

# ELENA RODRIGUEZ-SANTOS

Global Head of Supply  
Chain — Consumer Goods

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## Skills

- S&OP
- Demand Planning
- Strategic Sourcing
- Sustainability
- Network Design
- AI/ML Supply Chain
- Procurement
- Change Management

## Education

### MBA

IE Business School, Madrid  
2012

### MSc Industrial Engineering

UPC Barcelona  
2004

### BSc Industrial Engineering

UPC Barcelona  
2002

## Professional Summary

Strategic supply chain executive with 20 years of global experience in FMCG and consumer goods. Led end-to-end supply chain operations spanning 30+ countries with annual procurement spend of €2.5B. Expert in S&OP, demand planning, sustainable sourcing, and logistics network optimization. Delivered €450M in cumulative supply chain savings. MBA from IE Business School, MSc Industrial Engineering from UPC Barcelona.

## Experience

### Global Head of Supply Chain

*International Consumer Goods Group, Barcelona*

August 2019 – Present

- End-to-end accountability for supply chain operations serving 180M consumers across 35 markets with €6.2B annual revenue.
- Led network redesign consolidating 22 distribution centers to 15, reducing logistics costs by €85M annually while improving service levels.
- Drove sustainability transformation achieving 40% reduction in supply chain carbon emissions through route optimization and supplier engagement.
- Implemented AI-driven demand sensing platform improving forecast accuracy from 68% to 91%, reducing waste by €120M.
- Managed a global team of 1,200 supply chain professionals across Europe, Americas, and Asia-Pacific.

### VP Procurement & Strategic Sourcing

*European FMCG Corporation, Amsterdam*

March 2014 – July 2019

- Directed €2.5B annual procurement spend across raw materials, packaging, and indirect categories.
- Negotiated strategic supplier partnerships delivering €180M in annual savings while improving quality KPIs by 25%.
- Led the company's transition to 100% sustainable palm oil sourcing, a first in the industry.
- Established a procurement innovation lab piloting blockchain for supply chain traceability across 5 commodity categories.

### Director, Logistics & Distribution

*Premium Beverages International, Madrid*

January 2009 – February 2014

- Managed all logistics operations for Southern Europe and Latin America, overseeing 8 distribution centers and 350+ vehicles.
- Reduced cost-to-serve by 22% through warehouse automation, route optimization, and carrier consolidation.
- Led the implementation of a pan-European transportation management system across 12 countries.