

PROCUREMENT HAS MOVED BEYOND SAVINGS-IT'S ABOUT SHAPING THE BUSINESS

An Interview with Rodrigo Dutra, Head of Procurement LATAM at Galderma

With more than 25 years of procurement leadership across global organisations like Unilever, Johnson & Johnson and Colgate-Palmolive, **Rodrigo Dutra** brings both depth and perspective to his current role as **Head of Procurement for Latin America at Galderma**. From building a data-driven function to shaping a culture of empowerment and innovation, Rodrigo has been on a mission to reposition procurement as a **strategic growth enabler**. We sat down with him to discuss how his team is redefining value creation, embedding ESG principles, and driving digital transformation across one of Galderma's most dynamic regions.

Rodrigo, can you start by giving us a sense of Galderma's footprint in South America and the role procurement plays within it?

South America is a key strategic region for Galderma. Brazil, in particular, is one of our top three global markets and home to one of only four manufacturing plants worldwide a facility that exports to every continent.

Our procurement team sits right at the intersection of that ecosystem. We support

three major business units; Injectable Aesthetics, Dermatological Skincare, and Therapeutic Dermatology, ensuring operational excellence and continuity of supply. But more importantly, procurement here has evolved from a transactional role to a strategic partner that supports growth, innovation, and sustainability.

You've held senior roles across multiple industries. How have those experiences shaped your approach to procurement leadership at Galderma?

Working in different sectors from aviation to consumer goods taught me that procurement's true value lies in its ability to adapt to business context. Each market brings unique challenges, but the fundamentals are universal: transparency, partnership, and data-driven decision-making.

At Galderma LATAM, we apply those fundamentals to a diverse and fast-changing region. My focus has been on empowering local teams with autonomy and intelligence creating a culture where



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people feel confident making strategic decisions rather than waiting for top-down approval.

What have been the key priorities for your procurement transformation in LATAM?

Our transformation started with four pillars.

First, people development - investing in technical and leadership capabilities to create a truly agile, high-performance team.

Second, process optimization - simplifying governance, automating repetitive tasks, and strengthening category management.

Third, data and digitalization - ensuring we have real visibility over spend, performance, and supplier risk.

And finally, stakeholder alignment - positioning procurement as a trusted advisor. We built strong relationships with commercial, marketing,

supply chain, and finance teams so that our objectives are fully integrated into the business strategy.

What’s the culture you’re trying to build within the procurement function?

A culture of trust, autonomy, and accountability.

We encourage our teams to act like business owners. They have the freedom to make decisions and the responsibility to make them count. That empowerment

fosters engagement and creativity.

We also prioritise open communication and continuous learning. Mistakes are part of innovation; what matters is how quickly we learn from them. Recognition and reward programmes reinforce that high-performance mindset celebrating not just results, but behaviours that embody our values.

Galderma’s LATAM procurement team

consistently exceeds its KPIs. What do you attribute that success to?

It really comes down to our people and how they work. We’ve built a motivated and skilled team that understands both category strategy and business priorities.

They’re empowered to act quickly, guided by data and clear governance. That balance between autonomy and structure has been crucial.

We also benchmark continuously not just against global Galderma teams but against top players in the local market. Staying connected to external best practices keeps us sharp.

The result is year-on-year improvement in cost optimisation, process efficiency, and stakeholder satisfaction.

Can you share an example of a major initiative that created tangible value?

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A good example was the review of our procurement operations across LATAM. We mapped processes end-to-end, identified overlaps, and consolidated resources where possible.

That exercise not only reduced costs but also improved agility and decision-making. It allowed us to allocate talent where it adds the most value, while improving the quality of deliverables.

Another initiative I'm proud of was the complete renewal of our vehicle fleet. By partnering with a new supplier, we replaced all vehicles with hybrid or flex-fuel models running exclusively on ethanol. That move achieved a 100% reduction in CO² emissions for this category making Brazil a global benchmark within Galderma for sustainable fleet management.

Speaking of sustainability — how are ESG principles integrated into your procurement strategy?

ESG is embedded in our DNA. We have a global supplier training programme that evaluates and monitors ESG compliance, and we've adapted that framework

for the LATAM context.

Locally, I also sit on Galderma Brazil's ESG Committee, which drives initiatives aligned with the company's global sustainability goals from carbon reduction to supplier diversity.

Of course, challenges exist ensuring consistent data collection, balancing cost with ESG standards but those are opportunities to innovate. The more we collaborate with suppliers on sustainability, the stronger our partnerships become.

Let's talk about technology. What role is digital transformation playing in LATAM procurement?

Technology is at the core of how we operate. Together with our IT partners, we've automated repetitive processes, improved reporting, and developed dashboards that give us real-time visibility of performance.

Artificial Intelligence and analytics are enhancing decision-making helping us forecast trends, manage categories more strategically, and make procurement more predictive than reactive.

But I always emphasise: technology is only powerful when it serves people. We invest in tools, but we invest even more in our team's ability to use them effectively.

Looking ahead, what digital innovations do you believe will shape procurement's future?

There are several. AI will drive personalization and predictive analytics, helping us anticipate risks and opportunities. Blockchain can strengthen transparency and traceability in supplier transactions. Augmented and virtual reality will support immersive factory and product evaluations.

But the biggest shift will be in user experience making procurement simple, intuitive, and self-service for internal stakeholders. When procurement feels seamless, it accelerates everything.

Procurement success depends heavily on stakeholder trust. How do you maintain that confidence internally and externally?

Transparency and consistency. We hold regular touchpoints with internal

departments and our global colleagues to share results, align expectations, and define next steps.

Externally, we engage suppliers as partners not just vendors. That mindset has been essential in driving innovation, especially in sustainability and digitalisation projects.

When stakeholders see procurement delivering solutions, not just enforcing policies, trust follows naturally.

And finally, what's your vision for the future of procurement at Galderma LATAM?

My vision is for procurement to become even more strategic, data-driven, and human-centred.

Automation will free up our teams to focus on analytics and business partnership. We'll continue investing in capability-building so that procurement talent grows beyond the function taking on broader leadership roles across the company.

Ultimately, I see procurement as a value creator that shapes business outcomes from sustainability to innovation to growth. That's the journey we're on, and I'm incredibly proud of the progress we've made.

Any final reflections?

Only that our story is one of evolution. Over the past four years, we've quintupled our savings, strengthened working capital, and established procurement as a trusted strategic partner.



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