

Elevate+

Logistics Track

Designing the AI-native
procurement organization

Afternoon Agenda

Thursday
September 17

14:05-14:35

Panel discussion: Volatility & AI in Logistics Sourcing

Moderator: Jacob Larsen

Panelists: Tomasz Widera (Zalando) and Karla Romero (Danfoss), Michael Blumentsev

14:35-15:15

Deep Dive : Strategic Sourcing with Zalando

- Intro by Tomasz from Zalando (5')
- Breakout sessions & presentations (25')
- Solution approach & outlook (10')

15:15-15:25

Coffee break

15:25-16:05

Deep Dive : Autonomous Sourcing with Danfoss

- Intro by Kasper from Danfoss (5')
- Breakout sessions & presentations (25')
- Solution approach & outlook (10')

16:05-16:15

Coffee break

Head back to main stage – **last session begins at 16:20**

Panel

Managing Volatility and AI in Freight Sourcing



**Tomasz
Widera**

Snr. Lead for
Packaging &
Transportation

Zalando



**Karla
Romero**

Head of Freight
Procurement

Danfoss



**Michael
Blumenstev**

Advisory &
Transformation -

Procurement &
Logistics Executive



**Jacob
Larsen**

Founder and former
Director of Digital
Procurement Maersk

Moneyball CPH

Panel Moderator

Workshop on Strategic Sourcing

Zalando



Tomasz Widera

Zalando Indirect Procurement
Senior Lead for Packaging & Transport



Zalando as Europe's leading online multi-brand fashion destination across B2C and B2B

ZALANDO AT A GLANCE



Bringing fashion to more than 26 countries

Europe's leading online fashion and lifestyle platform. B2C and B2B run on one shared technology platform — retail, partner business, ZEOS and SCAYLE.

62.5m

active customers

+18.3% year on year

+20.7%

group GMV growth

Q2 2026

€205m

adjusted group EBIT

+10.4% year on year

~€500bn

European fashion market

~3.5% Zalando today → >15% ambition

MEET YOUR HOST



Tomasz Widera

Senior Lead for Packaging & Transport
Zalando, since June 2022

- **Roots:** Born and raised in Wrocław, Poland — mechanical engineering and project management, Wrocław University of Technology
- **Career:** 18.5 years experience as Global Lead Buyer (Zalando, Bombardier, Alstom); automotive production transfers and cost improvement before that

Zalando Procurement Model: From tactical tendering to strategic optimisation

PHASE 0

Tactical

- Ops tendering, lane by lane
- No re-negotiation of price
- TMS data collection & market understanding

PHASE 1

Strategic

- Cost baseline built through tendering process
- Frame agreements & tender planning, clauses, SLAs, etc.

PHASE 2

Strategic & SRM

- Supply-base management
- Sustainability, QBRs, performance reviews
- Business synergies

PHASE 3

Strategic optimisation

- SRM at the centre
- Consolidation, supplier reduction, lean network
- Cost model per solution; digital, AI, resilience, risk mgmt.

WHAT STILL GETS IN THE WAY

01 Tender prep eats the cycle

Bid data was pulled from TMS and rebuilt in spreadsheets. Buyers spend their time on the wrong half of the job.

02 Rate beats TCO

Awards land on unit price, while service levels, add-ons, penalties and quality sit outside the evaluation.

03 Network logic, not lane logic

Historically, no sufficient way to model scenarios, capacity limits, supplier reduction or trade-offs across the network.

04 Time to market

Approx. 200 tenders a year across 26 countries. Projects and scenarios to be built and compared in days, not weeks.

Task

15’

Group discussion

Question 1:

What does strategic sourcing mean in your organization – and where does it stop being strategic?

Question 2:

What challenges do you observe in your own organization in making sourcing strategic, respectively in running complex, strategic freight tenders?

10’

Presentations

Let’s share what we’ve come up with.

What “freeing up your time” actually means

Project setup

Excel-like flexibility, set-up in minutes.

[illegible]

Scenario exploration

Model as fast as you can think of it.

Scenario	Total cost (USD)	Savings	Allocated suppliers
Baseline	132.15 M	—	17
Best price	118.94 M	+10.0 %	29
No change scenario	134.79 M	-2.0 %	17
max 10 suppliers	124.22 M	+6.0 %	10
max 10 suppliers, max 30% supplier changes	126.86 M	+4.0 %	10
🏆 Final award scenario	126.01 M	+4.6 %	15

Bid analysis

Data quality and reports, already done.

Tender summary – Round 2

Decision heading

Supplier 1 meets a best price opportunity of US\$ 8.65M, or US\$ 97K savings across the US\$ 4.76m baseline. (28.1%). This is a fairly low lowest bid view across all of lanes: 7/90 T2S.

The current baseline is held by Supplier 2 (34.6% of baseline), Supplier 1 (21.5%), Supplier 4 (21.1%) and Supplier 6 (24.9%). Capturing the full price opportunity would most substantial volume from these requirements, to service and award risk checks should accompany the commercial decision.

Data quality and comparability

All Round 2 bids contain a completed total bid as well as contributing volume element details: pickup, ocean FCL base, BAF, destination port, voyage fee, handling and chandler. Fixed cost per throughout, so total costs are comparable as actual volume in variable cost.

One material exception needs clarification before award. All Supplier 1 has new pickup and delivery charges on six BAF service lanes. Zero charges are otherwise consistent to port service lanes, where they are not applicable. The lowest bid on these lanes, six CROZ – FULB offers accounts for US\$ 42.4K of US\$ 42.4K, but cost premium if Supplier 1 is excluded. Other vessel information that these four service elements are genuinely included or deliberately not.

Supplier 1 offers no alternative strong Suppliers 2, 3, 4 and details cover all lanes. Suppliers 6 and 7 each cover 3R; Supplier 1 covers 37, Supplier 4 covers 12. Supplier 4 low average is therefore only confirmation of its limited bid scope, not all lane alternatives.

Supplier	Lanes bid	Lane coverage	Current volume (TEUs)	Cost on bid scope	Volume-weighted cost per TEU
Supplier 4	12	300	227	1,146,862 USD	5,051 USD
Supplier 6	40	150	730	4,053,566 USD	5,528 USD
Supplier 6	40	150	730	4,058,048 USD	5,549 USD
Supplier 6	39	150	730	3,918,209 USD	5,368 USD
Supplier 7	39	161	701	3,953,514 USD	5,642 USD
Supplier 1	37	160	682	4,458,774 USD	6,538 USD
Supplier 4	40	150	730	4,181,842 USD	5,681 USD

**Nobody should spend a week
formatting a bid sheet.**

Archlet bid sheets set up in minutes

Excel-like flexibility, structure carriers cannot break

Multiple sheets

Lookup sheets

Validation rules

Locked cells

Hidden items

Alternative bids

Ready in minutes

Spark Bid Sheet Creation Agent Planned Round 1

Round 1 not started

Project details & suppliers

When inviting new suppliers to Archlet, use your work email to inform them about the platform. This reduces email delivery issues and ensures suppliers log into the tool.

Set your project details

Please be aware that this information will be shared with suppliers.

Project name displayed to suppliers: Spark Bid Sheet Creation Agent

Organization name displayed to suppliers: Archlet

Main contact: Marco Krebs (marco.krebs@archlet.ch)

Currency: USD

Project description (Optional):

Write any high level information on your project structure and purpose that you would like to communicate to your suppliers. (max 5,000 characters)

Gating (Optional)

Suppliers must agree with a list of documents shared by you before accessing this project.

No gating added yet
Invited suppliers will have direct access to the project

Invite suppliers

Follow our guide on how to create and invite suppliers.

Invited suppliers contacts (0)

Your supplier contacts (907)

Search by supplier or contact

Advanced search + Create

3M Industrial Division (1) Active

Kevin Fitzgerald
kevin.fitzgerald@3m.com

3V Sigma (1) Active

Daniel Hernandez
3vsigma@archlet.ch

AA Mechacore Supply (2) Active

Luma Drasin
luma.drasin@amechacore.com

Start adding suppliers to participate in your project

1 Project details & suppliers 2 Questionnaire (Optional) 3 Bid sheet (Optional) 4 Documents (Optional) 5 Round schedule 6 Internal inputs

**Offers are in,
decisions are never only based on price.**

In freight, price is one input of many

Transit time, capacity constraints, concentration, switching costs

- Capacities
- Transit & frequency
- Switching costs
- Volume splits
- Allocation limits
- Stakeholder feedback

Scenario	Total cost (USD)	Savings	Allocated suppliers
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10+ scenarios

Median
modelled in Freight projects

27+ scenarios

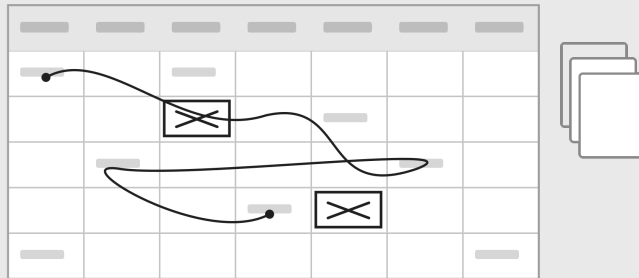
Top 5%
modelled in Freight projects

Three eras of scenario modelling

Before

Spreadsheets.

Huge effort, and rarely anywhere near optimal.



Then

Optimisation engines.

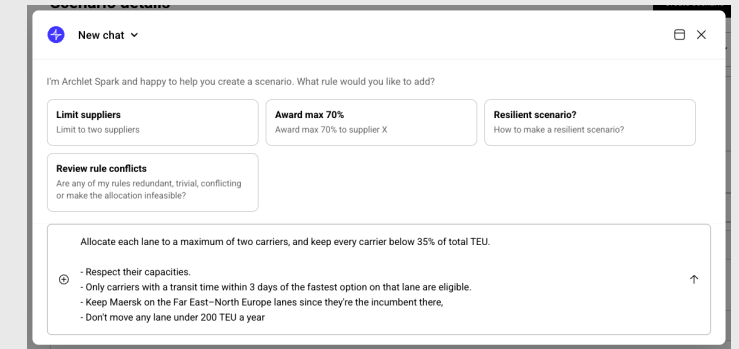
If you had a specialist, or the patience to model.



Now

You describe in plain words.

The engine does the rest.



Describe the scenario in plain English

Spark sets up the rules and assists with manually iterating on it.

Freight project

In progress

[← Back to Scenarios overview](#)

[Add scenario](#)

Scenario details

Scenario name

Scenario description (open)

Advanced settings

Allocation rules

0 rules configured

Freight project

In progress

My scenario

[← Back to Scenarios overview](#)

[Review and edit allocation](#)

Review and edit allocation

Discounts and capacities

Edit scenario rules

Total cost (USD)

477,430

Savings (USD)

22,663 (5%)

Allocated volume

99.3

Number of supplier changes

1,624

Allocated items

1%

Allocated suppliers

3

LaneID

All

Theater

All

Origin Region

All

Destination Location

All

Coast

All

Volume Range

All

Incumbent supplier

All

Change allocation

Item info

Bid info

Differences

Enhanced item name... + 1

Supplier name + 3

Total cost

vs

Select

show

Select

All

Version history

Import/Export

	Item info	Bid info				
☐	Enhanced item name	Forecast Vol	Supplier name	Primary/Alternate	↓ Total cost	Vc
☐	Usdry_547	29.91	Crowley	Primary	166,568.79 USD	Edit
☐	Usdry_172	19.55	Crowley	Primary	121,444.60 USD	Edit
☐	Usdry_899	51.07	Crowley	Primary	78,004.95 USD	Edit
☐	Usdry_848	8.12	Crowley	Primary	50,441.44 USD	Edit
☐	Usdry_831	158	ZIM Integrated Shi...	Primary	48,458.40 USD	Edit
☐	Usdry_792	1	Crowley	Primary	7,412.00 USD	Edit
☐	Usdry_1116	1.81	CMA CGM (Americ...	Primary	4,615.50 USD	Edit
☐	Usdry_1104	0.9	CMA CGM (Americ...	Primary	484.50 USD	Edit
	Overall	404,385	3 suppliers	Primary	477,430.18 USD	

New chat

Beta

I'm Archlet Spark and can help you inspect and update allocations for this scenario. What would you like to do?

Find savings

Show me the items that are not on their cheapest bid and what switching would save

80/20 split

Allocate 80% to the cheapest supplier and 20% to the second-cheapest

Import from Excel

Upload a spreadsheet with items as rows and suppliers as columns

⊕

Ask Spark anything

↑

And Spark keeps an eye on the data

Before you build a strategy on top of it

Flags what looks wrong

Data quality issues detected proactively and in seconds.

Show how everyone bid

Where the spread is, where incumbents are exposed, who is genuinely competitive.

Builds the report

Interactive, formatted
For you, and ready to share with stakeholders.

Tender summary – Round 2

Decision headline

Round 2 creates a **best-price opportunity** as the current business is held by **Supplier 3** (away from those incumbents, so service an

Data quality and comparability

All Round 2 bids contain a computed total c throughout, so total costs are comparable s

One material exception needs clarification l are commercially plausible. Supplier 1 is th confirmation that these door-service eleme

Supplier coverage is otherwise strong: Supp representative of its limited bid scope, not s

Supplier	Lanes bid
Supplier 4	12
Supplier 5	40
Supplier 2	40
Supplier 6	39
Supplier 7	39
Supplier 1	37
Supplier 3	40

Supplier	Bid Items	Item coverage
Supplier Test 23	2	
Supplier Test 38	21	
Supplier Test 9	12	
Supplier Test 13	49	
Supplier Test 35	14	
Supplier Test 40	24	
Supplier Test 34	12	
Supplier Test 27	79	
Supplier Test 31	11	
Supplier Test 15	17	
Supplier Test 24	7	
Supplier 3	2	
Supplier Test 18	3	
Supplier Test 20	25	
Supplier Test 26	2	
Supplier 8	13	
Supplier 2	2	
Supplier Test 22	4	

Supplier	China (27 Items)	Thailand (21 Items)	Australia (15 Items)	Pakistan (12 Items)	Vietnam (12 Items)	New Zealand (10 Items)	Saudi Arabia (8 Items)	Egypt (7 Items)
Supplier_J	100.00	100.00	100.00	100.00	100.00	100.00	100.00	100.00
Supplier_T	100.00	100.00	100.00	91.67	100.00	100.00	100.00	100.00
Supplier_AA	88.89	71.43	100.00	100.00	100.00	100.00	100.00	100.00
Supplier_J	100.00	66.67	100.00	100.00	0.00	100.00	100.00	100.00
Supplier_V	85.19	85.71	100.00	91.67	58.33	100.00	62.50	100.00
Supplier_P	88.89	85.71	100.00	58.33	66.67	100.00	87.50	100.00
Supplier_F	33.33	100.00	100.00	0.00	100.00	100.00	100.00	100.00
Supplier_X	88.89	85.71	100.00	0.00	66.67	100.00	62.50	100.00
Supplier_D	44.44	71.43	100.00	91.67	58.33	100.00	75.00	100.00
Supplier_H	74.07	71.43	60.00	100.00	50.00	50.00	100.00	100.00
Supplier_K	44.44	71.43	100.00	91.67	41.67	100.00	75.00	100.00
Supplier_E	48.15	57.14	73.33	0.00	83.33	30.00	25.00	100.00
Supplier_G	88.89	9.52	80.00	0.00	16.67	0.00	0.00	71.43
Supplier_W	0.00	28.57	100.00	25.00	0.00	100.00	75.00	100.00
Supplier_Z	0.00	0.00	73.33	100.00	0.00	80.00	0.00	100.00
Supplier_L	40.74	57.14	46.67	0.00	0.00	20.00	0.00	0.00
Supplier_U	0.00	85.71	73.33	0.00	0.00	0.00	0.00	0.00
Supplier_Q	0.00	0.00	40.00	0.00	75.00	0.00	75.00	100.00
Supplier_AO	0.00	0.00	26.67	50.00	0.00	0.00	50.00	100.00
Supplier_S	0.00	0.00	0.00	0.00	0.00	0.00	75.00	100.00

Workshop on Autonomous Sourcing

Danfoss



Kasper Noes

Global Freight Procurement
Senior Manager Air, Express & Ocean



Danfoss in brief



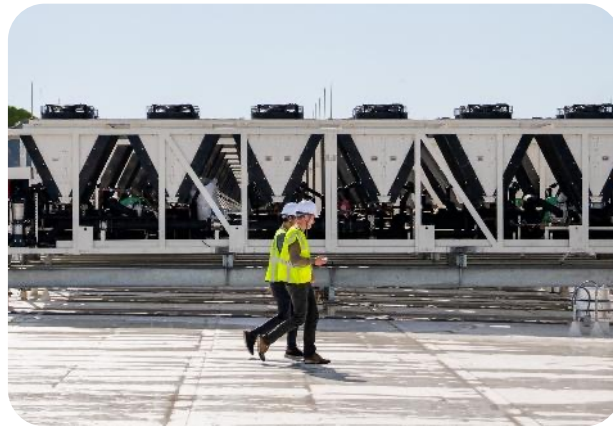
We engineer solutions that increase machine productivity, reduce emissions, lower energy consumption, and enable electrification.

Business segments



Danfoss Power Solutions

Full solutions across mobile and industrial hydraulics, fluid conveyance and data centers applications, electrification, and software.



Danfoss Climate Solutions

Energy-efficient heating, cooling, and heat recovery solutions for industrial applications, buildings, infrastructure, data centers and the cold chain.



Danfoss Power Electronics and Drives

Power semiconductor modules, variable speed drives, and power conversion solutions engineered to enable electrification, and enhance energy efficiency and productivity across industries.

Worldwide sales

Americas
36%

Europe
40%

Asia Pacific
24%

Global sales

EUR 9.4b

Employees worldwide

39,353

As per annual report 2025

Danfoss Freight Procurement

Moving from transaction execution to governance and strategy



Global Freight Procurement

Global Freight Procurement owns the framework

Contracts • Rates • Transit Times •
Supplier Management • Performance • Governance

Today

Highly manual execution

Manual spot quotes • Manual rate creation •
Procurement heavily involved • Limited visibility •
Repeated manual processes

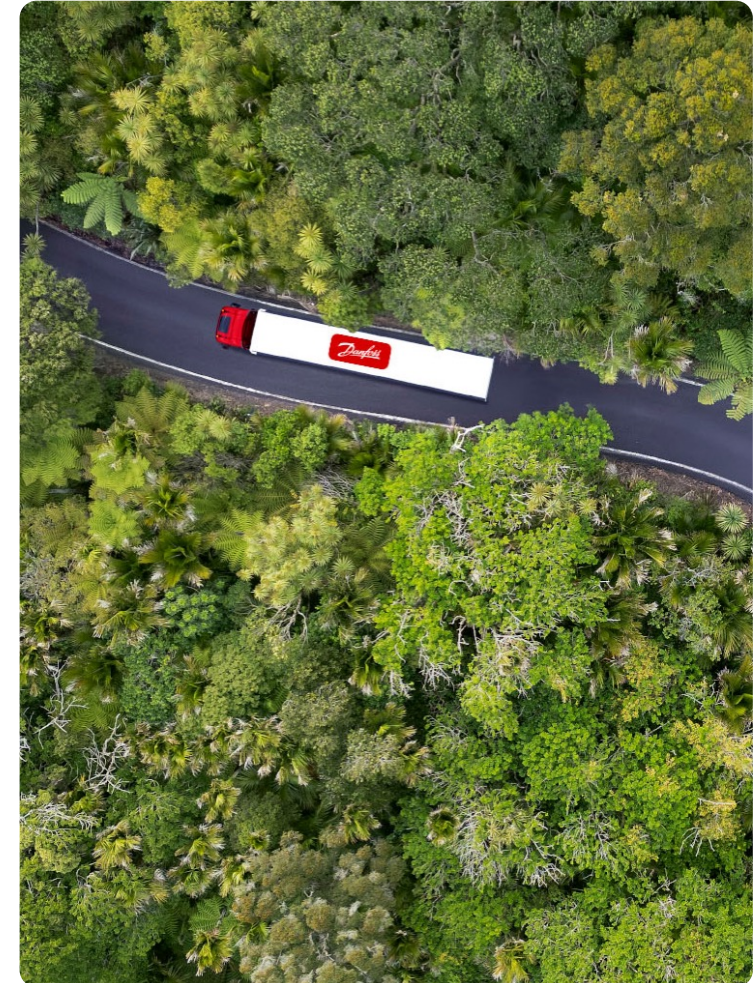
Procurement owns the framework,
execution remains in the operations.

Tomorrow

Automated execution

Guided self-service • Automated lane creation •
Procurement manages exceptions • Full
transparency • More freight on contracted solutions

Procurement shifts from execution to
governance and strategy.



Task

15'

Group discussion

Question 1:

Which parts of your freight sourcing could run without a human – and which must not?

Question 2:

What stops you from automating those parts today – and what would change that?

10'

Presentations

Let's share what we've come up with.

Challenges that we see

Spot buying is highly manual

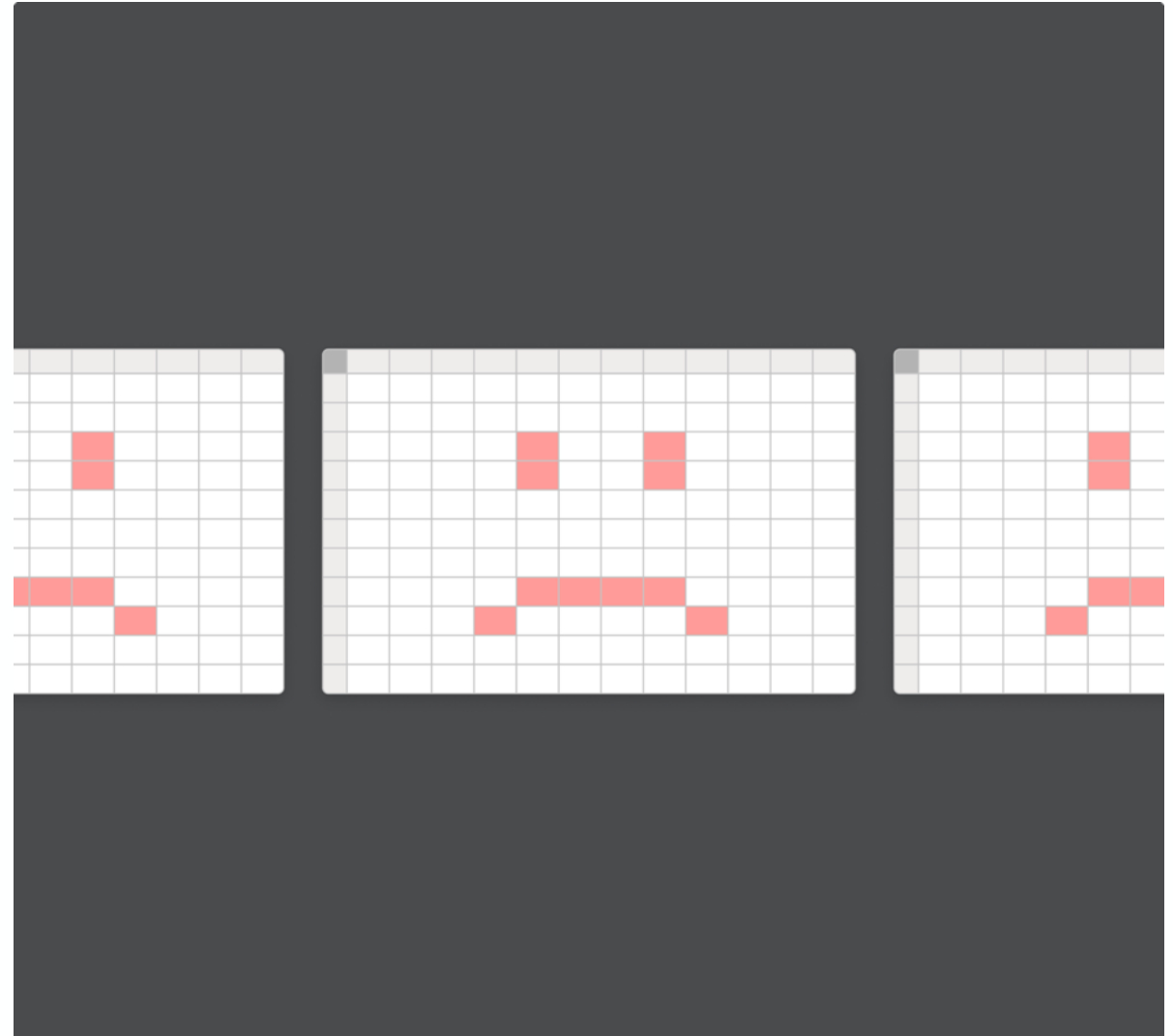
Handled over email by dedicated teams acting on behalf of stakeholders - including for lanes that are already under contract.

Lack of visibility

No clear view into how many spot requests are open, or which lanes they cover.

Lack of competition

Because it's manual, only 1-2 suppliers get invited per spot - instead of opening it up to the broader market.



How we solve it

 Projects Dashboard Tasks Suppliers Admin

?

JM

Archlet Demo

Jakob M

Live 20

Test 17

Search

Project status

Reset filters

+ Create project

ID	Project name	Project status	Main contact	Project type	Latest round	Latest round start date	Latest round deadline
PRJ-76	Industrial Degreaser Supply – DE04	In progress	Jakob Blue	Spot	Round 1	September 15, 2026 at 10:18 PM	September 18, 2026
PRJ-74	Industrial Degreaser – Material 4309999	Planned	Jakob Blue	Spot	Round 1		September 18, 2026
PRJ-7	RFP setup testing	In progress	Jakob M	RFQ	Round 1	February 2, 2026 at 2:35 PM	September 4, 2026
PRJ-70	Shanghai to Baltimore 20ft FCL Spot Buy	In progress	Jakob M	Spot	Round 1	August 28, 2026 at 4:29 PM	September 4, 2026
PRJ-69	Industrial Degreaser Spot Request – DE04	Planned	Jakob M	Spot	Round 1		September 4, 2026
PRJ-67	Shanghai to Rotterdam FCL Spot Buy	Planned	Jakob M	Spot	Round 1		
PRJ-66	MRO Spot Request – Material 4357299	Planned	Jakob M	Spot	Round 1		September 1, 2026
PRJ-65	FCL Spot Buy – Istanbul to Baltimore	Planned	Jakob M	Spot	Round 1		September 3, 2026
PRJ-54	MRO Tools and Maintenance Materials RFQ	Planned	Jakob M	Spot	Round 1		September 1, 2026
PRJ-47	Rotterdam to Shanghai Ocean Freight Spot Request	In progress	Jakob M	Spot	Round 1	August 13, 2026 at 12:43 PM	August 14, 2026 at
PRJ-27	Dutch auction demo December	In progress	Jakob M	eAuction	Round 1	December 9, 2025 at 4:26 PM	
PRJ-26	Dutch auction demo - Dec 9th	In progress	Jakob M	eAuction	Round 1	December 9, 2025 at 1:30 PM	
PRJ-24	Auction test 123	Planned	Jakob M	eAuction	Round 1		

Columns

Filters

Export

Page Size: 20

1 to 20 of 20

Page 1 of 1

How we solve it

Archlet

Shanghai to Miami FCL Spot Buy

In progress

Projects > PRJ-79 > Dashboard

Round 1 ends in 6 days

Archlet Demo Jakob Manz

Submissions

Participation

Search

Request approvals

Download all

Edit round

Spark recommendation

RECOMMENDED

Spark recommends BlueRoute Transport — lowest all-in landed cost at a competitive transit time. Review and confirm to award.

Award BlueRoute Transport

Suppliers	BlueRoute Transport	Supplier Alpha	Supplier Beta
	Participating	Participating	Not logged in yet
	Award	Award	Award
Total cost	3,250.00 USD	3,585.00 USD	3,830.00 USD
Shanghai → Miami · Containers 1	3,250.00 USD	3,585.00 USD	3,830.00 USD
Buyer columns - From bid sheet			
Lane: Shanghai, China → Miami, United States · Containers: 1 · Origin Port: Shanghai, China · Destination Port: Miami, United States · Container Type: FCL – equipment to be quoted · Cargo Description: FCL ocean freight spot buy			
Destination Charges	420.00 USD	455.00 USD	500.00 USD
Ocean Freight	2,450.00 USD	2,720.00 USD	2,980.00 USD
Origin Charges	380.00 USD	410.00 USD	350.00 USD
Transit Time (days)	28	24	22
Comments	Rate valid 14 days, weekly sailing	Includes customs documentation handling	Fastest transit, premium service
Supplier details			
Documents	1		0

NEXT Connection to rate management

ProjectsTasksSuppliersRatesAgent

?

TG

Rate repository

Contracted rates and rate cards available across the organization.

Import rate card

New rate card

LOGISTICS

Ocean freight

Contracted FCL rates from APAC origins to EU & US destinations.

48 lanesValid until Dec 2026

View

Update

LOGISTICS

Air freight

Global airport-to-airport rates with fuel & security surcharges.

31 lanesValid until Sep 2026

View

Update

LOGISTICS

Road freight

European FTL & LTL rates across primary lanes and dedicated runs.

112 lanesValid until Jun 2026

View

Update

SERVICES

IT consulting

Day-rate framework agreements across nearshore & onshore vendors.

9 vendors · 4 rolesValid until Mar 2027

View

Update

PACKAGING

Cardboard packaging

Corrugated boxes, partitions & inserts with index-linked pricing.

26 SKUsValid until Nov 2026

View

Update

https://jasihf9pq8h89fihasiufasdf-9asfsahdf93.lovable.app/rates/road-rates

NEXT Agent-only experience for requestors and

ProjectsTasksSuppliersRatesAgent

Ask Spark

?

TG

Spot requestsSourcing events

Q Search

+ Create project

Start a request

Pick the workflow that fits — Spark guides you through the rest.

Ocean freight

FCL / LCL lane quote

Air freight

Airport pair, by weight

Road freight

FTL / LTL lane quote

Packaging

Cartons, film, labels

Something else

Spark scopes it with you

Planned1Active4Completed1

ID	PROJECT NAME ↑	PROJECT STATUS	MAIN CONTACT	PROJECT TYPE	CATEGORY	INITIATED IN	DATE
⋮ PRJ-00002	Ocean Freight Shanghai - Hamburg FCL	Active	Alina Heimgartner	Agent	Logistics	Archlet	January 20, 2026
⋮ PRJ-00006	Packaging Materials - Eco Cartons	Active	Jakob Manz	Agent	Packaging	Microsoft Teams	January 23, 2026
⋮ PRJ-00007	MRO Spare Parts - Conveyor Belts	Active	Lukas Wawrla	Agent	MRO	Oro Intake	January 25, 2026
⋮ PRJ-00008	Indirect - IT Hardware Refresh	Active	Patrick Langenbucher	Agent	Indirect	Microsoft Teams	January 26, 2026

Ready to change the way you source?