports, music, or a celebration, everyone can join in, get involved, and have fun, whatever their position at INVERTO, and however old they are, from interns to Managing Directors. Senior Consultant Pascal Kirchberg sums it up: "You may well find yourself kicking your boss in the shins in a Friday soccer game – but they'll probably kick right back!"

INVERTO takes responsibility

Jetting around the world without a thought for the environment is a misconception that our Consultants have to debunk time and time again. INVERTO takes a different approach, as do all other units of the Boston Consulting Group. Traveling is an inherent part of doing business, but when it comes to traveling within a single country, INVERTO employees usually take the train. When we do have to fly, we offset our carbon emissions. We had already increased our use of video conferencing for internal meetings over the two or three years before the coronavirus hit. Technology is really proving its worth and will certainly play an even greater role in the future.

Taking responsibility also means supporting those who are not as privileged. In addition to helping out smaller initiatives, we have two significant and long-term commitments. Around 60 employees sponsor a child from an SOS Children's Village, with the company bearing the donation cost. We also use the annual Cologne Bridge Run as the company's charity race. For every employee who takes part, the company donates to a charity of their choice. "Last year, we raised €10,000," reports Event Manager Evelyn Zitzke. The funds were donated to bone cancer charity DKMS and Plant for the Planet, among others.





**From moose and alpacas to impromptu karaoke –
INVERTO business travel is never boring**

Ask anyone on our Consultant team and you'll find they love to talk about their extraordinary experiences on projects. Senior Consultant Andreas Mellinshoff recalls a project in rural Sweden. "On the first evening, we went into the forest to look for a moose. But unfortunately, neither our mating calls nor the YouTube videos we played over the loudspeakers in the car worked." That's not the only INVERTO trip that got a bit wild, it seems. "After spending the evening at a team celebration in a bar in Mexico City, we decided it was time for a change of music. Five minutes later, we had everyone staring at us as we sang a German pop song at the top of our lungs," says Principal David Ring.

But sometimes its the client that takes the lead on the fun "One supplier owned a fleet of army tanks, and let us drive them around on a test track," smiles Principal Sebastian Wellmann. Project Manager Tobias Kosmol recalls: "On one project, we worked on a procurement initiative for mining machinery. To see those huge machines in action 750 meters underground was unforgettable!"

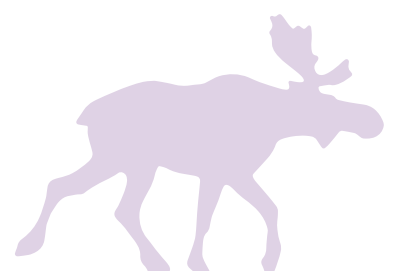


One particular highlight of traveling for work is the chance to discover other cultures. "I loved being able to travel and meet suppliers in faraway lands, from the China-Vietnam border to the back streets of Kolkata," declares Principal Jens Kiebler. Marcel Weber is equally enthusiastic: "The most exciting moment during my time at INVERTO to date was the five months I spent in Malaysia as an interim procurement manager."

But you don't have to travel too far to be amazed. One team encountered some alpacas on a project, as the company owner ran a farm with these mini-llamas alongside his main business in south-west Germany.

India, Mexico, or south-west Germany are great, but at the end of the day, there's nothing like being back in the INVERTO office. "There's a special INVERTO feeling here. You can really sense it every day; everyone wants to help drive the company forward and make a difference to our clients," says Pierre Gensert. Pieter Niehues concludes: "Despite how much we have grown, the INVERTO culture has remained at the core of what we do. The Cologne way of life has strongly influenced this, and as I'm born and raised in the city myself, I'm not complaining!" >

I loved being able to travel
and meet suppliers in
faraway lands, from the
China-Vietnam border to
the back streets of Kolkata.





Staffing Manager, Knowledge Manager, Project Controller – never heard of it!

What exactly do they do?

Consultants are naturally at the heart of what we do at INVERTO and deliver the services our clients need. We also have corporate functions, which take care of the admin and internal procedures, so our Consultants can concentrate on adding value to clients.

Like any large company, INVERTO has Accounting, HR, Marketing, and IT departments, plus a team of assistants. But there are some things we do that are probably unique to consultancy firms. Let's meet some of our colleagues.

Putting skilled teams together

For a project team to deliver the best possible performance for clients, you need to have the right people on board. Lilian Graatz has been the Staffing Manager at INVERTO for around two years and she is one of the people who make that happen. She continually keeps track of team capacities and ongoing projects, so they don't suddenly find themselves short of colleagues in a particular location, and so everyone knows by Friday where they need to be on the following Monday. "The first thing to look at is an employee's availability and their specialist skills, as well as when a project is due to start and how long it will last," explains Lilian. But that's not all, of course. Ultimately, it's not about simply filling empty spots, but putting a team together of the colleagues most suitable for the job.

That boils down to three aspects: the client's industry, the problems to be solved, and the company's location. Teams are always put together with their members' consent. "We don't force anyone into a project that they don't want to be involved in," Lilian stresses. She also looks for certain skills when forming new teams. "When we take on a project in Spain, at least some of the team should speak Spanish," says the Staffing Manager. What's more important, is that everyone should have fair career opportunities and be able to develop in line with their skills and interests. To make sure this happens, the Staffing Committee meets every week. Lilian continues: "This approach ensures our decisions take all the different perspectives into account."

Learning from projects

To help young Consultants and new projects get off to a good start, INVERTO has established a sophisticated knowledge management system. This brings together the results and findings from all our projects, so they can be leveraged for subsequent tasks. "We make sure the requisite expertise is available to help implement projects successfully," is how Knowledge Manager Benedikt Röder describes his job. The team not only gains insights from its own projects, but can also incorporate resources such as commodity indices, for example.



This extensive database contains the latest prices for all product groups and much more that professional buyers can procure worldwide. Consultants can therefore quickly identify any potential savings in different product groups for their projects. Benedikt continues: "Our goal is to ensure that project teams don't have to reinvent the wheel every time. That's why we manage the knowledge development process."

Realistic planning

Stephan Richter acts as the interface between project teams and Corporate Controlling. The Project Controlling Specialist coordinates the whole process: from signing the initial agreement to completing a project. "All the planning and forecasting aims to produce realistic values that are neither too finely calculated nor too cautious," he explains. But that only works if there is excellent communication all round. "I find it's important to be as close as possible to what's happening, so that I get the right feeling for the data evaluation."

Making sense of the chaos

So that INVERTO's seven – or make that eight – locations don't get tangled up, Office and Executive Assistants make sure everything runs smoothly, from scheduling appointments and coordinating travel plans, to keeping the coffee topped up. "The biggest challenge is stretching around 10 hours availability every day for calls, meetings, video conferences, and so on into 20 hours," says Executive Assistant Silvia Kandemir. Silvia is also responsible for ensuring our Managing Directors get to where they want to go on time. She knows practically everything there is to know about where to catch a flight, where to change trains, and where you can rent a car throughout Europe. "And I keep a handy crystal ball on my desk for the weather, traffic jams, or strikes."

If the office supplies cupboard is bare, the dishwasher is full, or the coffee machine is broken, Aikaterini "Katy" Wels knows just what to do. She and her four colleagues spend most of the time at INVERTO's German-speaking locations making sure that those kinds of problems don't happen in the first place. Katy and her colleagues look after not only the INVERTO team, but visitors too. They usually manage to make even the most nervous interviewees quickly feel at ease. "Of course, we keep an eye on everything, ensuring things are always clean and tidy. And sometimes we're amazed at what our colleagues leave behind in the office," smiles Katy.

Always making a good impression

With 20 years of experience in procurement and supply chain management, INVERTO has profound insights into countless industries and global commodity flows. Showcasing this expertise to the outside world is a job for the Marketing department. Besides Public Relations and this magazine, the website plays a vital role as INVERTO's window to the world. "I'm responsible for search engine advertising and website SEO," says Markus Zenz, describing his work as an Online Marketing Coordinator. Marcus knows what web users search for and how to attract visitors to the INVERTO website.

Drawing on KPIs, he makes recommendations on which keywords are important and presents existing publications so we can reach as many people as possible. "Thanks to our comprehensive knowledge, regular studies, and rather short decision-making processes, we can always provide new and relevant information." There is nothing more important than getting a high ranking on search engines. The search engine expert is convinced of one thing: "If we manage to keep redesigning the website in line with our goals, we will have an excellent chance of presenting ourselves to the outside world as we are – very INVERTO!" //



Ina Ullrich, Press Relations Specialist, and **Daniela Féchir**, Marketing & Communications Specialist, are the magazine's editorial team. As an exception from the typical specialist and factual articles, they have focused this special anniversary edition on looking into the heart of INVERTO.



“A perfect fit”

In 2017, BCG acquired INVERTO, which came as a surprise to many in the consultancy industry. BCG's Martina Rissmann, Managing Director and Senior Partner, and Daniel Weise, Managing Director and Partner, look back at getting to know INVERTO and how far both companies have come since then.

What sparked BCG's interest in INVERTO?

Martina: BCG as a group has always been growing organically, nevertheless, we did have a wish list of potential acquisitions. We've seen a sharp increase in demand for several years, especially in the operations topic, our largest functional practice area worldwide, which also includes procurement. It's too time-consuming to build up your own teams, and specialist consultancy services are much closer to the customer in these areas. It was like having our very own X Factor competition, but for procurement, and INVERTO was by far the best contestant.

How did the process work specifically?

Martina: It all started when a delegation from BCG came to Düsseldorf to hold talks with Managing Directors from INVERTO. We clicked right away, but of course, that was just the beginning. I've lost count of the number of meetings we had after that; getting to know each other took well over a year. We also came up with potential extreme situations that could put a strain on the partnership.

Did that include a global pandemic?

Martina: Naturally, we couldn't have seen the coronavirus crisis coming. But we did consider it highly likely that there would be an economic crisis within the first five years. We played through this scenario, which is why not much comes as a surprise anymore, even in these difficult times.

A change of ownership on this scale rarely happens without any conflict ...

Daniel: That might be true in general, but not in this case. Everything about the corporate culture was right on the mark for us, there was hardly any friction between the two parties at all. The culture that I've gotten to know in 17 years at BCG fits perfectly with what INVERTO stood for. The same goes for the thorough procurement expertise on both sides, which complements each other perfectly.

Were there any colleagues at BCG who were worried or had reservations about the acquisition?

Daniel: There is a great deal of trust in the people involved in our group. As well as that trust, it really helped that we were soon able to start taking on our first joint projects. This allowed the teams to get to know each other, and we were able to nip any concerns right from the beginning.



Martina Reißmann is a Managing Director and Senior Partner at BCG, CFO in Germany, and COO for BCG in CEMA. As COO, she was one of the driving forces behind the acquisition, and she remains one of the main points of contact for INVERTO.



Daniel Weise is a Managing Director and Partner at BCG. He is Global Topic Leader for Procurement worldwide and part of the global management team for the Operations practice area. He is regularly in close contact with us, both on strategic issues and operational business. He is also responsible for close coordination with INVERTO from the BCG perspective.

Were clients equally on board?

Daniel: Feedback on that front was also very good from the outset, from BCG's and INVERTO's clients alike. We at BCG have gained additional skills in procurement thanks to the acquisition, which our clients are naturally happy to benefit from. And INVERTO can now offer a complete package; it no longer has to turn down clients that need help in areas besides procurement consultancy.

In practical terms, how do teams from INVERTO and BCG work together for the same customer?

Daniel: Well, that depends on the project at hand. But let's take the major transformation projects that we work on. BCG often deals with the overarching corporate structures that need to be brought together, while INVERTO liaises with the procurement departments. But we also often work together as a team on procurement projects, as our teams complement each other perfectly with their main areas of expertise. The fact that this collaboration works so well makes you realize that we are two parts of a whole.

But INVERTO still operates as a separate company?

Daniel: Yes, this was no hostile takeover, the acquisition took place in close consultation. One of the conditions was that INVERTO remains largely independent. So, we deliberately don't get involved in its day to day operations.

Martina: Another reason why that's important is that INVERTO operates differently to BCG in some areas. But we can deal with this different way of doing things very well.

So how do you manage to get everyone to work towards common goals?

Daniel: We're in constant close communication with each other. We use regular meetings and conference calls to make sure that everyone pulls together. In my role as Global Topic Leader for Procurement, I'm responsible for coordinating the ongoing collaboration, so I'm in touch with someone from INVERTO every day. As you can see, the working relationship is very close indeed. We're not afraid to contact each other, and we also communicate as equals.

How has this affected turnover after the first few years together?

Daniel: The entire thing has been a huge success story: INVERTO's business has doubled since 2017. We expected growth, of course, but it happened so quickly that it surprised even us. We didn't expect this kind of result for another five years at least. And we expect this to continue.

Martina: BCG is much stronger than before when it comes to procurement, thanks to INVERTO. That fits in with our strategy of continually expanding our areas of expertise in the long term, whether through our own efforts or by adding expert teams or specialist consultants such as INVERTO.

What makes you so optimistic that INVERTO will continue to grow just as successfully?

Daniel: Many of the problems currently affecting the global economy will lead to a further increase in the importance of procurement. Whether it's the trend toward protectionism or the COVID-19 pandemic, companies are looking at how they can optimize their supply chains. The focus here is increasingly on making supply chains even more flexible, innovative, sustainable, and cost-effective. This calls for new approaches and methods, which we at INVERTO und BCG can provide.

Where do you think INVERTO will be in five years' time?

Martina: The market leader in procurement consultancy in Europe. INVERTO needs to expand its global reach to achieve that, but judging by experience, I'm positive that it will happen. //



Alexander Bartels

started at INVERTO in 2004, right after graduating from college. Fifteen years later, having progressed from Consultant to Senior Project Manager, he now works as a Senior Global Procurement Manager for a medium-sized chemical company.



Daniel Seiler

was the first person to start working at INVERTO after the founders, initially as a Consultant before progressing to Knowledge Manager. He is now responsible for strategic development projects in procurement at one of the largest biotech companies in Germany.

The INVERTO feeling is forever

Working in management consulting is a lot like having a boyfriend or girlfriend – a close relationship, but not one that is certain to last. So, what opportunities are out there after a career with INVERTO? We spoke to some INVERTO alumni who worked for the company at different stages to hear their thoughts.

Looking back on your time at INVERTO, what comes to your mind?

Jan Hallen: When I first started at INVERTO, there were around 50 people working there. The projects were challenging and hard work, but the team spirit was great, and time just flew by. It was an exciting time for me, and I really learned a lot.

Linda Hülsbusch: I second that. In retrospect, my time at INVERTO was like a rollercoaster ride. The only difference was that I finished the ride with a much higher level of personal development than when I started.

Dawid Melzer: Even after 15 years, I can safely say that it's the best training in procurement you can get. The mechanisms and mentalities there really leave a positive impression that will stay with you forever. As it happens, my current deputy is also an INVERTO alumnus, and we understand each other perfectly, this may be due to the same "training".



Caroline Päßgen

started as an intern at INVERTO, before moving into a Consultant position in 2014. She is now a Director at a sports streaming company that uses automated camera technology in Cologne.



Dawid Melzer

joined INVERTO in the early days, and moved to one of his favorite customers, Demag Cranes, in 2005. He is now a Procurement Manager at a leading vacuum pump manufacturer.



David Leinders

worked at INVERTO from 2016 to 2018 and is now in charge of transformation and digitization projects for a well-known home improvement chain. As an active member of the INVERTO music band, he is still in touch with his former colleagues.



Linda Hülsbusch

worked as a Project Manager at INVERTO until 2018, and is a Category Lead Buyer responsible for procuring all marketing services in the DACH region for a multi-national food and beverage group.

What are your best memories from your time at INVERTO?

Daniel Seiler: I'm impressed how far the company has come from a small start-up with an office above a gas station. One major factor, I think, was the team spirit and the 'we're all in this together' feeling that I experienced on every project. Many of my colleagues also became good friends.

Caroline Päßgen: Yes, we all knew each other so well that we could tell who someone was without looking, just by the way they stomped up and down the stairs.

Alexander Bartels: I also remember the time away from the daily working routine, especially team events and annual conferences.

Dawid Melzer: It was always like a big family reunion. The fifth-anniversary event in Mallorca was actually my leaving party too.

Daniel Seiler: We have worked hard, but also played hard.

Jan Hallen: I also remember when a customer project partner and an INVERTO Principal sang the German rock song 'Westerland' together in a karaoke bar in Hamburg. They were much better than all the bachelor parties there.

David Leinders: My musical, but also personal highlight was the surprise appearance of the INVERTO band at the summer party 2019, to which I returned as a drummer. I think INVERTO has succeeded in keeping that spirit going. There was a clear sense of belonging.

How do you see INVERTO developing over the years to come?

Linda Hülsbusch: I left INVERTO just as the company started expanding into the Nordic countries. It's good to see that the expansion has been so successful, and I think this trend will continue, with more locations in other countries.

Alexander Bartels: As well as expanding into new markets, I think the range of services will become broader too. INVERTO will continue to be driven by implementation, but the company will also work more and more on strategic projects company-wide, not least through BCG.

Daniel Seiler: Last but not least, I see INVERTO as a reliable partner to tackle the challenges of the future such as digitization, adaptive production, and robust supply chains – from conception right through to implementation. //



Jan Hallen

worked at INVERTO from 2006 to 2017, most recently as a Principal. After leaving INVERTO, he set up a new strategic procurement management department for a leading European home improvement company.



From a proud history to a successful future

“We want to become the undisputed leader”

We've seen a great deal of success in the past 20 years. We owe much of our success over the past 20 years to our clients and staff, and this will drive us to keep growing in the decades to come.

The entire history of our company can be expressed in just seven letters, which are displayed proudly in the entrance area, in vivid blue on light wood: INVERTO. In just 20 years, a Latin word has turned into a renowned and respected brand. One that connects clients and staff with what makes us who we are today: strategic thinking combined with effective implementation. We deliver results.

From an early stage, we founded this philosophy on an unusual concept: we based our fees on the success of our clients, not on the hours that our staff worked. What was a novelty back then is now the norm across the industry, like so many things we have driven forward in these past 20 years.

Our founders Kiran Mazumdar, Markus Bergauer, and Frank Wierleemann could never have imagined they would come so far. When they joined forces in early 2000, the new economic bubble was just starting to swell; everyone wanted to come up with the next big thing – or buy some shares in it. Well, not quite everyone. Our three founders merely wanted to offer procurement consultancy.

Since then, they have built the company up from a three-man-band in Cologne to a global management consultancy firm, with offices in cities including Copenhagen, London, and Shanghai. “We now have a team of 260 employees, turnover has multiplied several times, and we have significantly increased our brand awareness. Although Boston Consulting Group, our parent company since 2017, has been a

catalyst in this process, we have remained independent. A lot might have changed in the two decades since we founded the company, but one thing has always remained the same,” says founder Markus Bergauer. “We still have the same mentality, striking the perfect balance between theory and practice.”

What he means is something our long-standing clients witnessed during the many projects we worked on together. We have always been keen to think outside the box when it comes to strategic concepts, and then to implement them with our clients. We have gone into negotiations with suppliers or partners, focused on tackling them together.

And that's how we will carry on doing things. One thing is clear: “Procurement is facing ever-increasing challenges that need to be solved together with clients,” says Frank Wierleemann.

Many projects today are much more digital-based than 20 years ago, which will only accelerate as time goes on. Procurement involves managing and coordinating entire ecosystems through internal and external partnerships, which are becoming increasingly crucial in a connected world. That means procurement is also gaining importance within companies. “We recognized this at the same time as we saw how technologies such as AI and process optimization algorithms can make processes much more efficient. Using this knowledge strategically and intelligently has long been a core skill in our teams,” says Kiran Mazumdar.

In addition to undergoing digital transformation, procurement is also experiencing a shift toward factors that have not played a role for a long time. Previously, all eyes were on costs and efficiency, but now this focus is becoming broader and other important aspects are coming to the fore, not least sustainability. “Environmentally sound supply chains are a key USP and strong competitive factor, especially in B2C industries,” says Frank Wierleemann. When decisions are made on investing in procurement, sustainability must be a much higher priority today than 10 or even 20 years ago.



We will also broaden our focus, so we can overcome these challenges, and offer our clients even more support in making strategic decisions. We will place far more emphasis on significant transformation processes in the future. “The world of procurement is changing radically, so we need to support our clients on this journey,” concludes Markus Bergauer.

Focusing on the major issues of the future will bring us closer to achieving our goal for the coming years. This goal might sound ambitious, but it is well within our reach, even in times of crisis, if we continue on this intensive growth path. Put simply, we want to become the leading purchasing consultancy firm in Europe. We will achieve this by focusing on more substantial in Scandinavia and other key European markets. “We are developing enormously and will be able to take on even larger projects in the future,” predicts Markus Bergauer. “In ten years’, we want to be the leading consultancy firm for procurement and supply chain management, employing around 500 people,” adds co-founder Frank Wierleemann. //

The world of procurement is changing radically, so we need to support our clients on this journey.



One summer, 20 years ago, Markus Bergauer, Kiran Mazumdar, and Frank Wierlemann got together and founded INVERTO. But back then, a large proportion of the current employees had only just started to cut their teeth. Some were even still in school. We asked our colleagues what they were doing around the time INVERTO was founded.

Twenty years of INVERTO

Where were you in 2000?

Colleagues report on their first experiences of working life ...

”

A friend and I founded a company in 2000 and dabbled in playing the stock market during the dot-com bubble.

Halûk Sagol, Associate Director

”

Back then, I was in the second semester of my mechanical engineering course at Ruhr University Bochum, and I spent that summer studying hard for big exams.

Dr. Gökhan Yüzgülec, Principal

”

I was in Hamburg; I'd reached the end of my undergraduate studies, and couldn't wait to celebrate. My third apartment was also a reason for celebration as it was the first time I didn't have to share with others. It had to be refurbished rather than simply renovated before I could move in, and that took up my summer semester break.

Thibault Pucken, Managing Director

”

Twenty years ago, I was in the first grade and cramming like crazy for my first dictation test, which I still know by heart!

Markus Zenz, Online Marketing Coordinator

”

I was studying at the WHU Otto Beisheim School of Management and I interned with Mercedes Benz in Hong Kong that year.

Daniel Weise, Managing Director and Partner at BCG

”

In 2000, I started high school in Berlin. It was a classical grammar school, with a long-standing tradition. And I was really enthusiastic about learning Latin. Later on, I started learning ancient Greek.

Katharina Erfort, Project Manager

”

In early July 2000, I had my last oral exam at college. Besides having to brush up on the Hanseatic League and early modern economic development, I was trying to wrangle our then eighteen-month-old daughter. It was hard to get daycare for children that young back then. My husband was working in the office, and grandparents lived far away. But luckily, I managed to do reasonably well and pass the exam in the end!

Ina Ullrich, Press Relations Specialist

”

I set up BCG's office in Berlin at that time, in a backstreet with 15 people working there. In the five years I was in charge, we established our unique and robust culture. Maybe that's why I was fascinated from the very beginning by what makes INVERTO so special: building a strong team, with strong values, meeting high quality standards, and adopting a long-term perspective and family feeling.

Martina Rissmann, Senior Partner and Managing Director at BCG

... friendships for life, vacations, and leisure time ...

” Twenty years ago, I was just about to turn five, and I started kindergarten. I probably told my parents exactly what gifts I wanted and who I wanted to invite to my party. All I was interested in doing was playing outside and with my dolls.
Tamara Riedl, Consultant

” I met my best friend in elementary school back then. **Caroline Niederhagemann, Consultant**

” Twenty years ago, I was riding pillion on motorbikes before I got my license two years later. I was working in Düsseldorf at the time, and I remember going on vacation to Fuerteventura. **Silvia Kandemir, Executive Assistant**

” In 2000, I went on vacation alone for the first time, to a tennis camp in Florida. Getting there took a lot of blood and sweat, but I earned it working during a scorching summer at a flower wholesaler. I spent a lot of my time carrying heavy bags of soil to cars for old ladies. On top of that, 2000 is especially memorable for me because it was when I met my first love, and we went on vacation together to the south of France.
David Ring, Principal

YEARS

... stars in their eyes and dreams dashed

” In 2000, I hung out with my girlfriends, practicing songs from the Spice Girls and German girl group Tic Tac Toe, hoping we'd get our big break. But soon we all realized that we weren't destined for a career as popstars.
Wiebke Oprée, PMO Manager

” Back then, I was torn between a career as a punk rocker or jazz drummer. Or I would just ride up one of the vineyards around my hometown like I was racing in the Tour de France.
Elias Oberkirch, Senior Consultant

” When I was ten years old, I wanted to be a captain in the coast guard. Procurement, processes or SCM was definitely not on the agenda.
Patrick Lepperhoff, Senior Project Manager

One big family

INVERTO has always had its roots firmly anchored in Cologne. Not only is our headquarters based here, but the Cologne way of life has forged our sense of togetherness, embedded deeply in our DNA. That family atmosphere has now spread to eight international offices. Although we are one big family, each location has a different character and traditions specific to that country.

Cologne office – industrial feel in the heart of trendy Ehrenfeld

Year opened: 2000 / No. of staff: 152

The INVERTO HQ has grown over the years. Our largest office, home to most of our corporate functions, has doubled in size and now occupies three floors. As well as the team offices, there's plenty of open space that invites exchange. This is also where we installed our first beer fridge, where the team meets up after work on Fridays to start the weekend together.

Our favorite spots for team events:

- NENI for team dinners
- Bumann & SOHN for drinks
- Goldener Schuss for a nightcap

Shanghai – in the heart of Lujiazui, the Manhattan of Asia

Year opened: 2006 / No. of staff: 12

Our team in China is the ace up our sleeve. INVERTO colleagues in Shanghai are key partners for practically all our customer projects. Their expertise is invaluable when it comes to sourcing in Asia. They understand how the procurement markets work for a wide range of industries and needs, within China and across the Chinese borders.

Our favorite spots for team events:

- Oriental Pearl Tower for the great views
- The Bund for dinner and drinks
- Grand Hyatt Shanghai for those extra-special moments

London – based with BCG colleagues at Manchester Square and Canary Wharf

Year opened: 2008 / No. of staff: 19

There's a real entrepreneurial feeling at our London office, where team spirit and close relationships are a priority. The London team also has a particularly international flavor and is the most diverse of our offices, bringing together different nationalities and cultural backgrounds.

Our favorite spots for team events:

- Go Karting at Team Sport UK
- Iberico tapas restaurant
- Zoom for cooking together on Friday evenings during the coronavirus crisis



Munich – an elegant traditional building just a stone's throw from the Englischer Garten

Year opened: 2011 / No. of staff: 40

With a large part of the DAX companies located in the city and some of our top customers right on their doorstep, our Munich team is happy to welcome colleagues from other locations. Their regional events are renowned – both the annual visit to the Oktoberfest and the traditional ski weekend in the nearby mountains.

Our favorite spots for team events:

- The beer garden at the Chinesischer Turm for lunchtimes
- Schumann's Bar at the Hofgarten after work
- Goldene Bar / P1 nightclub for team evenings

Vienna – terrific views from the DC Tower, the city’s tallest building

Year opened: 2012 / No. of staff: 13

The working atmosphere in the Vienna office is very relaxed as the team advises the Austrian market, with market leaders and hidden champions among its customers. Team spirit comes to the fore during Friday lunchtimes, often with a summer holiday feeling at the Copa Cagrana, the sandy beach right on the bank of the Danube river.

Our favorite spots for team events:

- Sky Bar on the 56th floor of the DC Tower
- Sailing along the Old Danube river
- Prater amusement park

Copenhagen – with a view of Rosenborg Castle and the King’s Gardens

Year opened: 2018 / No. of staff: 14

The growing team here, comprising mostly Danes but with a few colleagues of other nationalities, is quintessentially Nordic. Most of our colleagues in Copenhagen get around by bike, and the meeting room here is called Tuborg – the same name as the beer in the fridge there. The team works on international projects for customers in all four Nordic countries.

Our favorite spots for team events:

- Boule Bar for a round of petanque
- Torvehallerne food market to tantalize our taste buds
- KöD restaurant for dinner



Stockholm – true Scandinavian style, around the corner from the Humlegården

Year opened: 2019 / No. of staff: 10

Our Stockholm office may be just a year old, but the team is actively engaged in the business, not to mention keen on establishing new INVERTO traditions. Fridays are undoubtedly the week’s highlight when the team starts the day in the office with breakfast together, sharing freshly baked bread and stories from the past week.

Our favorite spots for team events:

- Racing Volvos on the Sundsta Säteri track
- Skansen open-air museum
- Cooking classes at AVEQIA restaurant

Amsterdam – aiming to create the perfect office amid canals, bridges, and cobbled streets

Year opened: 2020

As the newest addition to the INVERTO family, our Amsterdam office has only just begun. The first customer projects are already underway, as is the search for a team to develop the location and start new traditions here.

We’ve already heard of one favorite spot for team events:

- Persijn Dutch Eatery restaurant

Sustainable Procurement:

Shaping and securing sustainability in procurement

Tackling climate change is the challenge of our century – due to the immediate threat, it is urgently necessary that procurement organizations deal with the issues of resource use and sustainability. In the development of procurement from cost leadership to a driver of sustainability, significant steps must be taken ...



Cover story in the next issue!

Working Capital Study Results

Is Procurement involved?

Download study results:
inverto.com/working-capital-study

Our latest survey reveals considerable deficits. 50 percent of the participants state their company's working capital management needs improvement or is ranked poorly. Deficits exist primarily in the measurement of working capital: there is often a lack of corresponding targets and KPIs.



Celebrating 20 years of INVERTO: More stories and insights in our digital version

Are you aware of the online edition of our Supply Management Insights? It offers all content on a dynamic landing page and provides further insights into our corporate culture and extensive interviews.

Gain more insights:

www.inverto.com/en/SMI-02-2020

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