



#VACANCY



**CCO**

Board-level position at a 1 billion euro revenue, fast-growing market leader in the midst of their transformation from a traditional business into a digital-first multinational

# AN INCREDIBLE GROWTH STORY



Kramp is one of the hidden gems of the Dutch business world. Due to their B2B focus, consumers are often unfamiliar with Kramp and their incredible success. The decisiveness and entrepreneurship of this family business has ensured their position as the market leader in Europe. And because of early digitalization, Kramp is getting ahead of their competitors a little more every day. *The winner takes it all.*

Kramp is the leading supplier of parts for the agricultural sector. Based in Varsseveld in the East of the Netherlands, present throughout Europe.

The company offers an impressive range of 500,000 SKUs. If a tractor or other equipment breaks down, Kramp delivers the right replacement parts the next morning before 8 AM. This ensures the agricultural mechanization business and its customers, the farmers, can always continue their work. Nearly all of Europe is covered from 11 distribution centres.

With over 3,000 employees, Kramp will generate a turnover of 940 million Euros in 2020. Kramp started the process of digitizing a large part of their operation at an early stage. As a result of their leading online position the company is currently accelerating its growth.

In e-commerce, the old adage rings true: the winner takes it all. A larger assortment means more customers. Higher volumes lead to more competitive pricing. Higher turnover means more room for investment. Which in turn leads to a technological edge that is difficult for other players to overcome. This has generated an upward spiral of strong organic growth, completed by an international buy & build strategy which even further strengthens Kramp's position as the market leader in Europe.

It's that easy.

# LEAD THE TRANSFORMATION

## THE VALUE CHAIN IS CHANGING

Kramp is the dominant channel in the value chain from manufacturers to dealers to farmers. As transactions increasingly move online, the role of the dealers becomes more and more service-oriented and value-adding. Kramp is an important enabler for the dealers in their transformation. Also, the direct relationship with farmers becomes crucial.

## ACCOUNT MANAGEMENT IS ADAPTING

The relationship between Kramp and the dealers becomes more and more based on co-creating value as the nature of account management changes. The process of order intake and stock management is increasingly automated by means of ERP integrations and other digitalisation. Helping the dealers in their process of transformation is where Kramp fulfills its mission as industry leader.

## KRAMP IS EVOLVING

It was many years ago that Kramp took the lead in the process of digital transformation. Since then, the company has evolved from a traditional wholesaler into an innovative e-commerce multinational connecting all partners in the end-to-end value chain. And still it is founded on the same tight and personal relationships.

## THE PLAYING FIELD IS EXPANDING

Kramp has identified several growth opportunities in its strategy 2025, one of which is the expansion into adjacent spare parts markets and industries.

## THE CCO IS AT THE HEART OF THE TRANSFORMATION

The CCO takes the lead in striking the right balance between on-line business and off-line relationships. Managing the synergy between e-commerce and account management. This is a highly impactful role as board member that stretches far beyond the commercial boundaries of sales management.



It's that easy.



# Company profile FIGURES 2019

€ **>872<sub>M</sub>**

TURNOVER

**6.1%**

GROWTH

**32<sub>M</sub>**

INVESTMENTS

**>40<sub>K</sub>**

CUSTOMERS

**4.1**

SATISFACTION (SCALE 1-5)

**>302<sub>K</sub>**

ONLINE VISITORS WEEKLY

**>500<sub>K</sub>**

PARTS

**<232<sub>M</sub>**

ON STOCK

**98.8%**

DELIVERED ON TIME

**>750<sub>K</sub>**

SHELF LOCATIONS

**>120<sub>K</sub>**

ORDER LINES PER DAY

**>7.5<sub>K</sub>**

METRES ROLLER CONVEYOR

**22**

SALES OFFICES

**11**

DISTRIBUTION CENTRES

**>3,000**

EMPLOYEES (FTE)

RETAIL CONCEPTS

ONE-STOP-SHOP

FAST DELIVERY

ONLINE SERVICES

INNOVATIVE SERVICES

MULTI BRAND

SHARING KNOWLEDGE

MOBILE SOLUTIONS

ADDED VALUE

## CORE VALUES



CUSTOMER FIRST



TOGETHER



ENGAGED



ENTREPRENEURSHIP



**CEO**  
Eddie Perdok

**CFO**  
Hans Scholten

**COO**  
Martijn Bonte

**CCO**  
Mario Babic

**CDO**  
Arnoud Klerkx

**CHRO**  
Andrea Bodstein



It's that easy.

# VACANCY: CCO

## POSITION

The board at Kramp consists of 6 people. The CCO is responsible for Account Management, Sales Development, Branding, Product Management and Procurement. This scope covers roughly 1/3 of the people working at Kramp.

## PURPOSE OF THE ROLE

The CCO executes the digital transformation of the sales and service organisation in the coming years, working with the COO and CDO in an essential triangle around the customer, aligning commerce with operations and digital.

## SUCCESS FACTORS

The top priorities and as such success factors in this role are currently:

### 1. Growth

Growing the business and expanding it to adjacent (after sales) markets.

### 2. Transformation

Co-leading the digital transformation, which extends beyond e-commerce but includes the implementation of data-driven decision making in addition to intuitive entrepreneurship.

### 3. Customer value

Creating an end-to-end value stream for Kramp's customers. The CCO manages all partners in the value chain, from suppliers via strategic procurement and product management to partners to customers. And all of this needs to be farmer-centric, because Kramp exists to enhance the life and business of the farmer.

### 4. Network

The CCO is a strong connector who thrives on building personal relationships with customers, suppliers, partners and international stakeholders.

It's that easy.

# RESPONSIBILITIES

The responsibilities of the CCO can be described by the scope of the 7 direct reports.

## 1. Region Commercial Director (3x)

Together, the 3 Region Commercial Directors are responsible for 24 countries. With these Directors, there is a close collaboration to monitor performance and resolve issues in the commercial operation.

This is the heart of the business, where Kramp meets its customers on a daily basis. This is also the heart of the digital transformation, renewing the way of working of account management into a more data-driven process. There is a split reporting line from the country organizations. The Commercial Director reports to the CCO, the Operations Director in each country organization to the COO.

## 2. Director Sales Development ([vacancy](#))

The Director Sales Development is responsible for continuous and long-term strategic sales development, developing new client segments, developing partnerships with OEMs, fostering a strong retail channel, optimising the OEM business, creating innovative value-adding Business Solutions and leading an effective Internal Sales Academy.

## 3. Director Product Management ([vacancy](#))

The goal of the Director Product Management is to achieve maximum return and profitability for Kramp's extensive product range. Together with the CCO, he/she develops a strategy that will provide a profitable and competitive assortment by developing a strong product lifecycle, best-practice product management and optimisation.

## 4. Director Marketing

Marketing within the CCO domain covers the Kramp brand, campaigns and sales support. Marketing is also responsible for the own brand product line, accounting for 10% of total revenue.

## 5. Director Procurement

Together with the Director Procurement, the CCO is responsible for Strategic Supplier Management, strengthening and professionalising the relationship with suppliers. Procurement takes care of the commercial negotiations so that Operational Purchase (reporting to the COO) can order the needed goods at the right time.



It's that easy.

# CANDIDATE PROFILE

**Connector**

The relationship component of B2B commerce is of existential importance to Kramp, with both customers as well as suppliers

**Online savvy**

Deep knowledge of the e-commerce industry is essential. At least a proven trackrecord in embracing and driving change

**Strategic change agent**

Leading a transformation at board level requires a bold dot at the horizon and the organisational sensitivity to push and pull

**Analytical**

Data-driven management asks for strong analytic skills and a well developed skill for abstract thinking with pragmatism

**Team player**

The board operates as a tight team, valuing debate and openness as well as kindness, diversity and inclusion

**Seasoned**

Candidates for this role are highly experienced and have had one or more commercial board level positions at a multinational

It's that easy.



# CONTACT



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