

**Profil**  
**Gerhard E.**  
**Mag., MBA**

<b>ID</b>	<b>2032</b>
<b>Geburtsjahr</b>	<b>1980</b>
<b>Nationalität</b>	<b>österreichisch</b>



**Professional Experience**

<b>Since 03 / 2010</b>	<b>Self-Employed</b> <b>LOG-PMO - Logistic &amp; Project Support</b> <ul style="list-style-type: none"><li>- Logistic &amp; Supply Chain Management</li><li>- Project Management</li><li>- Interim Management Logistics &amp; Supply Chain</li></ul>
<b>04 / 2009 - 02 / 2010</b>	<b>SYNGENTA CROP PROTECTION AG</b> <b>Global Logistics Change Manager</b> <ul style="list-style-type: none"><li>- Strategic Logistic Project Management</li><li>- Logistic Vision 2015</li><li>- Supplier and Partner Management</li><li>- Innovative Logistics Solutions / Logistics Foresight</li><li>- Logistic Information Flow and Visibility</li><li>- Supply Chain Re-Design / Optimization / Modeling</li></ul>

**07/ 2004 - 03 / 2009**

**KRAFT FOODS AUSTRIA**

**01 – 05/2008 International Assignment Bahrain**

- EEMA President Region Award
- Plant / Logistic Network Start-up
- Team lead for Logistics Operations (10 admin and 32 warehouse workers)
- Design and implementation of logistic processes
- Raw and pack materials from supplier to production line (through 3<sup>rd</sup> party warehouse and KF warehouse)
- Finished goods from production line to the customers (through KF warehouse and 3<sup>rd</sup> party)
- Implementation of drop trailer concept between KF warehouse and 3<sup>rd</sup> party to optimize raw/pack and finished goods shuttling
- Implementation of truck deliveries and sea container deliveries to customers
- SAP WM implementation in KF warehouse
- EANCOM interfaces implementation between SAP and 3rd party warehouse
- Implementation of cycle inventory

**12/2006 Distribution Manager Switzerland / EU Export / World Travel Retail**

- Logistic network and budget Responsibility (27 Mio CHF)
- Development of Logistics Operations position in Switzerland through integration from different supply chain departments
- Warehouse transfer from Sweden to Denmark to reduce costs
- Co-Packing Transfer from Slovenia to Slovakia to reduce costs
- Distribution Tender EU; complexity reduction through supplier reduction; cost reduction
- Outbound tender Switzerland and implementation of automated billing process
- In-source of inbound transportation management Switzerland
- Support of EU inbound tender and implementation of new carriers
- Logistics Lead – SAP Implementation due to new business model D, AT, CH
- Implementation of centralized pallet management for Switzerland
- EANCOM interface implementation between SAP and external 3<sup>rd</sup> party warehouse system (Manager's Award for successful high priority project)
- Efficient Unit Load optimization to reduce logistic costs
- Direct Plant Shipment implementation to reduce logistic costs
- Optimization of parcel deliveries instead of pallet deliveries to reduce customer delivery costs
- Implementation of standard delivery days to optimize delivery size and customer delivery costs
- Optimization of customer deliveries – central warehouse deliveries
- Support of business integration after Nabisco merger in Spain
- Warehouse site assessment in Portugal
- Support of SAP WM implementation in Spain

### **07/2006 Logistic Specialist**

- ABCD (Above and Beyond the call of Duty) Award for Efficient Unit Load optimization
- Logistic Project Management
- Mixing Center implementation to optimize warehouse structure
- Support of co-Packing outsourcing project and implementation at 3<sup>rd</sup> party co-packing provider
- Centralized Pallet Management implementation
- Team member of warehousing best practice group to share warehousing know-how across Europe
- Support of warehouse quality audits
- Analysis of Vendor Managed Inventory potential
- Support of multi country warehouse start up in Bratislava
- Development of logistic trade terms

### **07/2004 Trainee**

- Support of SAP implementation
- Support of business / process change due to SAP implementation
- 3PL warehousing AT budget responsibility, operational support, system support, inventory responsibility (5 warehouses)
- Warehouse resources / capacities analysis
- Team member for tender process of new mixing center Austria and customer transports out of new mixing center
- Direct plant shipment analysis to optimize logistic costs
- Team member of packaging challenger project to optimize logistic costs due to better utilization of cases / pallets
- Implementation of customer cross-docking concept
- Development of transportation costs allocation on product level
- Sales force warehouse optimization potential analysis; tender and implementation of new warehouse locations
- Vacation replacement Warehouse Manager Austria
- Vacation replacement Distribution Specialist Austria
- Vacation replacement Co-Packing and Intercompany Specialist
- Development and implementation of freight billing system
- Data Warehouse and logistic reporting implementation
- Development of supplier database
- Warehouse KPI development

**01/2004 – 06/2004**

### **Diploma Thesis KRAFT FOODS Austria**

Region Vienna – Bratislava – Győr as Logistic Platform for Central Europe; Location preferences for a new Kraft Foods' distribution centre in Central Europe

- 01/2003 – 08/2003**      **Work Placement KRAFT FOODS Austria**  
- Key Performance Indicators development  
- Sales force warehouse optimization  
- Logistic projects support  
- Vacation replacement Distribution Specialist
- 02/2002**                      **Work Placement HILTI AG Schaan, Liechtenstein**  
Marketing
- 08/2001 – 09/2001**      **Work Placement HILTI AG Schaan, Liechtenstein**  
Marketing
- 2000 – 2002**                      **HC System Promotion**  
Product Promotion (mobile phone, internet providers)
- 1999 (Summer)**                      Tridonic (messenger, administration)  
**1998 (Summer)**                      Rauch Fruchtsäfte (production)  
**1997 (Summer)**                      Rauch Fruchtsäfte (production)  
**1996 (Summer)**                      Hydro Aluminium (packaging)

### **Publications**

Wien-Bratislava-Győr als logistische Drehscheibe für Zentraleuropa: Standortpräferenzen für ein neues zentraleuropäisches Distributionszentrum  
(Vdm Verlag Dr. Müller Dezember 2008)

### **Computer Literacy**

- MS Office
- SAP (Modules MM / SD / WM / BW)
- SAP AFS
- EDIFACT / EANCOM Interfaces
- INET (Transportation Management, Pallet Management)
- Oracle Discoverer (Data Warehouse)
- CARGO (Freight Billing)

### **Training Courses**

- 2009                      Supply Chain Module at Warwick University
- 2008                      Managing People
- 2008                      Import Customs Process
- 2008                      Export Customs Process
- 2007                      Cash Flow Training
- 2006                      Project Management Training
- 2005                      Business Warehouse Trainings
- 2004                      SAP Key User Trainings
- 2004                      Data Warehouse Trainings
- 2000                      Mobile Phone Promotions
- 2000                      Internet Provider Promotions
- 2000                      Team-leading Workshop

## Education

08/2010 – 03/2012	ETH Zürich Executive MBA in Supply Chain Management (MBA ETH SCM) <u>Hilti Award</u> : Best Master Thesis from the SCM-MBA course
2000 – 2004	University of Applied Sciences Vorarlberg, Austria Degree Program Business Process and Project Management Sep 2004 Final Examination for Magister (FH)
2002	Espoon Vantaan Ammattikorkeakoulu, Finland Degree Programm in Business Management (BBA) (Foreign semester)
2000	University of Innsbruck, Austria International Business Sciences

## Military Service

August 1999 - November 1999

## Foreign Languages

German	native language
English	business fluent
French	basics

## Project List

### **Project Lead Logistics Outsourcing (02/2020 – ongoing)**

*Global Leading Company in Agriculture, USD 9 billion turnover*

Project lead for the relocation of the warehouse logistics from UK to France in order to further centralise within the group logistics network. Coordination of all processes along the value chain with involved departments Procurement, Demand Planning, Warehousing, Finance, Subsidiaries and IT. Furthermore support the integration of webshop solutions for distributor markets.

### **E-Commerce European Logistics Network Optimisation (10/2019 – 04/2020)**

*Leading fashion e-commerce, EUR5.4 billion turnover*

Due to business growth and expansion of the logistics network across Europe the complexity for assortment handling and consolidation increased significantly with negative impact on the logistic cost basis. In a first step the network was split into different zones to reduce the complexity of potential connections for order consolidation. In a second step an out of zone shipment was established to increase the assortment for the customer again.

### **Intralogistics Concept for Production Extension (04/2019 – 01/2020)**

*Global multinational, CHF2.9 billion turnover*

Due to production sites consolidation and capacity extension a new production facility and warehouse will be built. Due to the new warehouse outsourced logistics services will be in-sourced again. Support of solution development and tender process with intralogistics providers for warehouse and production logistics concept. Besides in-sourcing the project targets are automation of logistics flows and reduce occupied logistics space in production areas.

**Project Lead for Warehouse real estate project (04/2019 – ongoing)**

*E-Commerce fulfilment provider*

Due to capacity shortages in the existing Austrian warehouse an additional warehouse will be opened in the area of DE-NL-LUX. Project target is to evaluate multiple locations and compare qualitative aspects besides the pure cost factors.

**Global Logistics Network Study for Hygiene Multinational (08/2018 – 05/2019)**

*Global Hygiene Company, €330 million turnover*

Due to future global business growth and capacity constraints a long term logistics and supply chain structure needs to be analysed. Either scenarios of internal capacity extension and regional outsourcing to logistics service providers are calculated and evaluated followed by recommendation.

**Implementation of Supply Chain Network for Furniture Multinational**

*(03/2018 – 08/2019)*

*Global Furniture Technology Company, €900 million turnover*

Implementation of new Supply Chain network with centralized hubs in 4 regions. First pilot hub in Eastern Europe. Tender for International Distribution Centre including value added services like packaging and transport services followed by implementation support.

**Supplier Integration (01/2018 – 12/2018)**

*Global Multinational, CHF33 billion turnover*

Supply Chain support for supplier integration after acquisition (daily operations, forecasting process, logistics processes); support of second source concept and selection.

**Distribution network implementation (08/2017 – 03/2018)**

*Pharma SME, >100 million turnover*

Tender of new German central warehouse including parcel and pallet deliveries. Outsourcing of internally operated central warehouse and integration of external buffer warehouse.

**Post Merger Integration – Logistics Implementation (04/2017 – 08/2018)**

*Global multinational, CHF2.9 billion turnover*

Implementation of new European central warehouse. Consolidation of 4 existing warehouse locations. Outsourcing of internally operated warehouse. Full EDI integration of external service provider. Implementation of kitting and postponement process for inventory optimization.

**Global Logistics Network Study for Furniture Multinational (02/2017 – 11/2017)**

*Global Furniture Technology Company, €900 million turnover*

Due to future global business growth and capacity constraints a long term, decentralized hub structure needs to be analysed. Instead of investment in one global hub, different scenarios with regional hubs (Asia, America, Eastern Europe, India) were analysed. In addition, the planning and delivery concepts out of production into regional hubs through consolidation centres are investigated.

**Project Lead JDA TMS upgrade (01/2017 – 07/2017)**

*FMCG global multinational, USD16billion turnover, beverage*

Project Lead and process management for technical system upgrade as basis for future harmonization of transportation management and potential consolidation.

**Post Merger Integration – Logistics Consolidation (12/2016 – 04/2017)**

*Global multinational, CHF2.9 billion turnover*

European warehouse and transportation network consolidation analysis after business merger. Preparation of data basis and centre of gravity analysis followed by tender process for warehousing and transportation services. Detailed business case including tax and cash flow implications elaborated for management decision.

**Project Lead SAP TM and Customs Implementation (Industrial Multinational) (05/2013 – 02/2017)**

*Global fittings manufacturer, €1.7 billion turnover, lift systems, hinge systems, pull-out system*

Project Lead and process management for a companywide SAP TM implementation. Included is the newly developed load planner tool which will be tested as pilot customer. Besides the SAP TM module a customs add-on is implemented to support the whole transportation process.

**Interim Logistics Lead for Gas Multinational (01/2016 – 07/2016)**

*Gas Multinational (80 countries), €16 billion turnover, gas products for industry and health*

Interim Logistics Lead to cover maternity leave and ensure continuity during Supply Chain and Logistics network restructuring project.



### **Supply Chain Optimization for Gas Multinational (03/2015 – 12/2016)**

*Gas Multinational (80 countries), €16 billion turnover, gas products for industry and health*

Due to changing market volumes and market requirements, the Supply Chain footprint must be re-designed. The right balance between plant and warehouse locations needs to be determined to optimize overall costs but also provide flexibility for changes in volumes. In addition the whole processes and collaboration with service providers will be reviewed and adapted. As a second project stream the inventory and cylinder management is reviewed and must be optimized in conjunction with the footprint re-design.

Following the network modelling a detail implementation plan is elaborated and will be implemented to adapt the SC structure.

### **Logistics Network Study and Implementation for Healthcare Company (10/2014 – 07/2015)**

*Global Healthcare Company, €28 billion turnover, products and services for dialysis, hospitals as well as medical care*

Due to business growth and capacity constraints short term actions need to be implemented to secure business continuity. In addition, the long-term the logistics set up (warehousing and transportation) needs to be decided. Besides an internal warehousing solution, a total outsourcing scenario is analysed. Therefore, a market RFI is followed by a detailed RFQ to compare the costs of internal and external operations.

### **Distribution Strategy for Pharma Multinational (07/2014 – 03/2015)**

*Pharma Multinational (160 countries), €15 billion turnover, generic pharmaceuticals*

Due to capacity constraints and short-term counter actions a mid and long term Distribution Strategy for the German Market needs to be elaborated. To determine the right network design various scenarios considering inbound flows from factories, internal and external warehousing options and customer deliveries need to be analysed and calculated.

### **Integrated Logistics Solutions for Global Multinational (10/2012 – 02/2014)**

*Global multinational (180 countries), €47 billion turnover, construction and mining equipment*

The Solution Lead is responsible for the development of integrated logistics solutions by coordination Transportation, Warehousing, Engineering & Planning, Kanban, Tax, VAT, Purchasing and IS teams.

### **Logistics and Service Network Optimisation for Medical Products Company (02/2014 – 12/2014)**

*Multinational (100 countries), €1.7 billion turnover, medical products for the treatment and management of respiratory disorders*

The target is to analysis and optimisation the European Logistics, Service and Repair Network. Due to acquisitions the network is historically grown and shows redundancies. The key target is to define the right structure for the future growth

**Logistics Reporting and Process Improvement for Pharma Company (11/2013 – 02/2014)**

*Pharma Multinational (180 countries), €49 billion turnover, various pharmaceuticals*

The key target is an integrated reporting system between SAP and the Transport Management System. The actual Access based solution will be replaced by a reporting tool directly in the Transport Management System. The update also includes process adoptions and optimisations.

**Distribution Visualisation and Optimisation for Chemical Company (07/2013 – 06/2014)**

*Chemical Distributor (3 Countries), €1 billion turnover, inorganics, organics, solids, and specialty chemicals*

By visualising the European logistic flows optimisation potentials were identified. To guarantee sustainable improvements Excel sheets are replaced by an automated mathematical optimisation tool for volume allocation. For the tool a detailed specification document was elaborated and a tender launched.

**Indirect Material Cost Reduction (11/2012 – 08/2013)**

*Technology Provider (31 Countries), €1.8 billion turnover, products and solutions in the payment, secure communication and identity management sectors*

Cost Reduction program across Supply Chain (Procurement, Logistics, Repair) to reduce the indirect Material Costs.

Sub-project Transport Management: process optimisation in transport management, invoice control and interfaces to service providers; SAP Transport or Transport Management System support

Sub-project Barcode Scanning: implement scanning system to reduce manual number entries and provide real-time inventory

**Supply Chain Re-Design (Lean Supply Chain) for Chemical Multinational (10/2010 – 03/2012)**

*Chemical Multinational €13 billion turnover, crop protection products*

Based on Visualization of physical flows with RegioGraph Software or Value Stream Mapping areas of in-efficiency are determined and transformed into an optimisation programme.

**Inbound Logistics for Premium Fashion Company (07/2012 – 11/2012)**

*Fashion Multinational (global), €2.8 billion turnover, premium fashion and accessories for men and women*

Consolidation of inbound flows from suppliers of different divisions; set up of processes and IT environment (SAP AFS, supplier collaboration portal, freight forwarder integration);

**Distribution Network Study for Medical Company (04/2012 – 07/2013)**

*Global Healthcare Company, €17 billion turnover, products and services for people with chronic kidney failure*

Baseline modelling followed by scenario building and calculation of scenarios to optimize logistics network; national study followed by optimisation gathering. Scope was inbound, warehousing, cross-docking and outbound to customer.

**Business Process Blue Print for SAP Implementation (Industrial Multinational) (04/2012 – 04/2013)**

*Global fittings manufacturer, €1.7 billion turnover, lift systems, hinge systems, pull-out system*

As-is analysis of all logistics processes and summary of software requirements; evaluation of coverage through SAP systems (especially SAP Transport Management) and evaluation of additional tools; recommendation for process re-engineering and future process map; implementation road map.

**Procurement Optimisation for an Industrial Holding (01/2011 – 12/2011)**

*Industrial holding, €1 billion turnover, heating technology, sanitary equipment, windows, profile systems*

Optimisation of hidden logistics costs in material costs; evaluation of Incoterms change (DDP to FCA) and toolbox for procurement managers.

**Corporate Logistics Strategy for Industrial Holding (12/2011 – 05/2012)**

*Industrial holding, €1 billion turnover, heating technology, sanitary equipment, windows, profile systems*

Reduction of internal truck fleet and set up of a 4PL strategy for Logistics Division of the holding; for the new concept the evaluation and selection of a Transport Management System was supported

**Centralisation of Customs Process for Industrial Holding (03/2011 – 12/2011)**

*Industrial holding, €1 billion turnover, heating technology, sanitary equipment, windows, profile systems*

Harmonization of internal cross charges by establishing an internal Service Level Agreement and centralize customs process in Logistics Division (also change of Incoterms from DDP to DAP for incoming goods).

**Transport-, Warehouse- and Shuttling Concepts (04/2010 – ongoing)**

*Logistics Service Provider, 100 million turnover, transport and warehousing service provider*

Various custom fit concepts for logistic service provider's customers.

**Business Integration (2009)**

Integration of the Global Logistics Department into the Global Supply Chain Management Organization.

**SAP Implementation Logistics Lead (2007-2009)**

Due to new business model a new SAP platform was implemented; coordination (internal and external with service providers) of process mapping, testing and implementation for DE, AT, CH; SAP SD / MM / WMS; EDI Interfaces.

**Plant / Logistic Network Start-up Bahrain (2008)**

Start up of Logistics operations inside the plant – raw material to the production line, finished good back to the plant warehouse; start up of logistics network with 3rd party warehouse, shuttling activities between 3rd party warehouse and plant warehouse, customer deliveries (truck and sea); implementation of SAP WM solution in plant warehouse and EDI interfaces to 3rd party warehouse provider.

**EANCOM Interfaces (2005-2009)**

Implementation of EANCOM EDI interfaces between SAP and 3rd party warehouse providers (AT, CH, SK).

**Implementation of centralized pallet management (2007)**

INET Solution implementation in Switzerland for rental pallet management to track pallet flows.

**Optimisation of Customer deliveries (2004-2009)**

Various projects from parcel deliveries, cross-docking concepts, standard delivery days and direct shipments to optimize service and costs in customer deliveries.

**Mixing Center implementation (2005-2006)**

To optimize the warehouse and logistics network structure a detailed study was carried out; consolidation of warehouses, outsourcing of distribution centre and co-packing activities; warehouse, transport and co-packing tender followed by implementation project finalized with a fully integrated (EDI interfaces to SAP) Mixing Centre.

**Packaging Optimizations (2005)**

Initiatives to optimize single cases but also whole pallets in regards to Efficient Unit Load and optimized truck loads.