

Contributing to or managing business functions, projects, or situations where improvement or optimisation is needed either to increase service level or to get through or out of difficult conditions. Typically, assignments include Supply Chain strategy, design, process development and upgrade, looking for improvements, business relocation or merger, goods flow consolidation, etc. My focus is on delivering expected result by fixing the situation, apolitically addressing findings and issues from a neutral position, following agreed mission as the highest authority in place.

A blend of drive, analytical skills, cross-sectoral experience, operational and business development knowledge.

## PROJECTS EXPERIENCE, SEGMENTS AND LOCATIONS

Across sectors **Agriculture, Automotive, Building, FMCG, Pharma, Logistics, Education** - Projects experience includes: Industrial and Temperature controlled logistics - Consumer goods food / non-food; Toys; Automotive; Plastic manufacturing; Logistic 3PL services; Logistics technologies and systems; Warehousing; Freight; Supply chain; S&OP; Operations

**Cross border projects experience** from: Belgium, Canada, Czech Republic, France, Germany, Hungary, Italy, Netherlands, Poland, Romania, Slovakia, UK, (partially China origin office). Ready to absorb high travelling ratio.

## KEY AREAS OF ACTIVITY AND PROJECT ASSIGNMENTS

- SC&L Strategy and Design auditing, optimisation and alignment with Business strategy (incl. processes review in ERP)
- Review and implementation of new logistics procedures (overseas and continental logistics)
- Facility, logistics and business processes transitions; International logistics flow consolidation and optimization
- 3PL/4PL tendering, benchmarking and control; KPI & SLA; Distributions model simulation; Logistics contracts review
- Logistics controlling; Costs optimization (multi-million USD budgets and seeking cost control)
- Project and Change management - planning, execution and control in cross border and cross functional environment
- Education segment; Leading of presentations and lectures (MBA modules or tailor-made workshops)
- Tools competence: KPI, SLA, BSC, CPFR, SCOR; IFS, HACCP, LEAN, VSM, Kaizen, 5S, PokaYoke, SWOT; MS Office, Visio, Project, PowerBI, Arkieva
- Languages: fluent in English, Slovak and Czech, under-intermediate in German, passive in Polish

## SITUATIONS EXAMPLE

### GAINING COSTS ELEMENT UNDER CONTROL

- Frujo – Detailed distribution costs analyse provided, strategic decision suggested and implemented
- Tomy UK – managing transport costs (freight out) back to budgeted level
- Spin Master EU – getting logistics costs (freight out, warehousing, rework) back to budget

### MAKING BUSINESS OPS STARTED, RELOCATED OR RESTRUCTURED

- AZ Intec – Manufacturing site transition from Italy to the Czech Republic
- Spin Master - EU Logistics process start-up (Logistics Dept. within Ops Centre – Slovakia; Warehouse set up incl. customs, in- and out- handling procedures – Netherlands)
- Spin Master – Warehouse and all related logistics business procedures transition from France to the Netherlands
- Perfetti van Melle – Seasonal sweets items (Xmas & Easter) launch, business and design coordination with suppliers
- Vaša Stravovacia - Area business structure restructuring in accordance with sales perform. and costs efficiency goals

### DELIVERING SERVICE EXCELLENCE

- Green Swan Pharmaceuticals – Finished goods purchase and Logistics processes audited; a solution proposed
- Deceuninck – S&OP cycle audited and upgraded to monthly-rolling regular process with improved roles interaction
- Stada Pharma – Goods Purchase and S&OP cycle audited, described in SOP and process improvements recommended
- Automotive Technology Engineering – new DC project implementation (floor and rack system layout, internal goods and information flow optimisation, WMS implementation, ERP and handling technology functionality upgrade)
- Spin Master – distributions start projects on various EU markets (DACH/GAS, BENL, IT)

## ACADEMIC AND EDUCATIONAL ACTIVITIES

- **Visiting Lecturer** in MBA programs – 4 modules taught: **Supply Chain & Logistics; Project Management; Operations Management; Research Methods / Dissertation module + Dissertation advisory**
- **Lecturer** in tailor made trainings and courses – mostly connected with **Project Management**

## MEMBERSHIP IN PROFESSIONAL BODIES

- **Institute of Interim Management (UK)** – Fully Accredited Membership (MIIM)
- **Association for Supply Chain Management / American Production and Inventory control Society (ASCM / APICS)**
- **CAIM (Czech Association of Interim Management)** – Full Membership, Certified Interim Manager

## PROJECTS DELIVERED or ASSIGNMENTS IN PROGRESS – DETAILED REVIEW

(independent freelancer, or employee)

**INTERAGROS**

Sector: Agriculture

<https://interagros.sk/en/>

**Project: Supply Chain and Logistics audit and implementation • Trnava (SK) • 30 weeks (part time) • €300m t/o**

- Analysis of as-is Operations process map, solution proposed and approved to be pushed forward to implement.
- Master data management and maintenance process upgrade
- Forecasting & Planning process implementation; Update of existing KAM process and preparation to adopt CRM concept, Customers and Materials segmentation
- Upgrade of Whse processes, RFQ and selection of WMS system vendor
- Advisory in preparation to upgrade existing ERP system (Microsoft D365 considered as the solution)

2021-2022

## MAGNA SLOVTECA

Sector: Automotive

[www.magna.com/](http://www.magna.com/)

**Project: Intralogistics audit • Nove Mesto (SK) • 6 weeks (full time) • €150m t/o**

- Review of Value Chain alignment with actual Process map, Planning and Shipping
- Incidents and downtime analysis, solution proposal to synchronise work and load within areas of production, supermarket, assembly, lines feeding and whses
- Proposed solution approved, but postponed implementation due to escalations arisen in other areas

2021

**GREEN SWAN PHARMACEUTICALS**

Sector: Pharmaceuticals

[www.greenswan.eu](http://www.greenswan.eu)

**Project: Logistics audit • Prague (CZ) • 12 weeks (part time) • €20m t/o**

- Finished goods purchase and Logistics (warehouse) processes audited
- Solution proposed (S&OP elements implementation; external 3PL and VAS implementation)

2019

**DECEUNINCK**

Sector: Building (Plastic profiles)

[www.deceuninck.com](http://www.deceuninck.com)

**Project: S&OP Demand FC and S&OP (CE) • Germany, Poland, Belgium • 52 weeks (part time) • €150m t/o**

- Demand forecasts collection, consolidation and managing the S&OP Cycle process on a monthly basis
- Group-integration activities launching Demand & Sales analytic tool (Arkieva)
- Supply & Inventory planning process control upgrade preparation in Arkieva software

**Role: Supply Chain Manager CE region • Germany, Poland • 40 weeks (full time) • €150m t/o**

- Responsible for all SCM activities on regional basis (CEE + DACH/GAS), Demand forecasting, Supply planning
- Strategic planning and disputes of Operations department changes and regional structure
- Successor to the SCM CE position found, hired and trained; New positions in the SC team created and staffed
- Implementation of the S&OP Cycle process integration described below (overlapping activities)

Business Case available [here](#)

**Project: S&OP Cycle audit & upgrade (CE reg.) • Germany, Poland, Belgium • 16 weeks (part time) • €150m t/o**

- CE region S&OP cycle audited, remapped, described in SOP document and prepared for integration
- Process maps created and visualized in flow diagrams; gaps and bottlenecks identified and streamlined
- Rolling S&OP Cycle process regularized and scheduled; roles and tasks interaction improved and upgraded
- Demand forecasting application selected and commenced to be prepared for future implementation to replace Excel/Access driven process

2018 - 2020

## STADA PHARMA

Sector: Pharmaceuticals

[www.stada.com](http://www.stada.com)

**Project: Goods purchase and S&OP Cycle process audit • Bratislava, SK • 6 weeks (part time) • €20m t/o**

- Local subsidiary Goods Purchase and S&OP cycle audited, remapped, streamlined and described in newly created SOP document
- Process maps created and visualized in flow diagrams.
- Logistics staff trained, and further process improvements recommended; *Business Case available [here](#)*

2017

## FRUJO / TOJE

Sector: Food

[www.frujo.cz](http://www.frujo.cz)

**Project: Distribution structure audit and transition to 3PL • Breclav, CZ • 26 weeks (part time) • €36m t/o**

- Distribution structure audited, mapped, and proposed solution to transit B2C division distribution to 3PL provider
- 3PL benchmark and bid management
- Project support provided to help fluent transition to 3PL freight operation; *Business Case available [here](#)*

2017

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(independent freelancer, or employee)

<p><b>AUTOMOTIVE TOOLS ENGINEERING</b> Sector: Automotive – plastic manufacturing <a href="http://www.atek.cz">www.atek.cz</a></p> <p><b>Project: Inventory transition • Moravska Trebova, CZ • 26 weeks (part time) • €30m t/o</b></p> <ul style="list-style-type: none"> <li>- Intralogistics transition of inventory to the new DC in stages (by carmakers and project by project)</li> <li>- Whse processes accommodation supervising; Raising start-up issues solving; Work / People organization advisory</li> <li>- Seeking of implemented technologies behaviour (WMS, VNA forklifts with navigation); Problems solving with technology suppliers; WMS functionality fine tuning</li> <li>- Entire transition job provided without operational disruption (manufacturing, rework, ship out)</li> </ul> <p>Business Case available <a href="#">here</a></p>	2016
<p><b>AUTOMOTIVE TOOLS ENGINEERING</b> Sector: Automotive – plastic manufacturing <a href="http://www.atek.cz">www.atek.cz</a></p> <p><b>Project: New Whse / DC implementation • Moravska Trebova, CZ • 52 weeks (part time) • €30m t/o</b></p> <ul style="list-style-type: none"> <li>- New DC set-up project covering (planning, execution, control) - bringing and implementing system solution driven by WMS and modern logistics processes and technologies</li> <li>- ERP system functionality upgrade, WMS supplier tendering and implementation</li> <li>- DC layout planning and set up according to goods flow and volumes; Rack system layout and supplier tendering; Whse / WMS processes tailor-made set up; Handling and manipulation (MHE) technology planning</li> </ul> <p>Business Case available <a href="#">here</a></p>	2015
<p><b>AZ INTEC</b> Sector: Mechatronics; Households &amp; Renewals <a href="http://www.azintec.com">www.azintec.com</a></p> <p><b>Project: Transition &amp; Supply Chain Audit • Italy / Germany / Czech rep. • 30 weeks (part time) • €20m t/o</b></p> <ul style="list-style-type: none"> <li>- Mechatronics manufacturing line (part of products range) transition from Italy to the Czech rep.</li> <li>- Project failed due to insolvency of Italian subsidiary and subsequent factory blockage by Italian court</li> </ul>	2015
<p><b>AUTOMOTIVE TOOLS ENGINEERING</b> Sector: Automotive – plastic manufacturing <a href="http://www.atek.cz">www.atek.cz</a></p> <p><b>Project: Internal Logistics Audit • Moravska Trebova, CZ • 20 weeks (part time) • €22m t/o</b></p> <ul style="list-style-type: none"> <li>- Audit of internal logistics procedures - goods and information flow in and between manufacturing and warehouse</li> <li>- ERP system functionality review and upgrade (ERP systems benchmark), WMS supplier tendering</li> </ul> <p>Business Case available <a href="#">here</a></p>	2014
<p><b>TOMY</b> Sector: Consumer goods / Toys <a href="http://www.tomy.co.uk">www.tomy.co.uk</a></p> <p><b>Project: European Freight Costs Optimization • Exeter, UK / Gent, BE • 20 weeks (part time) • \$160m t/o</b></p> <ul style="list-style-type: none"> <li>- Internal logistics review (despatch procedures, subcontracted 3PL rates benchmark, shipments data package)</li> <li>- Agreed changes in shipments planning and frequency, freight billing, shipments consolidation</li> <li>- Achieved 13,8% freight out costs decrease (measured as costs per cbm previous vs. current year), representing savings in hundreds of '000 € if the client ship out current year volumes for last year's costs per cbm</li> <li>- Service level indicators not decreased</li> </ul> <p>Business Case available <a href="#">here</a></p>	2013
<p><b>SPIN MASTER</b> Sector: Consumer goods / Toys <a href="http://www.spinmaster.com">www.spinmaster.com</a></p> <p><b>Project: European Logistics Costs Optimization • Nijmegen, NL • 16 weeks (full time) • \$90m t/o</b></p> <ul style="list-style-type: none"> <li>- The challenge: to gain the logistics (especially freight out) costs back under control (indicated tens of % over budget) after structural changes in product portfolio and distribution structure. Focused on critical issues such as: <ul style="list-style-type: none"> <li>- Internally: order processing procedures change in order to balance shipment frequency and volume</li> <li>- Externally at the 3PL: rates renegotiation, new transport planning rules implemented, regular costs reporting</li> </ul> </li> <li>- Achieved 56% costs decrease versus the last months spend, representing 14% savings under the original budget (indicating hundreds of '000 € of absolute saving)</li> <li>- Service level / on time delivery indicators not decreased</li> </ul> <p>Business Case available <a href="#">here</a></p>	2012

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(independent freelancer, or employee)

**SPIN MASTER** Sector: Consumer goods / Toys [www.spinmaster.com](http://www.spinmaster.com)

**Project: Distributions Start in Italy • Nijmegen, NL / Milano, IT • 12 weeks (full time) • \$17m t/o**

- EU business extension to Italian market, distribution managed from warehouse in the Netherlands
- SAP dispatch procedures updated, facing different country requirements (very complex customers hierarchy, specific ordering and shipping habits and requirements)
- Distribution strategy was also facing specific market complexity (extremely high ratio of small customers and shipments)
- Project closed out / distribution started on time as scheduled

Business Case available [here](#)

2012

**SPIN MASTER** Sector: Consumer goods / Toys [www.spinmaster.com](http://www.spinmaster.com)

**Project: France-Netherlands Whse / Business Transition • Nijmegen, NL / Paris, FR • 26 weeks (full time) • \$50m t/o**

- Cross borders project tasks coordination with departments of Orders processing (Paris), Planning and Logistics (Bratislava), IT support (Toronto), two 3PLs (overseas freight and continental logistics - both in the Netherlands)
- Complex inventory, executive logistics and some business procedures transition from France (Paris area) to Nijmegen (NL), and logistics control to Bratislava (Slovakia)
- SAP and related processes adaptation to planned change (S&OP cycle, purchase consolidation, containers fulfillment planning, incoming inventory flow redirection, customer orders placement, inventory management, billing, etc.)

Business Case available [here](#)

2011

**SPIN MASTER** Sector: Consumer goods / Toys [www.spinmaster.com](http://www.spinmaster.com)

**Project: EU Logistics Process / EU Whse Start-up; Distributions start in BENL and GAS • Nijmegen, NL • 24 weeks (full time) • \$56m t/o**

- Project connected with business extension to 6 EU countries, managed with the Dutch 3PL (continental logistics) and Belgian subsidiary of US overseas 3PL. The challenge was to implement from scratch complex bunch of logistics procedures, related to: overseas traffic, customs brokerage, containers receive, handling and storage procedures in the whse, orders picking, rework, freight out to customers, EDI connectivity, SAP shipments flow control procedures implementation
- The main goal was to establish the business and achieve desired service level

Business Case available [here](#)

2010

**NAGEL GROUP** Sector: 3PL services - temp. controlled and ambient logistics [www.nagel-group.com](http://www.nagel-group.com)

**18 Projects: Various New Customers Implementation – warehousing, freight, cross-docking, distribution • Various locations (SK, CZ, HU, PL) and business sizes**

- After successful acquisition the next step was to either implement new client into existing logistics procedures, or to adapt them based on customer requirements. My role was to coordinate all project tasks, connected either with warehousing or freight related services for the customers.
- Various segments – industrial logistics, food logistics (temperature controlled, ambient)

2006-2009

**NAGEL GROUP** Sector: 3PL services / Consumer goods (Sweets) [www.nagel-group.com](http://www.nagel-group.com)

**Project: Kraft Foods - new customer Implementation (project team support) • Senec, SK • 12 weeks (full time) • €5m t/o (3PL revenue; Goods involved value over €70m)**

- Project team support from position of Sales Manager – certain tasks and activities coordination connected with complex Kraft Foods logistics service start-up for (new DC – consolidated distribution point for two countries SK + CZ - warehousing, freight and distribution, rework)

2006



## PROFESSIONAL CAREER

### INTERIM MANAGER / CONSULTANT (freelancer)

Atlantis Consulting  
[www.atlantiscp.eu](http://www.atlantiscp.eu)  
2013 - present



Consultancy service or interim management wherever over EU - related, but not limited to:

- Operations, Supply Chain or Logistics project
- Project and Change Management

### LOGISTICS MANAGER EUROPE (reporting to VP Supply Chain & Operations Europe)

Spin Master International, S. á. r. l.  
[www.spinmaster.com](http://www.spinmaster.com)  
Bratislava + dedicated EU countries  
2010 - 2012



Logistics support selected EU markets - toys industry.

- Covering destination (Europe) logistics portion of end-to-end supply chain Far East–Rotterdam port–whse Netherlands – EU customers.
- Leading associated European logistics projects (NL, FR, IT).
- Area of responsibility: Benelux, DE, AT, CH, IT, FR

### COUNTRY SALES MANAGER (reporting to Managing Director Slovakia)

Nagel Slovensko s.r.o.  
[www.nagel-group.com](http://www.nagel-group.com)  
Senec, SK  
2006 – 2009



Complex logistic services – temperature-controlled chain.

- Business development activities in Slovakia, cooperation in Middle Europe (CZ, HU, PL, AT, DE)
- New customers acquisitions including their project implementations – 3PL, warehousing, cross-docking, freight

### AREA MANAGER (reporting to Business Director Slovakia)

Vaša Stravovacia Ltd.Co.  
[www.vasa-slovensko.sk](http://www.vasa-slovensko.sk)  
Banská Bystrica, SK  
2004 - 2006



Sales of meal and employees social benefit tickets.

- Central & Eastern Slovakia area, 6 - 7 branches
- Directed a field sales force of Sales Reps.& Customer Service at the regional branches (7 S. Reps + 8 CSA)

### AREA MANAGER (reporting to Country Manager)

Perfetti Van Melle Slovakia, Ltd Co.  
[www.perfettivanmelle.com/](http://www.perfettivanmelle.com/)  
Banská Bystrica, SK  
1995 - 2004



Sales and distribution of branded sweets.

- Motivated a team of 2 Sales Reps + 10 MCHDs
- Seasonal range Jacquot, Storck, Fundy– managed all country business activities with continuous sales increase (1996 to 2002)

### Previous employment (1988 – 1995):

Company	Sector	Year	Position
CHF Production	Consumer goods	1994 – 1995	Sales Manager
KK Company	Consumer goods	1993 – 1994	Sales Representative
Viliam Svehla	Consumer goods	1992 – 1993	Self-employed
Czechoslovak Army	Military	1989 – 1991	National service (medical attendant)
ZARES	Sport & Leisure	1988 – 1989	Life guard (swimming pool)

References are available on request.

## EDUCATION

- CLTD certification – Certified in Logistics, Transportation and Distribution - **APICS Chicago**
- Master's Degree (MSc) in Strategic Management – **Apsley University London**
- Certified Supply Chain Professional (CSCP) in global end-to-end Supply Chain - **APICS Chicago**
- Master's Degree (MBA) in General Management - **SMA Vienna**

Trainings, courses and workshops improving professional and business practice skills (1996 - 2019):

Sales and negotiation; KAM; Time management; Communication and assertiveness; Team dynamics management; Leadership and motivation; Team building, Change management, Project management; Employees performance control; Presentation skills; Assessment Centre; Business Case writing; APICS CSCP & CLTD – trainings leading to certifications.