



Good food, Good life

Assurer la disponibilité de produits Nestlé – dans un contexte international et volatile

GS1 Forum Switzerland, 7 Nov 2024

Goepf LANZ, Head of Operations Nestlé Suisse



Nestlé en Suisse

CHF 1.1 MIA
CHIFFRE D'AFFAIRES

~ 8,300 EMPLOYEES

60 % INVEST. R&D
GLOBAL FAIT EN CH

CHF 368 MILLION
INVESTISSEMENTS

FORTE PRESENCE

10 sites de production
5 Headquarters/Offices
5 Instituts recherche
4 Product Technology Centers
18 Nestlé Shops

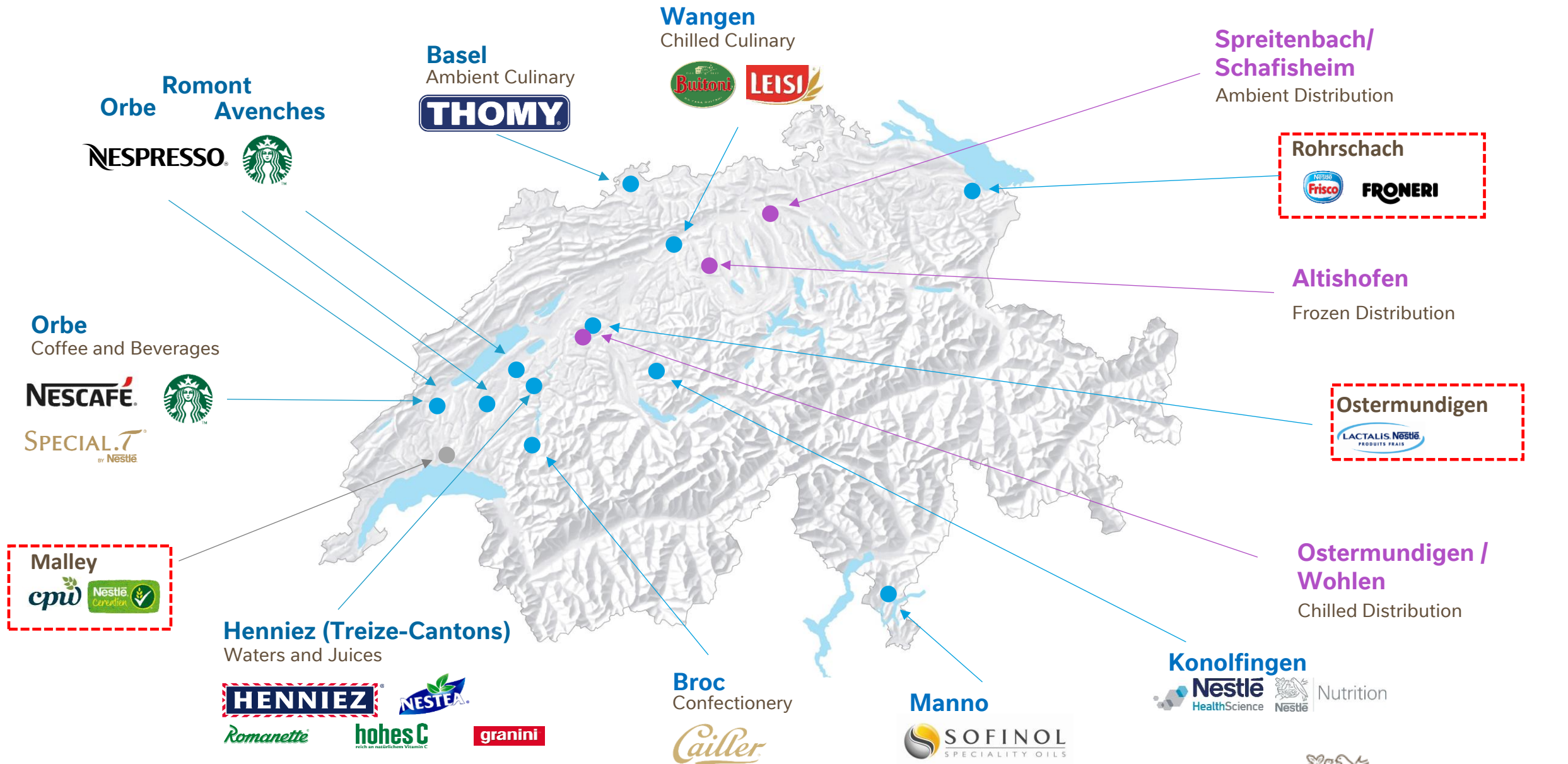


Un Portefeuille de marques très fort

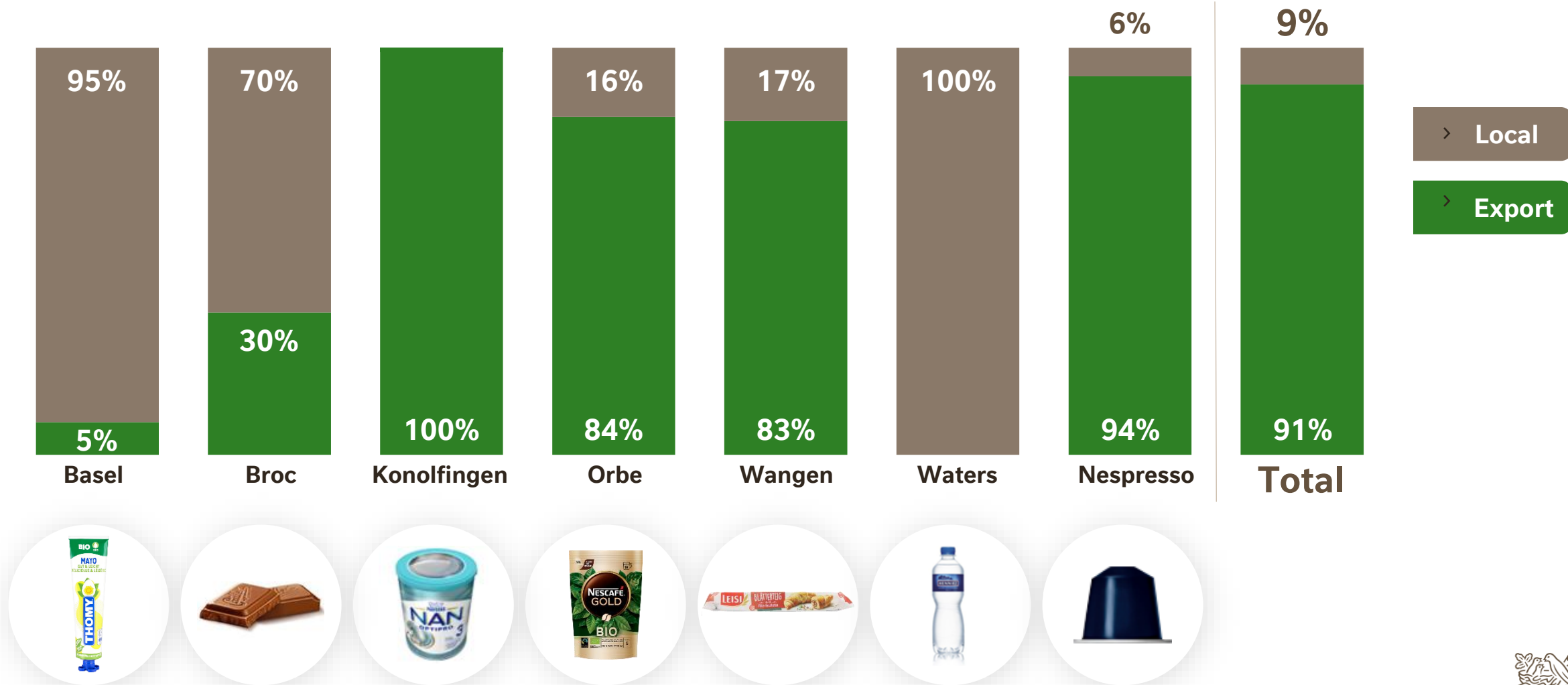
FULL OF HISTORY



10 Usines et un Réseau de Distribution focalisé



Plus de 90% de notre production Suisse est exporté



La **Chaine de valeurs** – plusieurs étapes

SUPPLIER



DISTRIBUTION



SHOPPER/CONSUMER



PRODUCTION/FACTORY



CUSTOMER/SALES

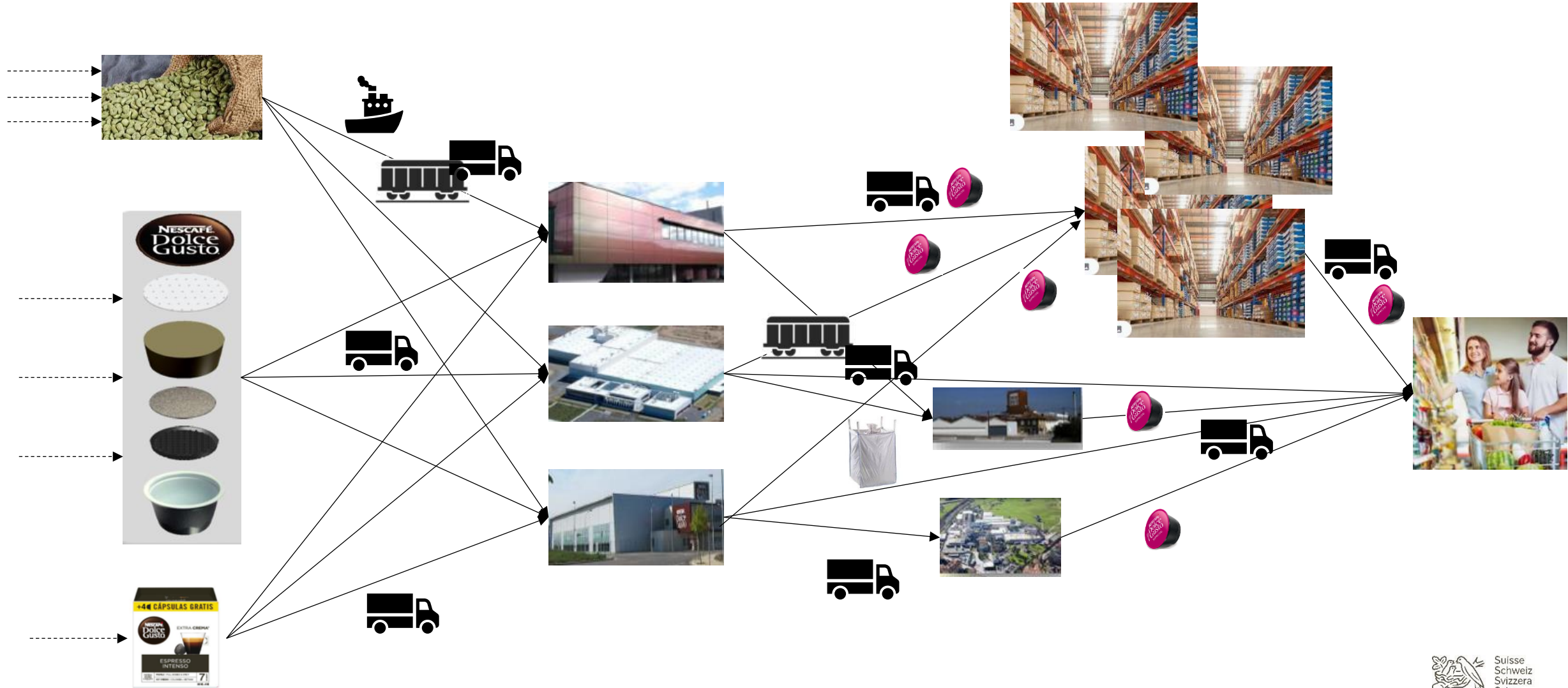


La Chaine de valeurs – plustot un complex **“Reseau de valeurs”**”

FOURNISSEURS

USINES

DISTRIBUTION (NOUS & CLIENTS)



Impact d'évènements "récents" -> VUCA*

the obvious – et les indirect/inattendu



Global transport

- Red Sea
- Truck Drivers
- Ports/strikes
- Containers
- Pallets



"COVID"

- People
- Workplaces
- Masks & Co.
- Channel & Demand shifts



GEO political

- East EUR flows
- Energy
- Service centers
- CO2



Regulations

- EU/CH
- EUDR



Agricultural (Raw Materials)

- Crop / seasons
- Coffee & Cocoa
- Price & Customs (global/EU/CH)

**Volatile, Uncertain, Complex, Ambiguous*

Anticipation stratégique & Actions compensatoires

pour assurer 99% service à nos clients

Sourcing Flexibility (global/local)



SRM (supplier relationship)
75% sourcing flexibility
(for A SKUS)
Specifiation harmonization

Production & Distribution (OPS strategy)



global OPS landscape
(clear role for each Factory)
SKU classification (ABCDE)
EUR Transportation Hubs
Global Ocean Transp. Hubs

Digital (Analytics, control tower, AI, ...)



E2E Planning
(Strategic, Operational)
Scenario & Network
Planning
Citizen Analytics (with AI)

Management of Crisis



Prepare, Prevent, Manage
Formal crisis mgmt
process and organization
Leverage Nestlé
(size, knowledge)



Nestlé Good food, Good life

Questions?

