# Intelligent Industry
## *Summit 2025*

**Recap & Insights**



Intelligence, *meet* industry.

Capgemini

# Reindustrialization & Scaling: From Vision to Execution

Held on 22 May 2025, the Intelligent Industry Summit brought together over 200 senior leaders, strategists, and innovators from across Europe to address one of the most urgent industrial challenges of our time: how to scale digital transformation and reindustrialization in a world shaped by geopolitical uncertainty, labor shortages, and the imperative for sustainability.

The summit was hosted by Marcel van de Griend, who guided the day with a clear message: the time for pilots is over. The future of industry lies in scaling intelligent, sustainable, and resilient solutions—now.

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**Keynote 1 – Marc Teerlink: The AI-Powered Future**

**Dr. Marc Teerlink**, is Executive Partner & CTO at Data to Dollars, and former Chief AI Strategist at IBM Watson and SAP. He is a globally recognized thought leader in AI strategy and digital transformation.

In his keynote, Marc issued a bold challenge:

"We have 48 hours. Not literally, but figuratively. The time for pilots is over."

He emphasized that Europe stands at a crossroads. While the continent has the talent, infrastructure, and values to lead, it lacks the scale and speed to compete with the U.S. and China in the AI race. His call to action was clear: think bigger, act faster, and lead smarter.

**Key takeaways:**

- Europe must act boldly and collaboratively to lead in AI, moving beyond pilots to scalable platforms.

- Re-industrialization in the AI era requires digitizing operations, reskilling the workforce, and building ecosystems.

- Leadership in AI is about orchestrating people, platforms, and purpose—not just understanding the tech.

Marc also highlighted Europe's hidden strengths: a highly educated workforce, strong social infrastructure, and a growing ecosystem of AI innovation. But to unlock this potential, Europe must invest in scale, capital markets, and bold policy frameworks.

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**Keynote 2 – Pieter Dejonghe: Holistic Digitalization**

**Pieter Dejonghe**, is Local Field CTO at Siemens Benelux and a seasoned leader in industrial digital transformation.

Pieter's keynote focused on the operational side of scaling. He emphasized that digital transformation is not just about technology—it's about integration. IT/OT convergence, end-to-end digital continuity, and strategic partnerships are essential to move from isolated innovation to enterprise-wide impact.

He shared Siemens' approach to building scalable, sustainable industrial systems and highlighted the importance of aligning digital strategy with business outcomes.

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**Breakout Sessions: Three Lenses on Governance**

The summit featured three deep-dive breakout sessions, each exploring a different dimension of how to govern and scale technology in the face of strategic pressure, workforce challenges, and budget constraints.

**Smart Assets – Thijs Schuring (TenneT) and Bertrand Stoeten (Gasunie)**

**Thijs Schuring**, is Head of Maintenance Strategy at TenneT, responsible for digital asset management across onshore and offshore infrastructure.

Thijs shared how TenneT is using digital asset management to accelerate the energy transition. By integrating IT and OT systems, TenneT is improving asset performance, reducing downtime, and enabling smarter investment decisions. His session highlighted the importance of data-driven maintenance and lifecycle optimization in critical infrastructure.

Bertrand Stoeten, is Program Manager of "Managing Assets Digitally" (MAD) at Gasunie, where he leads the digital transformation of asset management across one of the Netherlands' most critical energy infrastructure providers.

In the Smart Infrastructure breakout session, Bertrand shared how Gasunie is modernizing its asset management approach to meet the demands of the energy transition. His presentation focused on the MAD program, which aims to digitize the full lifecycle of Gasunie's assets—from planning and construction to maintenance and decommissioning.

Bertrand's contribution grounded the summit's broader themes in the operational realities of a high-stakes, capital-intensive sector. His message was clear: digital asset management is not a luxury, it's a necessity for resilience, safety, and long-term value creation.

**Supply Chain – Prof. Dr. Laurens Sloot (EFMI) Steven van der Krogt (Albert Heijn)**

**Prof. Dr. Laurens Sloot**, is Professor of Retail Entrepreneurship at the University of Groningen and co-author of the EFMI & Capgemini study on productivity in the food sector.

Laurens presented compelling data showing that:

- 60% of the expected output growth in the food sector will come from technology.

- Labor shortages are structural, especially in operational roles.

- Companies are increasingly relying on AI, robotics, and data intelligence to bridge the productivity gap.

His research underscored the urgency of investing in automation and digital skills, particularly in sectors facing demographic pressure and tight labor markets.

**Steven van der Krogt**, is Vice President of Supply Chain Development at Albert Heijn, leading logistics innovation across one of Europe's largest retail networks.

Steven demonstrated how Albert Heijn is using data, automation, and mechanization to build a more resilient and scalable supply chain. From warehouse robotics to predictive logistics, his session showed how technology can unlock flexibility and efficiency in complex networks.

### Digital Manufacturing – Arno Flapper (Mars-Wrigley)

**Arno Flapper**, is Director of Digital Operations at Mars-Wrigley Europe, leading the transformation of legacy factories into smart manufacturing hubs. Arno shared how Mars is transforming its brownfield factories into intelligent, scalable operations. His approach centers on four principles: **simplify, optimize, standardize, and scale**.

He outlined Mars' digitization journey—from operator-driven processes to predictive, AI-powered "dark factories." Using edge computing, low-code platforms, and digital twins, Mars is deploying modular apps across sites, guided by the 70-20-10 rule: 70% standardization, 20% localization, 10% innovation.

Arno emphasized that scaling isn't just about tech—it's about mindset. Success depends on empowering teams, simplifying processes, and continuously improving through user feedback.

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### Reindustrialization as a Sustainability Lever

The summit reinforced that reindustrialization is not just about economic resilience, it's a path to sustainability:

- 73% of companies see it as a driver of sustainable production.

- 50% say their climate goals depend on successful reindustrialization.

- Digital technologies reduce emissions, enable circular value chains, and support ESG compliance.

From energy-efficient factories to localized supply chains, the message was clear: sustainability and competitiveness go hand in hand.

### Conclusion: From Potential to Platform

The Intelligent Industry Summit 2025 made one thing clear: Europe has the potential to lead the next industrial era. But potential alone is not enough. As Marc Teerlink concluded:

"We've talked long enough about potential. It's time to turn that potential into power. Into platforms. Into prosperity."

The challenge now is to scale—intelligently, sustainably, and together.

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