TFEST Transformers
POWERED BY Conectus

NO. 2 OF 3
NOVEMBER 2026
BERLIN, 1 AND 2 DECEMBER

19 DAYS

TO BERLIN

WHEN

Tue 1 and Wed 2 December 2026

Registration from 08:00 both days

WHERE

Colosseum Berlin

Gleimstraße 31, 10437 Berlin, Prenzlauer Berg

SOCIAL EVENTS

Open with or without a pass

A morning visit, two dinners and the Supply Chain Leaders' Supper & Cocktail Evening, 30 Nov and 1 Dec

Four ways into TFEST26

With a pass or without one, on your own or with your team, in Berlin or at your desk.

COMING TO BERLIN

Choose who to meet

Finish your profile today. Choosing your 1:1 meetings opens on Monday 16 November.

Page 13 →

NO PASS NEEDED

Join us for dinner

A morning at Schneider Electric, two dinners and the Supply Chain Leaders' Supper & Cocktail Evening. Request a place with or without a TFEST26 pass.

tfest.ai/social-events →

BRING YOUR TEAM

Invite colleagues, free

Delegates can invite colleagues and peers who run supply chains. Add them by Saturday 14 November.

Page 7 →

CAN'T TRAVEL

Watch the Main Stage live

The free online pass: every Main Stage session live on both days and on demand afterwards.

attend-tfest.com/online-pass →



Also inside: lessons from Chuck Graham of Cisco, Paul Lavoie, Gary Horsfield and Vineet Khanna, Roberto Canevari of Estée Lauder with BOOM, a new column from Stephanie Wright, the Transformer Challenge prizes, both days at a glance, and a brand new TFEST event: the Strategy Day in Düsseldorf.

FROM ANDREW

Nineteen days to go

This is the second of three issues before Berlin. In nineteen days we open the doors of the Colosseum, and much of what you get from the two days is decided before then.

You do not need a pass to join us in the evenings. The Schneider Electric visit, both dinners and the new Supply Chain Leaders' Supper & Cocktail Evening are open to anyone who runs a supply chain: request a place and we will come back to you. Page 6.

Bring your colleagues. Guests are free if you add them by Saturday 14 November, and each one we approve earns you points in the Transformer Challenge. Page 7.

If you cannot travel, the Main Stage is free online, live and on demand. Page 10.

If you are coming, finish your profile today. Choosing who to meet opens on Monday 16 November. Page 13.

And after Berlin: a new kind of TFEST event in Düsseldorf next June, where you come with your problems and leave with answers. Page 15.

See you on 1 December.

Andrew



TOP VOICES



Albin Enmark
Head of the Global Demand Planning Organization, Thule
Tue 14:45, The Lab



Julia Merkulova
Head of Europe Demand Transformation, Ferrero
Wed 12:15, Main Stage



Deborah Dull
Founder, Circular Supply Chain Network
Tue 17:35, The Lab



Stacey Weismiller
President and CEO, American Manufacturing Futures Institute
Tue 12:55, Main Stage



Marian Temmen
Chief Operating Officer, LIEWOOD
Session time to follow

New on the agenda since issue 1: 8 speakers on the programme, plus 10 speakers from TFEST26 partners (4flow, KNIME, SAP, Skill Dynamics, Speya, Sprih, Tulana, apexanalytix, ecosio).

Speakers, sessions and stands as on tfest.ai on Thursday 12 November. For the current agenda, see the delegate portal or tfest.ai/agenda-2026. To report a correction, reply to the email this came with.

THREE QUESTIONS

Lessons from the leaders of supply chain

We asked speakers three questions each, written for them. Chuck Graham answered all three.



Chuck Graham
Chief Supply Chain Officer, Cisco

What should people take away from the session?

"Resilience is more than responding to disruption. It's about building a supply chain that can continuously adapt and deliver what customers need, even as their needs and the world around them change. I hope people walk away having gained new perspectives, practical insights, and ideas they can consider and apply to the challenges they face in their own organizations."

What is one thing about supply chain you see differently than you did a year ago?

"It's become increasingly clear that embracing AI is essential to navigating the growing complexity of our supply chains and businesses. The reality is that talent is scarce, and we can't keep solving increasingly complex challenges by simply adding more people. AI isn't just helping us do the same work faster. It's fundamentally changing how we operate, freeing our people to focus on higher-value work, make better decisions, and tackle challenges in ways we couldn't before."

Who are you hoping to meet in Berlin?

"I'm looking forward to connecting with supply chain leaders across different industries to exchange ideas, learn from their experiences and perspectives, and explore how those insights can help shape our approach at Cisco."

> **"We can't keep solving increasingly complex challenges by simply adding more people."**

Fireside chat: Built for Disruption: Leading the AI-Enabled Supply Chain. Tuesday 1 December, 09:10, Main Stage.





Vineet Khanna
Former SVP Global Supply Chain, Nestlé

Your keynote with Stephanie Wright argues that judgement and intuition matter more as AI spreads. How would you test for judgement when hiring a supply chain leader?

"Not with the CV and not with a pleasant interview. Confident and charismatic people get hired. Competent ones get overlooked. Don't confuse confidence for competence.

So I would do three things. First, a live case with a real trade-off: service versus cost versus a supplier relationship, data incomplete. AI creates options; humans make choices. I want to hear which decisions they would hand to the machine and which they would never hand over, and why.

Second, their worst decision and what they do differently now. No real answer, no real judgement. I am a fan of using simulated business situations not interviews.

Third, their experience in front of a shelf or on a factory floor. You cannot learn supply chain from an e-learning slide. Judgement is built with a 'pencil and eraser' before you are allowed the calculator."

> **"Don't confuse confidence for competence."**

The Intelligence Era, with Stephanie Wright. Tuesday 1 December, 17:35, Main Stage. Also Wednesday at 11:40 in The Lab and 12:15 on the Main Stage.

What helps talent thrive?

Before their panel in Berlin, Melanie Salter puts four questions to Roberto Canevari.



Roberto Canevari

Chief Value Chain Officer, The Estée Lauder Companies



Melanie Salter

Chief Executive Officer, BOOM Global Network

We often celebrate a person's success but rarely talk about what it costs them. What do organisations need to get right if they want success to be sustainable?

"Sustainable success cannot come from asking people to continuously do more. If the model depends on extraordinary individual effort, by definition it is not sustainable. It starts with clarity: what matters most, and what we are choosing not to do. Then capability, so people can change with the organization. And ownership without isolation: accountability should never mean 'you are on your own.' Energy is an organizational asset, not an infinite personal resource. Keeping that energy high, and giving energy to our people, is key."

Looking back over your career, what leadership quality do you value more today than you did ten years ago?

"Ten years ago, I probably put more emphasis on having the answer. Today I value the curiosity to ask the right question. I have worked across consumer goods, water, retail, luxury and now prestige beauty, and each new environment made me reconsider something I thought I knew. That has made me much more comfortable saying 'I don't know yet.' Curiosity with humility: confidence to make a decision, and humility to keep questioning it."

How do leaders avoid missing talent that's hiding in plain sight?

"Talent gets missed when we look at someone's current job rather than their potential contribution. In our Value Chain we talk about positionless play, an idea that comes partly from basketball: the strongest players understand the broader game and move to where they can create the greatest impact. Cross-training, fluid resourcing and work across functions and regions reveal what a job title often doesn't. But it also requires leaders to be present with their teams, spend time with people at all levels of the organization, and genuinely listen to the people around them. If talent stays hidden too long, leaders should ask whether we created the conditions to see it."

What do you hope people leave our TFEST discussion thinking differently about?

"I would like people to leave challenging one assumption: that transformation is primarily about technology. AI will change how we plan, manufacture and decide, but people multiply the impact. So the question is: are we developing people at the same pace as we are developing technology? Before my career in business, I wanted to become a professional basketball player. Great teams win because the fundamentals are strong, people trust one another, and they know how to react when the game changes."

Sustainable Leadership: What Helps Talent Thrive in an Age of Constant Disruption?
Tuesday 1 December, 12:20, The Lab. Roberto also gives the Opening Fireside Chat on the Main Stage that morning at 09:40.

BOOM member?
Book through the BOOM member page.

tfest.ai/boom

Top voices

More answers to our three questions: the ones we liked most from Paul Lavoie and Gary Horsfield.



Paul Lavoie

VP Corporate Partnerships & Innovation, University of New Haven; Connecticut's Chief Manufacturing Officer, 2022 to 2025

Which supply chain problem do you think no single company can solve on its own right now?

"For me, it is supply chain visibility, particularly below the first tier.

A manufacturer may think it has three independent sources for an important component, for example. But several tiers down, all three suppliers might depend upon the same specialty material, processor, piece of equipment, geographic region, or even the same small company.

Suddenly what looked like a diversified supply chain is actually a single point of failure.

Technology is important, but this is fundamentally an ecosystem problem."

> **"Resilience is not a company's capability anymore. It is an ecosystem's capability."**

Forging the Future: Building What No Company Can Build Alone. Wednesday 2 December, 16:25, Main Stage.



TFEST24: A FIRESIDE CHAT ON THE MAIN STAGE



Gary Horsfield

Former Chief Supply Chain Officer and Global Head of R&D, BIC

What did regionalisation give you that a central model could not, and what did it cost?

"Regionalising BIC's supply chain, from the previously centralised model, brought significant advantages, to name a few:

- *Closer alignment with the broader internal structure, commercial in particular, allowing business teams to work together to meet regional challenges.*
- *Closer connection to customers and consumers, coupled with better understanding of regional challenges.*
- *Dual sourcing and locally tailored product offerings, without driving global complexity.*

Rather than costing money it actually saved significant amounts (1–2% COGS annually) as the teams focused more closely on lowest landed cost, local solutions and partnered more broadly with the business to drive growth. Inventory was reduced by +50% globally through local ownership and initiatives to drive speed to market, whilst OTIF improved."

> **"Rather than costing money it actually saved significant amounts."**

From Cost Centre to Growth Engine: Making the Commercial Case for Supply Chain. Wednesday 2 December, 14:40, Main Stage, with Christiane Schmidt (Schülke & Mayr).

SOCIAL EVENTS

A morning and three evening events, pass or no pass

Can't make the two days? Join us in Berlin anyway: request a place with or without a pass. Places are limited and every request is reviewed.



MONDAY 30 NOVEMBER, 10:00 TO 13:30

Schneider Electric Executive Visit

Hosted by Schneider Electric at the EUREF-Campus, Berlin

A presentation on automation, software and AI with Jessica Bethune, then a tour of the campus: microgrids, smart energy and sustainable mobility. Number one in the Gartner Supply Chain Top 25 four years running.

Free | Twenty places | Coffee or lunch

tfest.ai/social-events/schneider-electric-tour →



MONDAY 30 NOVEMBER, 19:00 TO 22:00

The Supply Chain Leaders Dinner

Sponsored by GeneralMind, in a private room at KINK Bar & Restaurant, Schönhauser Allee 176, 10119 Berlin

The evening before TFEST26: one long table, no stages and no pitches, just candid conversation with people who run supply chains.

Invitation only | Fully hosted | No charge

tfest.ai/social-events/leaders-dinner →



TUESDAY 1 DECEMBER, 19:30 TO 22:00

Leaders of the Value Chain Dinner

Sponsored by 4flow, at Katz Orange, Bergstraße 22

A casual, family-style dinner to keep the first day's conversation going.

After Day 1 | Family-style | Vegan options

tfest.ai/social-events/value-chain-dinner →



TUESDAY 1 DECEMBER, 20:00 TO 22:00

Supply Chain Leaders' Supper & Cocktail Evening

Sponsored by KNIME, at Voulez Vous Bar, Sredzkistraße 65, Prenzlauer Berg

New: after the Welcome Drinks we walk over together from the Colosseum. Cocktails made by the Voulez Vous team, wine, beer and soft drinks, with finger food. No speeches and no seating plan.

After Day 1 | Vegetarian and vegan options

tfest.ai/social-events/cocktail-evening →

> **Already have a pass?** Join the waitlists in your delegate portal, and stay for the Welcome Drinks Reception in the expo area when Day 1 closes: Tuesday 1 December, 18:20 to 19:50.

Photos: EUREF-Campus, KarinTeichmann, CC BY-SA 4.0; Katz Orange courtyard, Marek Śliwecki, CC BY-SA 4.0; KINK Bar & Restaurant; Voulez Vous Bar.

Request a place

With or without a TFEST26 pass. The team reviews every request.

tfest.ai/social-events

BRING YOUR COLLEAGUES

Bring your team. Guests are free.

Bring colleagues and peers who run supply chains, free. Add them by Saturday 14 November, when guest registrations close. The TFEST26 team checks each guest before they are registered.

Cover more of the agenda

Three rooms run side by side from 12:20 on Tuesday and from 11:40 on Wednesday. Two of you can be in two rooms.

Split the 1:1 meetings

Each of you chooses your own meetings from Monday 16 November.

Score in the Transformer Challenge

Each guest the team approves earns you 100 points, and 50 more when they check in at the Colosseum. Page 9.

THREE WAYS TO INVITE, IN THE DELEGATE PORTAL

SHARE YOUR LINK

Copy your personal guest link and send it to a colleague.

EMAIL AN INVITATION

Send your colleague an email invitation from the portal.

TYPE THEIR DETAILS

Add your guest's name and work email yourself.

NOT REGISTERED YET

Book as a team

Two delegate passes, 10% off each. Three, 15% off. Buy four and the fifth is free. The discount is applied at checkout.

Booking one pass? Code **LASTCALL20** takes 20% off a delegate pass until Friday 20 November.

tfest.ai/get-tickets

FORWARD THIS ISSUE

Know someone who should be there?

Send them this issue. Without a pass they can still join us:

The Schneider Electric visit	PAGE 6
Both dinners and the Supply Chain Leaders' Supper & Cocktail Evening	PAGE 6
The Main Stage, free online	PAGE 10

tfest.ai/social-events



Invite a guest

Free, by Saturday 14 November.

portal.tfest.ai/event/tasks/guest_invites

COLUMN

The Room to Enter, Now

By Stephanie Wright, Co-Chair, TFEST, and CEO, Agora Leadership



Last time I asked where you would place your attention. The harder question: where does it actually go?

AI is giving leaders back time, and time is where leaders are made. Most of us spend it in comfortable rooms, with peers who share our blind spots. That feels like leadership. Often it is only agreement.

Our deepest influence rarely sits at our own level. It sits with the engineer on the night shift and the graduate still finding their voice. Reaching them takes discipline: going to hard places, asking whether we connect with the right people, the right way.

This is Sensing Intelligence, what Agora calls SQ. IQ reads the data. EQ builds the trust. SQ integrates: sensing, wisdom and presence to notice what the dashboard misses and what the room is not saying. At Agora, they are never separate skills. We bring IQ, EQ and SQ into a single space, where leadership starts and creates its deepest impact: a catalyst for mindful transformation that demands our attention.

HER CHALLENGE BEFORE BERLIN

Before TFEST, practice: spend one hour with someone outside your circle, and only listen. If nothing surprises you, was it really listening?

Stephanie Wright

ON STAGE WITH STEPHANIE, ALL ON THE MAIN STAGE

TUE 1 DEC, 12:55
Beyond the Talent Pipeline
Rebuilding Leadership for an AI Generation

TUE 1 DEC, 17:35
The Intelligence Era
Keynote with Vineet Khanna

WED 2 DEC, 10:00
The AI-Human Equation
Navigating Disruption and Legacy Knowledge

WED 2 DEC, 16:25
Forging the Future
With Paul Lavoie

THE TRANSFORMER CHALLENGE

Who is top of the board?

The points game in your delegate portal. Score before the event and at it; the prizes are presented on the Main Stage at the close of Day 2.



GRAND PRIZE

An iPad, a TFEST27 pass and 5 TFEST27 tickets to bring peers

The highest score when the game closes at 16:15 on Wednesday 2 December.

Presented by KNIME



RUNNER-UP PRIZE

Sony WH-1000XM6 headphones and a TFEST27 pass

The second highest score, plus a one-hour executive coaching session with Stephanie Wright of Agora Leadership.



PRIZE DRAW

Three €100 Amazon vouchers

A draw for everyone over the points threshold. More points, more entries.

TOP TEN ON 12 NOVEMBER

1	Senior Vice President Supply Chain, AUTODOC	720
2	Finance Director, Trelleborg Sealing Solutions	330
3	Former Senior Vice President Europe Supply Chain, Teva Pharmaceuticals	320
4	VP Logistics Innovation & Sustainability, Siemens	310
5	Director Supply Chain DACH & EEG, Aliaxis	230
6	Head of Europe Demand Transformation, Ferrero	230
7	Director Upstream Operations, Spread Group	220
8	COO, Tonies GmbH	210
9	Former Chief Supply Chain & Business Transformation Officer, Clinigen	210
10	Vice President Supply Chain & Production Management, Infineon Technologies	210

POINTS YOU CAN SCORE

Invite a guest	100
Complete your profile	50
Choose who you want to meet, from 16 Nov	50
Announce you're attending on LinkedIn	50
Book a roundtable	25
Book a workshop, dinner or tour	10
Add a photo of yourself	10

300 **points puts you in the prize draw**, if you have checked in and are in the room for the draw. The top two are not in the draw. More points at the event: checking in, sessions, roundtables, 1:1s and stand visits.

See your points

Sign in with the email you registered with.

portal.tfest.ai/event/game

CAN'T TRAVEL TO BERLIN?

Watch the Main Stage live

The online pass is free. Keynotes, fireside chats and panels, streamed live from Colosseum Berlin on Tuesday 1 and Wednesday 2 December, and on demand afterwards.

The livestream

In a large, clear player in your browser. Nothing to install; sign in with your email and a one-time link.

A live chat beside it

Trade reactions with everyone watching online, and put your questions to the speakers when the organisers open them.

Online 1:1s

15-minute video meetings with the people you want to know, booked in the portal before and after the event.

The online pass covers the Main Stage, live and on demand, the chat and meeting people online. It does not include entry to the venue. Coming to Berlin? Pass it on to a colleague who can't make the trip.

ON THE MAIN STAGE

TUESDAY 1 DECEMBER

09:00 Opening Remarks: The State of the Value Chain, December 2026

09:10 Built for Disruption: Leading the AI-Enabled Supply Chain

09:40 The Beauty of a Dynamic Value Chain at The Estée Lauder Companies

10:10 The Human Mechanics of a Mega-Merger: Leading Your Team Through Massive Change

10:40 Orchestrating Global Scale & The Shift to Supply Chain "Enablement"

12:20 AI Agents in Procurement: What Is Ready to Run on Autopilot Today

12:55 Beyond the Talent Pipeline: Rebuilding Leadership for an AI Generation

14:45 Agentic AI in Supply Chain: Separating Hype from Production-Ready Reality

15:20 Leading Transformation at Scale: Executing End-to-End Supply Chain Change

15:55 Network Design for Resilience and Cost: Rebuilding the Manufacturing Footprint Under Pressure

17:35 The Intelligence Era: The Unprecedented Opportunity Ahead: Are You Ready?

17:55 Day 1 Closing: The Actionable Takeaways Report

WEDNESDAY 2 DECEMBER

09:00 Day 2 Opening: Key Highlights from Day 1 and What's Ahead

09:10 Supply Chain for Growth

09:40 Building an AI-Native FMCG Organisation to drive Value Creation

10:00 The AI-Human Equation: Navigating Disruption and Legacy Knowledge

11:40 From Inbox to ERP: How an AI Agent Handles a Purchase Order, Step by Step

12:15 End-to-End Visibility: Why Most Companies Still Don't Have It and What It Takes

14:05 The Future of Logistics: Navigating Breakthrough Tech Trends

14:40 From Cost Centre to Growth Engine: Making the Commercial Case for Supply Chain

15:15 Fuel, Freight and Emissions: What Shippers Can Control in Transportation Cost

16:25 Forging the Future: Building What No Company Can Build Alone

16:45 TFEST26 Grand Closing: The Transformation Scorecard and the Transformer Challenge Prizes

Get your online pass

For you, or for a colleague who can't make the trip.

attend-tfest.com/online-pass

TUESDAY 1 DECEMBER

Plan your Tuesday

Breakfast from 08:00; three rooms side by side from 12:20. Details: agenda.tfest.ai and the delegate portal.

	MAIN STAGE	THE LAB	INNOVATION STAGE
08:00	08:00 to 09:00 Registration & Networking Breakfast		
09:00	**Opening Remarks: The State of the Value Chain, December 2026** MAIN STAGE Maria Villablanca (Future Insights)		
09:10	**Built for Disruption: Leading the AI-Enabled Supply Chain** MAIN STAGE Chuck Graham (Cisco)		
09:40	**The Beauty of a Dynamic Value Chain at The Estée Lauder Companies** MAIN STAGE Roberto Canevari (Estée Lauder)		
10:10	**The Human Mechanics of a Mega-Merger: Leading Your Team Through Massive Change** MAIN STAGE Dirk Holbach (Henkel)		
10:40	**Orchestrating Global Scale & The Shift to Supply Chain "Enablement"** MAIN STAGE Ilham Smaali (Essity)		
11:15	11:15 to 12:15 Morning Coffee, Networking & 1:1 Meetings		
12:20	**AI Agents in Procurement: What Is Ready to Run on Autopilot Today**	**Sustainable Leadership: What Helps Talent Thrive in an Age of Constant Disruption?** Melanie Salter (BOOM Global Network), Roberto Canevari (Estée Lauder)	**Beyond the Four Walls: Orchestrating the Multi-Enterprise Ecosystem**
12:55	**Beyond the Talent Pipeline: Rebuilding Leadership for an AI Generation** Stephanie Wright (Agora Leadership), Ilham Smaali (Essity), Hanno Bruemmer (Covestro), Stacey Weismiller (AMFI)	12:55 to 14:40 **Vibe Coding the Future of Supply Chain: A Practical Workshop to Build Your Own SCM Tools** Knut Alicke (McKinsey)	**The Autonomous Supply Chain: From Planning to Action with AI** Beatrice Hulde (SAP)
13:30	13:30 to 14:40 Lunch & Themed Discussion Tables		13:30 to 14:40 Lunch & Themed Discussion Tables
14:45	**Agentic AI in Supply Chain: Separating Hype from Production-Ready Reality** Baris Ozman (AUTO1 Group), Agnieszka Romaniuk (Thermo Fisher), Grace Metri (Ignizia), Elie Raad (inmind.ai)	**From Forecasts to Foresight: How Thule Uses AI and Probabilistic Planning to Build a Smarter Supply Chain** Albin Enmark (Thule)	**Resilience Starts with Data Everyone Trusts: Empowering Supply Chain Teams with Knime** Ieva Iesalniece-Lessing (KNIME)
15:20	**Leading Transformation at Scale: Executing End-to-End Supply Chain Change** Anna Sparty (Schülke & Mayr), Alex Johnson (Clinigen), Bill Papantoniou (Nestlé), Parvesh Ghai (Shipsy)	**Procurement as the Reality Test: Why Human Judgment Matters in AI-Driven Supply Networks** Monica Schmickler (Stuttgart Business School), Azuka Okeke (Africa Resource Centre), Olga Pavlenko (Medela)	**Sense, decide, orchestrate: the AI-native strategy for supply chain resilience** Damian Unterlöhner (4flow), Antoine Clogne (4flow)
15:55	**Network Design for Resilience and Cost: Rebuilding the Manufacturing Footprint Under Pressure** Abdelaziz Salah (Arbex), Birgit Fuchs (Infineon), Susanne Lehrfeld (Kenvue), Yannis Papantonis (Novartis)	**Startup Pitches: Speya and Anusama** Martin Schneider (Speya), Jay Koganti (Anusama)	**AI Agents in Transport and Last-Mile Delivery**
16:30	16:30 to 17:30 Afternoon Coffee & 1:1 Meetings		
17:35	**The Intelligence Era: The Unprecedented Opportunity Ahead: Are You Ready?** Vineet Khanna (Nestlé), Stephanie Wright (Agora Leadership)	**Can AI Ever Be Circular? Feeding the Fastest-Growing Supply Chain on Earth** Deborah Dull (Circular Supply Chain Network)	**Planning in the age of AI: the billion-dollar blind spot in your supply chain** Narendiran Sivanesan (Tulana)
17:55	**Day 1 Closing: The Actionable Takeaways Report** MAIN STAGE Maria Villablanca (Future Insights)		
18:20	18:20 to 19:50 Welcome Drinks Reception		
19:30	19:30 to 22:00 Leaders of the Value Chain Dinner sponsored by 4flow OFF SITE		
20:00	20:00 to 22:00 Supply Chain Leaders' Supper & Cocktail Evening sponsored by KNIME OFF SITE		

WEDNESDAY 2 DECEMBER

Plan your Wednesday

Coffee from 08:00; the programme closes at 17:05. Session details: agenda.tfest.ai and the delegate portal.

	MAIN STAGE	THE LAB	INNOVATION STAGE
08:00	08:00 to 09:00 Registration Day 2 & Morning Coffee		
09:00	**Day 2 Opening: Key Highlights from Day 1 and What's Ahead** MAIN STAGE Maria Villablanca (Future Insights)		
09:10	**Supply Chain for Growth** MAIN STAGE Namrata P Patel (Haleon)		
09:40	**Building an AI-Native FMCG Organisation to drive Value Creation** MAIN STAGE Robert Pekar (Partner in Pet Food), Ali Sarrafi (Kovant)		
10:00	**The AI-Human Equation: Navigating Disruption and Legacy Knowledge** MAIN STAGE Stephanie Wright (Agora Leadership), Grace Metri (Ignizia), Sarah Gretter (Michigan State), Jean-Raphael Eid (Arkema)		
10:35	10:35 to 11:35 Morning Coffee, Networking & 1:1 Meetings		
11:40	**From Inbox to ERP: How an AI Agent Handles a Purchase Order, Step by Step**	**Simulation Before Optimization: Why Enterprise Planning Needs a Causal Model of the Business** Jay Koganti (Anusama), Vineet Khanna (Nestlé), Dirk Holbach (Henkel)	**From Signal to Shelf: Making Demand, Inventory and Fulfilment One Decision**
12:15	**End-to-End Visibility: Why Most Companies Still Don't Have It and What It Takes** Knut Alicke (McKinsey), Vineet Khanna (Nestlé), Declan Supple (Fresenius Kabi), Julia Merkulova (Ferrero)	**From Loading Bay to Boardroom: Why Cargo Crime Must Be a C-Suite Topic** Gino Laios (TAPA EMEA), Thorsten Neumann (TAPA EMEA)	**Don't Automate Bad Supplier Data: 3 Controls to Fix Before You Scale AI** Ross Garrigan (apexanalytix)
12:50	12:50 to 14:00 Lunch & Themed Discussion Tables		
14:05	**The Future of Logistics: Navigating Breakthrough Tech Trends** Christian von der Schulenburg (Siemens), Sebastian Bleser (AUTODOC), Volker Rügheimer (Volkswagen OTLG)	**From operational data to business value** Rohit Toshniwal (Sprih)	**The hidden operating risk in your supply chain: fragmented B2B data** Sven Treskatis (ecosio)
14:40	**From Cost Centre to Growth Engine: Making the Commercial Case for Supply Chain** Christiane Schmidt (Schülke & Mayr), Gary Horsfield (BIC)	**Inside a Procurement Agent: An Interactive Demo with GeneralMind**	**Preparing Human Intelligence (HI) for the Age of AI: Upskilling Supply Chain Teams with Modern Learning Tools** Davina Quarterman (Skill Dynamics)
15:15	**Fuel, Freight and Emissions: What Shippers Can Control in Transportation Cost**	**Embedding Resilience: Shock-Proofing Your Supply Chain Against Disruption** Stephan Gotthardt (Teva), Manfred Bahlmann (Wörwag Pharma), Michael Ranft (Ansell)	**Putting AI Agents to Work on Supply Chain Exceptions**
15:50	15:50 to 16:20 Afternoon Coffee & 1:1 Meetings		
16:25	**Forging the Future: Building What No Company Can Build Alone** MAIN STAGE Paul Lavoie (Univ. of New Haven), Stephanie Wright (Agora Leadership)		
16:45	**TFEST26 Grand Closing: The Transformation Scorecard and the Transformer Challenge Prizes** MAIN STAGE Maria Villablanca (Future Insights), Ieva Iesalniece-Lessing (KNIME)		

Five dates before Berlin

Sign in at portal.tfest.ai/welcome with the email you registered with. No password, no new account.

NOW
Finish your profile
Your profile and areas of interest, so the right people can find you.

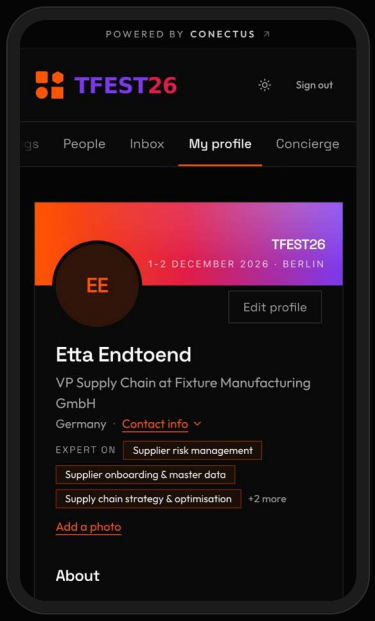
MON 16 NOV
Choose who to meet
Choosing opens at 10:00 Berlin time.

MON 23 NOV
Choices close
At the end of the day.

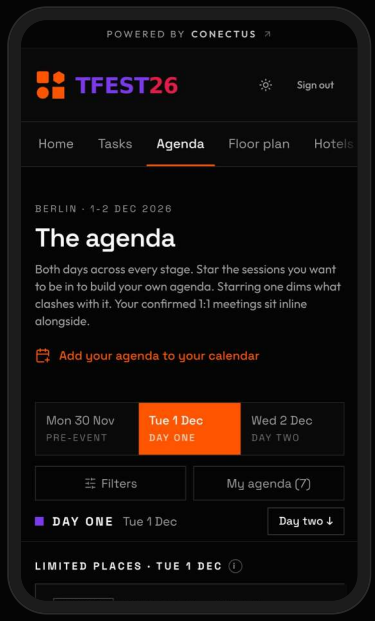
THU 26 NOV
Your schedule
Your 1:1 meetings arrive.

FRI 27 NOV
Lunch tables
Last day to request a seat.

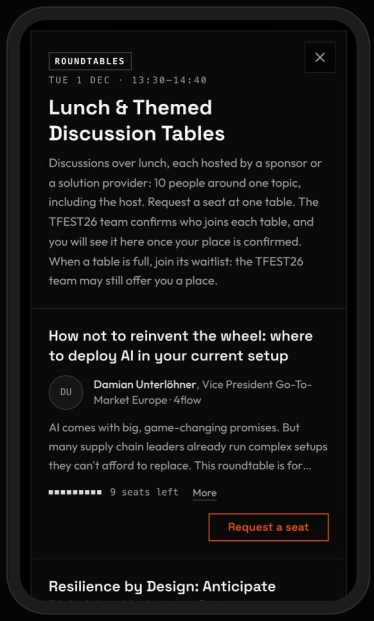
Meetings with partners are 15 minutes at their stand. Meetings with other delegates and speakers are booked when both of you say yes. All on 1 and 2 December.



MY PROFILE



AGENDA



LUNCH TABLES

Agenda
Star the sessions you want to be in to build your own agenda. Starring one dims what clashes with it. Add it to your calendar.

Lunch tables
Ten people around one topic, including the host. Request a seat at one table each day; the TFEST26 team confirms who joins.

People and Inbox
Delegates who have signed in, their profiles, and messages.

Floor plan, Hotels, Concierge
The venue map, hotel information, and answers to questions about the event.

My profile
Your photo, company, areas of interest, and up to three PDFs and three links or videos.

Waitlists
The Schneider Electric visit, both dinners, the new Supply Chain Leaders' Supper & Cocktail Evening and the vibe coding workshop. Page 6.

Guests
Invite colleagues and peers who run supply chains, free. Page 7.

Coming on 1 December
The "Today" tab: what is on now and next, on both days.

Correction to issue 1: it said 1:1 meetings start on 17 November. Choosing who to meet opens on Monday 16 November; the meetings themselves are in Berlin on 1 and 2 December. Screens from a test account.

INSIDE THE COLOSSEUM

Seventeen partners on the ground floor

Every stand on the ground floor is taken. The plan as it stands on Wednesday 11 November. Entrance at Gleimstraße 31.



14	GeneralMind	13	Breakthrough Fuel	12	4flow	11	SAP	10	e2open
9	KNIME	8	Optilon	7	Blue Yonder	6	Shipsy	5	Meridian
4	apexanalytix	3	Sprih	2	ecosio	1	Skill Dynamics	S1	Speya
S2	Anusama	S3	Tulana						

NEW SINCE ISSUE 1

Breakthrough.

PLATINUM PARTNER · STAND 13

Breakthrough Fuel ↗

Breakthrough is a strategic transportation partner empowering shippers with data, technology and market knowledge to reduce cost, create efficient networks and decarbonize transportation.

Shipsy

GOLD PARTNER · STAND 6

Shipsy ↗

An AI-native logistics platform: transportation and warehouse management with AI agents that plan, execute, track and settle shipments.

Meridian

SILVER PARTNER · STAND 5

Meridian ↗

AI agents for supply chain, logistics, manufacturing and staffing operations, automating exception-heavy work across the systems a business already runs.

Every stand is taken for TFEST26. Floor plan and 3D tour: tfest.ai/expo

Enquire about TFEST27

TFEST27 · DÜSSELDORF · WEDNESDAY 16 JUNE 2027

Announcing a brand new TFEST event

A new paradigm in supply chain events

> Come with your problems. Leave with answers.



A ROUNDTABLE AT TFEST24

TFEST27

The Supply Chain Transformation Strategy Day

Wednesday 16 June 2027
Düsseldorf

One day built around Solution Clinics, designed by a panel of supply chain leaders.

Meet your peers one to one, compare notes at roundtables, and work through one hard problem in a Solution Clinic. You leave with a written plan for your team.

Delegate passes are free for senior supply chain leaders. Not open to consultants or technology providers.

Join the waitlist →

HOW A SOLUTION CLINIC RUNS

1. **Framing keynote**
   A supply chain leader or industry analyst frames the problem, with evidence.
2. **Peer roundtables**
   Leaders compare their biggest challenges, what has worked and what is in the way.
3. **Expert rotations**
   Experts move from table to table. No pitches and no demos.
4. **Clinic Action Plan**
   A written action plan with the top three recommended next steps.

FIVE CLINICS

- Strategic Planning, Forecasting & Decision Intelligence
- Sourcing, Procurement & Supplier Risk
- Operational Execution, Logistics & Visibility
- Sustainability, Trade Compliance & Skills
- Digital Foundation, Data & AI Agents

DELEGATES
Free pass for senior supply chain leaders. Be first to hear the line-up.
Join the waitlist →

SPONSORS
Run a one-hour Solution Clinic with your experts and a stand on the day.
Sponsor a clinic →

SPEAKERS
Frame a problem on stage or lead a clinic for your peers.
Enquire to speak →

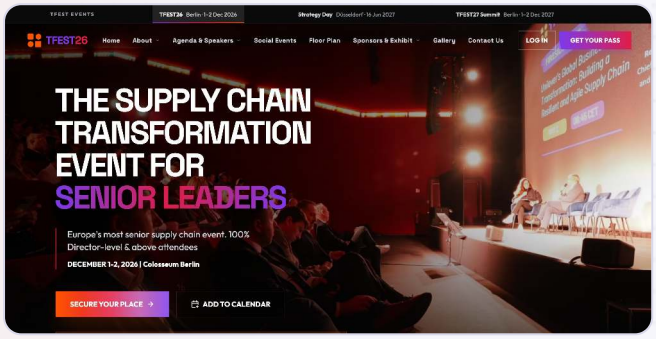
ADVISORY BOARD
Help choose the problems the five clinics work on.
Write to us →

See the full event
tfest.ai/strategy-day-dusseldorf

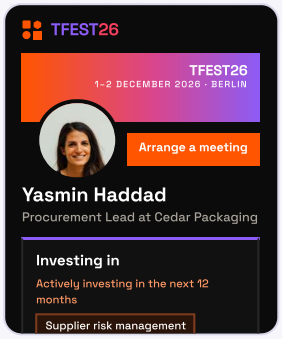
Visit the website →

The end-to-end agentic AI platform for modern events

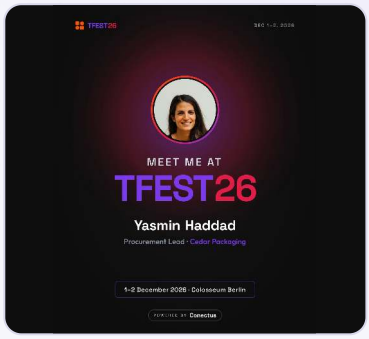
From your first registration page to your final post-event report, run every detail in one intelligent workspace.



Event website
tfest.ai, built and kept current on Conectus



Delegate profiles
Matched on interests



Social sharing
A card for every attendee

Six AI agents run the event. You approve every piece; nothing goes live until you do.



Sam Setup
Describe a sponsor package once and every sponsor's portal is ready, deadlines set.



Penny Portals
Answers sponsors from your knowledge base, source shown; the rest comes to you.



Andy Agenda
Move a session and Andy catches any room, speaker or break clash, with a fix.



Max Marketing
A speaker confirms; Max drafts the post from their portal bio, facts checked.



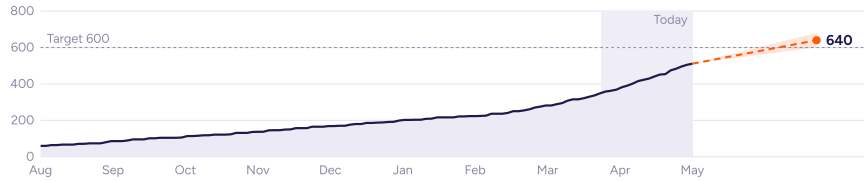
Wendy Website
Builds your website in your event's own design and keeps it current.



Alex Analytics and 1:1
Pairs sponsors with delegates who opted in and books meetings in the breaks.

Where the count is heading

DEMO DATA, A FICTIONAL EVENT



PREDICTED ON THE DAY
640
likely 610 to 680

LAST 30 DAYS
118 3.9 a day

1:1 MEETINGS BOOKED
212 of 260 offered

Detailed analytics, before and after the event Forecasts, drop-out, 1:1 meetings and a report for every sponsor.

Built by the team behind TFEST. In this issue, the delegate portal on page 13, the floor plan on page 14 and the Transformer Challenge on page 9 run on Conectus.

Running an event?
See what Conectus could run for you.

Make an enquiry: conectus.tech