

CURRICULUM VITAE

Personal Details

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Education

Aug.'92 HTS Technical Business Administration, Faculty of Technology at the Technical
Dec.'96 University of Professional Education in Eindhoven.
(Graduated) Specialization : Logistics
Subjects : Business Economics, Information Engineering,
Quantitative Methods, Logistics, Management,
Marketing and Sociology
Final project : Profit increase through cost reduction within the logistical
process and introduction of a new product.

Aug.'88 MTS, specializing in Electronics, in 's-Hertogenbosch.
Jul.'92
(Graduated)

Work Experience

Sep.'10
Present

Hens-on Solutions, 's-Hertogenbosch Owner (September 2010 – Present)

Hens-on Solutions is specialized in Logistics Consultancy, Interim Management and Project Management and is a reliable partner who can assist you and your organization in the process of change.

Not only process optimization and improving the company processes and logistical questions, by means of logistics consultancy, project management and interim management but also facilitating support of the processes by experiences of General Management, Supply Chain Management, Operations Management, Logistics, E-Commerce, IT and Quality assurance in production- and trade-companies and logistics service providers, nationally and internationally.

Hens-on Solutions works with experienced (senior) managers with the ability to tightly plan and communicate, optimize an organization, project, process, change management, troubleshooting and team building.

The focus of Hens-on Solutions is the payoff of business units and mobilizing people. Hens-on Solutions dares to act critically and confrontational.

Make possible for people to take responsibility within their working area, to develop talents and changes. Achieved aimed results by consistent strategy, structure and culture. Main goal: results-oriented, coaching and pragmatic.

Projects

**Jul.'20
Present**

ASML Veldhoven, Interim Acceptance manager

- The job mission of the Acceptance Manager is to safeguard technical quality and requirements in design, construction, commissioning and operation of ASML utilities and facilities managed by CRE facilities & Maintenance,
- As an acceptance manager continuously improve the technical quality together with Technical Expert colleagues.
- Trusted advisor on commissioning and acceptance procedures and methods and act as a single-point-of-contact for the technical hand-over. All of this based on and executed within CRE's strategic pillars Safety, TCO, Flexibility, Business alignment, Wellbeing and Sustainability,
- As the single-point-of-contact, represent various technical expertise and are responsible to include Technical Experts when required in order to ensure a good hand-over to the maintenance team.
- Manage (parts of) the quality management processes of the team and contribute to a state of the art quality framework.

**Jun.'18
Jul.'20**

Royal Swinkels Family Brewers/Bavaria, Lieshout, Interim Logistics & Transport Manager

- End responsible for complete logistics & planning department, directly of 5 FTE,
- End responsible of 50 FTE transport, 10-15 FTE flex transport and 37 type of trucks,
- End responsible of 20 FTE logistics, 30-50 flex logistics, warehouse Lieshout(9.000m²) and De Meern(7.000m²),
- Optimisation of planning processes and methods. Not only within the operation, but also within the ERP system SAP and TMS system Ortec,
- Projectmanager implementation driver planning system MobileNXT ,
- Increase orderpick productivity per DC, loading occupancy. Set up service level, covering quality level and delivery reliability of 98.5%,

**Jul.'17
Jun.'18**

Globis Software NV Aalst(Belgium), Interim overall Project Manager

- End responsible for the implementation of various modules, include WMS, TMS, ERP, FMS, CRM and interfaces,
- End responsible for 4 customer(3PL, production and trade) implementations,
- Intermediary between managing consultants and developers,
- P & L responsible for Globis Nederland entity,
- Steering group chairman at responsible project customers,
- Advising and supporting Management and Sr. Management on the field of Supply Chain knowledge and experience,
- Improving internal business processes, due to the fact of positive organization growth,

**Apr.'16
Jul.'17**

Fred de la Bretoniere Waalwijk, Interim Logistics Manager

- End responsible for complete 'Bedrijfsbureau' department, directly of 5 FTE,
- End responsible of complete Logistics- implementation, integration and move, due to outsourcing of whole logistics activities,
- End responsible of validate, control, monitoring, progress and adjustments operational processes, as well procedures and work instructions, at logistics service provider,
- Single point of contact of Logistics- and operational improvements and adjustments within Navision Pebblestone Retail (ERP system), as well interface changes,
- Analyse internal processes and initiate to change and improve efficiency of performances of productivity and flexibility,
- Initiator start up and set up Supply Chain way of working,
- End responsible of negotiation rates and criteria of main contracts related to logistics service providers,
- Set-up logistics company strategies and business goals,
- Advise and assist Board of directors and sr. management.

**Nov.'15
May'16**

Van Happen Containers Eindhoven, Interim Logistics-/ Transport-manager

- End responsible for complete planning department, directly of 9 FTE,
- End responsible of 185 FTE truck drivers and 163 type of trucks
- Optimize planning department, load- and service- level, processes and way of working,
- Improvements of Delivery Performance
- Reduce Absenteeism and staff turnover,
- Synergy between primary divisions,
- Advise and assist Sr. Management and middle management.

**Jun.'15
Jan.'17**

Geevers Auto Parts Veldhoven, Interim Projectmanager

- Overall project manager, responsible for full implementation, integration of Warehouse Management System Locus,
- End responsible tendering and procurement of hardware and infrastructure,
- Responsible optimizing and set up current warehouse storage space and lay out, achieve greater efficiencies,
- Increasing in efficiency by development processes to reduce picking travel times and storage locations,
- Hard copy pick tickets, replaced by handheld RF readers, printers and voice recognition technology
- Steering Committee Chairman,
- Advise and assist Sr. Management and middle management.

**Apr.'15
Oct.'15**

Jumbo Supermarkten E-Fulfilment/Commerce Den Bosch, Interim Projectmanager

- Responsible for redesign of the entire E-Fulfilment distribution centre,
- Total of 23,000 groceries articles, 4,000 refrigerated meat and dairy articles and 1,000 frozen articles,
- New lay out based on an order growth of 400%,
- Increase productivity by 25-40%
- Support replenishment department, to improve current process and way of working, reduction of manco and loss.

- Dec.'14
Mar.'15** **Ceva Logistics Born, Interim Managing Operations**
- Managing Operations, of new customer (Metso Minerals Finland, Metso Recycling Germany) at new start up site at Ceva Born in the Netherlands,
 - End responsible of complete Inbound- and Outbound process for inside and outside logistics processes,
 - Single point of contact to customer, according to running operations process changes,
 - Span of control of 5 directly FTE and 40 indirectly FTE,
 - End responsible of 15.000m² inside and 10.000m² outside,
 - Central storage of 20.000 SKUs,
 - Set up correct way of working, 5S, Lean, safety guidelines
 - Advise and assist Sr. Management and middle management.
- Sep.'14
Dec.'14** **Van Hapen Containers Eindhoven, Interim Logistics-/ Transport-manager**
- End responsible for complete planning department, directly of 9 FTE,
 - End responsible of 165 FTE truck drivers and 135 type of trucks
 - Optimize planning department, load- and service- level, processes and way of working,
 - Improvements of Delivery Performance
 - Reduce Absenteeism and staff turnover,
 - Synergy between primary divisions,
 - Advise and assist Sr. Management and middle management.
- Sep.'13
Sep.'14** **Menlo Worldwide Logistics Eersel, Interim Project manager**
- Overall project manager, responsible for full implementation, integration and logistical relocation of three international Healthcare customers (France, Germany and Hong Kong) to Netherlands / Eersel,
 - Responsible for internal stock transfer and optimization project of 35.000m². Ultimate goal to generate, within the current storage footprint and existing customers, extra storage of 7.000m² . All in accordance with the legislation of the General Healthcare ISO law/certificate for all new healthcare customers,
 - Advise and assist Sr. Management and middle management ad interim, during period of absence site manager Healthcare.
- Oct.'13
Jul.'17** **Tehava bv Geleen, Logistics advisor and coach**
- Advising, coaching and supporting logistics manager, set-up warehouse processes, instructions, improvements,
 - Set up warehouse processes, instructions and improvements,
 - Set-up logistics strategies and business goals.
- May'12
Sep.'13** **Edco bv Eindhoven, Interim Project manager**
- Overall project manager of stock movements (180,000 pallets) from 15 external warehouses to new central warehouse of 100,000 m²,
 - Improvement restructuring and optimize stacking pattern per sku(16,000 sku).
 - Set up and manage KPI dashboard as well project management issue reports,
 - Advising and supporting logistics engineering, e.g. set-up processes, instructions, optimization receiving, placement, picking and loading process within new DC.
- Mar'.11'
Present** **SHD bv Oss, Advisor**
- Advise board of director/owner,
 - Set-up company strategies and business goals,
 - Managing as ' hands on ' of reorganization and organization development projects.
- Oct.10'
Sep.'12** **ASML Veldhoven, Interim Project manager Implementation RF Scanning Full track & trace**
- Business responsible within the project, managing on processes, functionality and working methods within M&L Division (Manufacturing & Logistics) and logistics provider DHL,
 - Intermediate between IT and Operations relating to proper execution of systems and processes.

May'09
Sep.'10

**HTL transport&logistiek Schijndel, Interim Operations
manager and MT member**

- Responsible for optimising logistics processes, 42,000 pallets in storage as opposed to earlier 32,500 pallets. 25% less FTE with higher performance and profitability,
- Advise board of director/owner,
- Set-up company strategies and business goals.

Employment experience

**Jan.'09
Mar.'11**

**Axsys Netherlands BV, Schijndel
Senior Project Manager/Division Manager (Jan.'09 – Mar.'11)
Business partner(Mar.'11 – Dec.'18)**

Axsys Netherlands is specialized in "change management". By offering advice, support and assistance, we allow companies to achieve their business objectives. Achieving these objectives can only be possible when "change management" is implemented as an important part of a company policy. Axsys Netherlands guarantees that "change" also means "improvement".

Within Axsys Netherlands responsible for division Interim Management, as well as the division of Change Management, Management systems, training and coaching. Providing Interim assignments for colleagues as well as myself. Assignments within companies which require support in the field of crisis management (solving problems) to full change management (preventing problems, improving company processes). With the emphasis on pragmatic cooperation.

Helping companies developing their goals and adapting to modified circumstances. Managing projects, departments and people, but also coaching, advising and training people where, as an Interim manager, I provide and implement concrete solutions. Being part of a project, program, department, operation or a management team of a company, based on a agreement made in advance. Herewith making results as being the most important issue when it comes to quality, efficiency and costs.

**Jan.'08
Jan.'09**

**DHL Exel Supply Chain, Tilburg
Business Operations Manager (Jan.'08 – Jan.'09)**

Member of site and campus MT, manager of 12 FTE's directly and > 200FTE's executive staff indirectly. Reporting to Site Managing Director.

Overall responsible for an effective, efficient and quality implementation of the operation in accordance to SLA's and KPI's, signed by DHL and Samsung Electronics. Providing input to the business plan and the budget of the Site/Campus.

Set up action plan to realize business objectives, providing information for annual budgets. Provider of logistics investments which help to increase quality and efficiency. Managing the operational logistics processes, writing and implementing new methods of work and work processes and encourage continuous improvements and innovations, according to 5S, 7-values, DePICT, push-pull and OEE. Translate customer wishes to operational solutions.

Responsible for optimizing and structuring of existing ERP software Prologs. Steering on availability products, lead times, storage methodology, delivery times, monitoring of logistics costs and achieving cost savings.

Achieved healthy relationship established between direct and indirect FTE's (30:70%), reduction of sick leave of 12% to 3.5%. Converting production methodology from push to pull, results in 2 shifts instead of 3 shifts per 24hr.

Ad-interim Site Managing Director (Jun.'08 – Oct.'08)

Combined function Site Managing Director and Business Operations Manager. Site responsible for the budget of all site departments, control spending and furtherance of the budgets. Hidden costs reduced by 15% relative to annual budget. Tightening proper procedures and quality assurance. Identify and take action to improve quality. Continuous control and monitoring of the implementation of the action plans, along with site MT, by not archiving, always creating alternative solutions and rollout proposals.

Jan.'07
Jan.'08

Interfood B.V., Bladel

European Manager Logistics & Quality Assurance (Jan.'07 – Jan.'08)

Member of site MT, manager of 5 FTE's directly logistics supervisors and 10 FTE's indirectly logistics employees. Reporting to Managing Director, within this international trade organization of dairy products.

Direct and indirect control of the logistics team, with solutions of complex logistical problems (in collaboration with the logistics supervisors). Where planned working on structural improvements is defined as an important task.

Decide direction at specific logistics projects and complex logistical activities, follow up and ensure logistics efficiency. Improving and guarantee know-how of the logistics employees, based on dairy legal and regulation.

Responsible for optimizing and structuring of existing ERP software Axapta. Steering on availability dairy product-position, storage level, delivery times, monitoring of logistics costs and achieve cost savings.

Selecting International service providers, coordination of negotiations with transport companies, shipping companies and external warehouses, identifying market developments in transport. The provision of logistics investments that increase in quality and efficiency.

As Quality Assurance monitoring of logistics procedures and processes, and improve to ensure quality, describing (logistics and commercial) processes and procedures, and reporting on its functioning (e.g. process objectives).

Establishment of a quality management system for the organization and responsible for the maintenance of the system. Develop and monitor a complaints registration system, point of contact for all organization and quality issues.

Jul.'02
Jan.'07

Oerlemans Foods Nederland bv., Venlo

Logistics Manager (Jul.'02 – Jan.'07)

Member of site MT and manager of 12 FTE's directly and 2 dispatch departments indirectly (20 FTE's). Tasks for this position include:

Optimization and centralization of the current stocks; decentralized stock is stored under own management in three cold stores owned by a logistical partner.

The set-up and management of a fully automatic cold store, in collaboration with a logistical partner. Priorities; keeping the production premises running in first place and the purchasing and sales activities of frozen products in second place. Also, responsible for the complete set-up and management of stock changes, between logistical partner warehouse management system and ERP software application MFG.

Improving efficiency within two non-automated cold stores (under own management), from inefficient storage to implementation and control of RF (Radio Frequency); all in accordance with the legislation of the General Food Law and Tracking & Tracing. Within our own cold stores, ultimate responsibility for concluding and managing contracts related to riding and rolling equipment and pallets.

Inventorying, defining and implementing numerous interfaces between all Oerlemans locations (national and international) and e.g. transport partners, with a view to more efficient planning and management of costs of transport. This also includes other win-win situations from and within the market. Contracting short and long-term collaboration contracts and the determination of KPIs with carriers.

Further expansion of the logistical- and administration department, control and analysis them on output, overall the three production locations in the Netherlands. This, with a view to optimizing collaboration between the departments and improving the flow of information. Supporting Sales in supply chain management sales solutions/concepts and contract negotiations.

**Jan.'00
Jul.'02**

**Infraconcepts the Netherlands NV in Breda, previously NV Ebcon
Components, Breda**

Logistics Manager (Jun.'01 – Jul.'02)

As member of site MT and manager of 3 FTE's, responsible for achieving the following: closing dubious gap in supply chain knowledge in the telecom infrastructure, by setting up a total supply chain management system. Managed by Infraconcepts NV itself, to control logistical management, transport, distribution and central purchasing.

Responsible for the flow of materials and the vision on planning, warehousing, transport and distribution. Searching and analysing new and existing logistical service providers (1 FTE).

Contracting short and long-term contracts, determining KPIs and implementing warehouse solutions. March 2002 – signed major contract with a large new logistical service provider, project manager of this transaction.

Managing Planning department (2 FTE's), by viewing to improve the supply chain solution for existing customers, by managing it better and more efficiently and by introducing improve solutions and concepts.

Supporting Sales in supply chain management sales solutions/concepts and contract negotiations.

**Head European Order Fulfillment and Customer Service Manager
(Jun.'00 – Jun.'01)**

As member of site MT, control and improve the following processes with direct reporting to management. Management of the Order Fulfillment department (4 FTE's) and the Customer Service Officers (2 FTE's) and ensure to operate decisive and proactive.

Translating the strategy of Infraconcepts NV into an operational policy and improving level of service. Providing own department with professional support and responsible for analysing sales figures relating to returns, campaigns and other sales activities.

Project team member, responsible with an outside company, for the total implementation of new ERP software application Oracle. Afterwards, continued as functional controller of this Oracle application within Infraconcepts NV.

Order Fulfillment Officer (Jan.'00 – Jun.'00)

In this position focuses on the Benelux market segment. Various activities from placing orders with existing and potential new suppliers to managing (part) deliveries and coordinating other logistical residual activities.

Telephone sale of other associated items on behalf of this telecom infrastructure. Complete management of project planning, based on forecasts of the customers and purchase patterns. A true "organizer" position.

**Jan.'98
Jan.'00**

**Hazlewood Convenience Foods Tilburg b.v., previously Ad van Geloven
Snacks b.v., Tilburg.**

Head of Operations department (Apr.'99 – Jan.'00)

As member of site MT in a staff position, responsible for 1 FTE, similar to, but more demanding than, previous position as Industrial Engineer, with more emphasis on efficiency and improvement in efficiency of work processes. Optimization of activities in all company areas.

Ultimate responsibility for technical, production and business administration projects. Complete management of pre-calculations, work analysis and feasibility of new products, from initial phase to implementation stage. Total responsibility for the purchase of machines, line changes benefiting the product to be made and process improvements and work methods.

Jointly responsible for the realization of internal renovations, contact person for construction companies relating to work to be carried out, contacting suppliers to carry out the work, manager of the Auto-Cad designs.

Industrial Engineer (Jan.'98 – Apr.'99)

Responsible for optimization of products and processes, carrying out research relating to work and business administration, standards and capacity utilization. Collecting information and analysing it for the purpose of output calculations, work method improvement, calculating and initiating improvements in efficiency, and preparing and supervising technical and business administration projects, sometimes in conjunction with other business areas.

Sep.'97
Jan.'98

**A.M.P. Holland b.v. 's-Hertogenbosch.
Master Scheduler (Sep.'97 – Jan.'98)**

Ordering components and tools for new projects, using the application Tubes and Cics, for production in Hungary. In response to orders from the project manager, ensuring that components and tools are produced within A.M.P. Holland b.v., keeping up-to-date on current projects, in order to solve, together with the project engineer responsible, any problems which may arise.

Jan.'97
Aug.'97

**Melchior Raamdecoratie b.v., subsidiary of Hunter Douglas,
's-Hertogenbosch,
Assistant Purchaser (Jan.'97 – Aug.'97)**

Ordering custom made goods, purchasing small items/spare parts, monitoring of deliveries, processing and printing of production orders, using the application ISP, a stock management and ordering system for the window coverings industry, supervising production workers and ensuring they work optimally, invoice control and maintaining contacts with current suppliers, and negotiating with existing and potential new suppliers.

Work Placements

May'96
Dec.'96

HTS final work placement with Vaculux, 's-Hertogenbosch.

The aim of this final work placement was an increase in profit through cost reduction within the logistical process and the introduction of a new product. Profit maximization was achieved through logistical changes from supplier to producer related systems and procedures and 'make or buy' decisions relating to the new product.

Dec.'95
Apr.'96

HTS work placement with Krüger Holland, 's-Hertogenbosch.

Setting up and implementing ISO-9002, supporting tactical and operational activities.

Feb.'91
Jun.'91

MTS work placement with Rouvoet, 's-Hertogenbosch.

Helped to development gambling machines in the Research & Development department, creating designs on the computer, building and testing them in the workshop.

Sep.'90
Jan.'91

MTS work placement with Regional "Nutsbedrijf", 's-Hertogenbosch.

Setting up and writing an energy load application for new housing estates.

1991 – 1994

Holiday job with Rouvoet, 's-Hertogenbosch.

As Logistics employee, responsible for keeping stock up-to-date, placing orders and preparing orders of parts and finished products and reporting them ready. Also responsible for transport planning. During this job, gained a lot of experience with EXACT.

1986 – 1997

Various casual jobs.

Software Experience Access 2000;
Auto-Cad light 98;
Axapta (ERP software Microsoft Dynamics);
Axosoft
Clickview;
Cognos;
Discover;
Exact;
Excel;
Filemaker
Globis10
JetReports;
Locus (WMS);
MFG 9.0 (ERP/WMS);
Manual Master;
MAVIM;
NAV(Navision Dynamics, ERP);
NAV(Navision Pebblestone Retail, ERP);
Oracle (ERP);
Ortec;
Powerpoint;
Prologs (WMS);
Sagitta (customs software);
SAP (WMS modules);
Sharepoint;
Talis (WMS);
ViaWare (WMS);
Word;
Windows XP/Vista/7.

Certificates Access 97 for advanced users;
Auto-Cad light 98 for advanced users;
Food Technology;
Internal Auditor HACCP and ISO 9001;
Head of Company Health and Safety team.
ISO 9001:2000
Management course at V-IPD in Steenwijk:
- MDI(Management Development Instrument)-profile;"verhoging van de effectiviteit van een team";
- MDI(Management Development Instrument)-profile; "gedrags-stijlen en gedragsanalyse".

Languages Dutch : fluent, both written and spoken;
English : fluent, both written and spoken;
German : normal, both written and spoken.

Hobbies/ Interests Trainer/coach of girls soccer team;
Drums (playing in a band);
Cycle racing & Mountain biking (both in a club and individually);
Restoring old houses.