



TOP OF MINDS

KRAMP

Executive Leadership Program

 **KRAMP**
It's that easy.



Senior Manager at Kramp

Kramp is a B2B niche player that grows fast and is transforming into a multinational industry leader. This transformation requires raising the bar, especially in strategy development and execution. To this end Kramp is hiring a team of five senior Strategy Consultants from top tier consulting firms. They will be appointed Senior Manager, reporting directly into the Executive Board. Their 18 month assignment prepares them for Executive Leadership positions with operational line management responsibilities.

It's that easy.

THE EXECUTIVE LEADERSHIP PROGRAM LOOKING FOR FUTURE LEADERS

With the Executive Leadership Program Kramp targets former consultants that have the potential to become the company's future leaders. Eddie Perdok (CEO) explains:

"In their role as Senior Manager we prepare these talents for an Executive Leadership position within our company. By 2020 we will earn revenues exceeding a billion. We need to add highly talented and strategic professionals to advance us to the next level."

Hans Scholten (CFO) recognizes what Eddie points out. **"Kramp is intriguing. We're doing well. We're growing. But I feel we could do even better. If we get the right people on board I'm sure we can realize our full potential. Right now we are working primarily from common sense and gut feel. That worked in the past but that might not work in the future. The complexity is increasing fast and, with a digital transformation coming up, our business will only get more complex. We are in need of more people with the brains and the experience to handle that complexity."**



It's that easy.

About Kramp

Kramp is one of the big Dutch international success stories. In the past sixtyfive years Kramp went from a one-man shop in Varsseveld to the largest agricultural wholesaler in Europe. The company provides dealers with spare parts, accessories and services. Kramp has 24 sales offices all over Europe and employs around 3,000 people.

It's that easy.

KRAMP

STANDS FOR QUALITY

The company enables its customers to focus on what they do best: running their business and not worry about the availability of spare parts. With expert advice and fast 24/7 delivery and order processing, Kramp makes sure dealers can operate their business as efficiently as possible. For example by helping them set up and manage their (online) store. The company developed innovative service concepts. Kramp is not just a supplier, Kramp is a strategic partner. It's that easy.

"The complexity in our industry fascinates me every day. If you look at it from the outside, it might seem straightforward and simple. But this business has much more than meets the eye. It's not just about having a large product range and being able to get it to the right place in no time. That's something we need to have in place as well. But there is so much more."

– Mario Babic, CCO



It's that easy.

FAMILY BUSINESS

WITH INTERNATIONAL GRANDEUR

Kramp started out as a family business and in many ways still is. Their culture is down to earth, friendly, open and cooperative. Throughout all levels people are interested to hear everyone's opinion.

"Kramp is a great place to work. In the last ten to fifteen years we have shown steady growth. We succeeded in growing organically and did a couple of important acquisitions. Our people are proud to work here. They are loyal and show strong employee satisfaction. We're a real family business. Inclusion is our standard, everyone is always eager to help."

– Eddie Perdok, CEO

Just as any corporate culture, the culture of Kramp has its merits and downsides. Eddie Perdok (CEO): "We could be more forceful when it comes to holding each other accountable. But that's also why people feel encouraged to take initiative, to be creative and to speak up. Our employees are not afraid to make mistakes. That helps them excel."

What also builds to the positive culture at Kramp is the fact that the business is doing well. "It's always great to work in a company that grows with seven to eight percent every year, especially in a market that's not growing. People like working somewhere where there is money to invest. And besides, me and my fellow Executive Board members are true

entrepreneurs. We don't take months deciding what to do next. That gives a fast and interesting dynamic. I have to admit, with our high pace we run the risk of sometimes getting it wrong. But we take that for granted, knowing how it shapes our culture."

Kramp uniquely combines the family business vibe with international success. The company operates in nearly every country in Europe and is exploring possibilities on other continents. That makes working for Kramp an international experience.

It's that easy.

PIVOTAL YEARS AHEAD

The coming years
are momentous for
the future of Kramp.

The company will
undergo a strategic
transformation that
will strengthen its
market leadership.

"We find ourselves in a strong position. The business is doing well. We are frontrunner and market leader in Europe. But we realize that we have to keep putting in effort. We have been very successful but that also means we have a lot to lose. That's why we need to be inventive. We want to stay ahead of the competition and potential disruptors."

– Eddie Perdok, CEO

One example of a big strategic transformation Kramp will be undergoing, is the development of a full-fledged digital proposition. Fifteen years ago Kramp was the first in this business to have its own web shop. Arnoud Klerkx (CDO) explains: **"Our web shop is now fifteen years old. It is more of an order and search portal than a mature online store. In this industry that may be okay for now, but that might not be sufficient in five years."**

Now Kramp will be the first to put customer journeys at the core of its strategy. **"In this day and age a company can not settle for anything less than a great customer journey. All the tools and technologies are out there and we have an obligation to our customers to use them to the best of our abilities. We need to be Amazon-proof"** Arnoud elaborates. **"We are going to build a completely new web shop. We will automate as much as we can and we will take a much more profound and structured approach to gathering and utilizing data. Part of our automation efforts will also be reducing the size and complexity of our systems."**

Another strategic priority is innovating the value chain dynamics. Arnoud: **"This industry is still by and large operating linearly: from manufacturers to wholesalers to**

dealers to farmers. That's a traditional and maybe even outdated way of doing business. We have to move towards a modern ecosystem. All the players, including us, need to interact in such a way to maximize their added value to the farmer."

Another key ambition for the coming years is expanding the international footprint. Mario Babic (CCO) is responsible for making that happen. **"We want to keep growing, to be market leader in every local market in which we are active. And I'm not only referring to Europe. We keep our eyes open for opportunities in other countries as well, countries like the United States or Australia. Winning in all markets requires tailor-made strategies for each country. Every market has its own unique challenges. That has to do with factors like cultural differences and the position of local players. Becoming market leader might require something different from maintaining the number 1 position."**

A fourth example to mention is our focus on improving the value chain. Especially in a rapidly growing business, the value chain needs to constantly evolve to keep up with increasing volumes and geographical spread. Kramp's customers rely on the company's ability to deliver fast, wherever they are. Tom Wolterinck (COO) is the Executive Board member entrusted with optimizing Kramp's value chain. **"We are able to deliver products faster than anyone else in this industry. That is one of the reasons why our customers trust us with their orders. We want to maintain and improve on that level of service while our business grows."**

It's that easy.

SHAPING THE FUTURE OF KRAMP

With the Executive Leadership Program, Kramp puts together a team of talented former consultants. Over the course of 18 months, each of these Senior Managers will work closely with one of the Executive Board members solving the big strategic challenges Kramp is facing, whether it's about digital, supply chain, value chain, geographic expansion or something else.

The Executive Leadership Program is a good first step into Kramp. It provides a full understanding of the depth of the company. The program introduces the Senior Managers to all the different aspects of the business and gives them a strategic perspective on the products, the markets and the competitors. In tackling the strategic challenges, the Senior Managers report directly into the Executive Board which gives a lot of exposure.

Arnoud Klerkx (CDO) considers the Executive Leadership Program as a great way to make the transition from consulting to line management. **"The step from consulting to line management is substantial. Line managers face much longer timelines and different kinds of people than consultants typically encounter. Here you become an integral part of something bigger. That requires adjustment and new capabilities."**



It's that easy.

PREPARES SENIOR MANAGERS FOR A LEADERSHIP ROLE

After about 18 months in their role, the Senior Managers take on leadership positions within Kramp most likely one level below the Executive Board. After spending their time in the program on highly strategic topics, this next step gives them the opportunity to roll up their sleeves and work from a more operational standpoint. Essential experience for a well-rounded leader.

Eddie Perdok (CEO) sees plenty of opportunities. “The chances you will get after being Senior Manager for 18 months very much depend on how the organization will shape up during the next months and years. We are going through a period of change. But we are a growing and internationally oriented company. That means that new and exciting opportunities are always just around the corner.”

THE SELECTION PROCESS

For the Executive Leadership Program we are thinking of
former top tier Strategy Consultants, with:

- 8+ years of work experience
- Experience with managing teams
- Eagerness to go from consulting to line responsibility

The selection process is highly candidate-driven:
your capabilities and aspirations are leading in where you land.

STEP 1 – Matching by Top of Minds

In a personal dialogue with one of our Top of Minds consultants we, together, assess your possibilities and preferences. The conversation revolves around your long term career development. If we both feel Kramp could be a perfect step for you, we evaluate your fit with Kramp's company culture and way of working.

STEP 2 – Potential assessment

Your first interview will be with Eddie Perdok, CEO. He will assess your fit with the company and your potential in helping Kramp leap forward.

STEP 3 – Interview rounds

In a series of in-depth interview rounds Executive Board members of Kramp assess whether you qualify for a place in the Executive Leadership Program, and if so, which of the Senior Manager positions would be most suitable.

STEP 4 – Onboarding

After starting as Senior Manager at Kramp, HR and the Executive Board members will provide you with thorough coaching on the job to prepare you optimally for a leadership role within the company.

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KRAMP

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