

# CURRICULUM VITAE



**KAY BINDEL, MBA**

## ABOUT ME

- **30 years of experience in E2E supply chain management, with industrial experience from various sectors.**  
(1. construction work, 2. plant construction, 3. mechanical engineering, 4. automotive, 5. food/beverage/FMCG, 6. medical technology, 7. pharmaceutical industry, 8. technical trade & export)
- **Well-applied mix of methods for organizational development, with the goals of improved SC processes and structures.**  
(1. amc, 2. Paul Hartmann, 3. Nemera, 4. Arla Foods, 5. Aspen)
- **Realized cost savings for direct and indirect categories, depending on the situation and market situation by 2 - 30%.**  
(1. Carlisle, 2. bofrost, 3. Paul Hartmann/BODE Chemie, 4. E.ON, 5. Müller Milch/Homann Feinkost, 6. WIBO, 7. Vestas, 8. Einkaufsberater bei amc, 9. Octopus, 10. W+L Kunststofftechnik, 11. Gilde Brauerei/Hasseröder, 12. Preussag/Peiner Umformtechnik)
- **Efficient and effective in tenders and negotiations in purchasing and sales.**  
(Conducting negotiation training courses for buyers and sellers)
- **Senior Lecturer in the Supply Chain Management master's degree.**  
(EUFH & CBS)
- **As an interim manager, quick entry into projects and positions ensured.**

## DIPLOMAS

- 2018** MBA (Master of Business Administration) / Liverpool John Moores University and ECBM, London
- 2017** Diploma in Strategic Management and Leadership / European College of Business Management (ECBM), London
- 2002** Master Professional of Business Management (CCI) / IHK Hanover
- 1998** Bachelor of Supply Chain Management / IHK Hanover
- 1994** Industrial Clerk / IHK Brunswick

## INTERIM MANAGEMENT & LECTURESHIP

11/2020 – today	<ul style="list-style-type: none"> <li>▪ <b>Senior Lecturer in the master's degree at CBS International Business School</b> Lecturer for master's students in the field of logistics marketing, including the assessment of examination performances.</li> </ul>
07/2014 – today	<p><b>Interim Manager &amp; Advisor   Operational Excellence, SCM, Purchasing, Change &amp; Project Mgmt.</b></p>
01/2023 – 07/2023	<ul style="list-style-type: none"> <li>▪ <b>Director Supply Chain at Aspen Bad Oldesloe</b> Optimization of the E2E process and organizational structure in the pharmaceutical industry to increase OTIF from 50 to 85%. Instruction in the areas of planning, customer service, materials management (procurement, storage &amp; distribution logistics) and purchasing. Management of 68 employees.</li> </ul>
08/2022 – 02/2023	<ul style="list-style-type: none"> <li>▪ <b>Head of Site Logistics at Arla Foods</b></li> <li>▪ Head of logistics including planning, inbound, warehouse and outbound logistics at the Upahl location. Responsibility for 70 employees over two levels. Member of the management team. Securing the ability to deliver with 98% OTIF. Optimization of the E2E process in the value stream.</li> </ul>
03/2022 – 06/2023	<ul style="list-style-type: none"> <li>▪ <b>O&amp;M Implementation Manager in the JV of RWE &amp; Northland Power (Nordseecluster)</b> Development of the sourcing and implementation strategy for O&amp;M for an OWF cluster in the German EEZ. Focus on WTG, BOP, and other Asset Management Services during operational phase. Applying best practices to drive down LCOE. Neutral authority and challenger to ensure economic success and fair competition between the competing partners in the JV. The JV aims to use synergy effects in development, construction, and operation due to the size of the offshore wind cluster to be developed with a capacity of 1.6 GW. The new offshore wind cluster to be developed comprises a total of four areas north of the island of Juist in the German North Sea.</li> </ul>
12/2021 – 04/2022	<ul style="list-style-type: none"> <li>▪ <b>Head of Purchasing at CARLISLE Construction Materials</b> Management of a team of 5 Purchasers with guidance in strategic purchasing tasks and operational procurement activities. Support in Capex purchasing projects and in the implementation of SAP S4/HANA. Initiate and manage outsourcing projects, e.g., Fleet management and consignment warehouse solution (C-parts O&amp;M).</li> </ul>
01/2021 – 09/2021	<ul style="list-style-type: none"> <li>▪ <b>Director Fleet Management at bofrost*</b> Leading a team of fleet managers for B2C frozen food supplies within Europe. Sourcing of sales vehicles with focus on TCO. Capex/Opex and process optimization.</li> </ul>
03/2020 – 11/2020	<ul style="list-style-type: none"> <li>▪ <b>Head of Supply Chain Management at Namera in Neuenburg</b> Management of the end-to-end supply chain at an CMO in pharmaceutical industry. Leading a SCM organization with 60 employees of the areas Planning, Customer Service and Logistics. Securing the deliver performance with 100% OTD in times of COVID19 crisis. Managing production material suppliers &amp; 3PL and servicing customers with JIT &amp; VMI solutions.</li> </ul>
10/2019 – 03/2020	<ul style="list-style-type: none"> <li>▪ <b>Senior Procurement Manager at Carneades Project Services</b> Acting as procurement lead for a utility in a tender team for an offshore wind farm project.</li> </ul>

01/2019 – 11/2019

▪ **Transformation Manager & Head of Procurement Disinfection at PAUL HARTMANN AG**

Transfer of the procurement organisation of BODE Chemie into the global procurement organisation of PAUL HARTMANN. Act as Head of Procurement for raw materials, packaging materials, toll manufacturing and indirect demands with ensuring the regulatory requirements (GMP, MDR).

12/2018 – 01/2019

▪ **Section Manager Service Supply Chain at Olympus Surgical**

Management of the area and securing of all processes for spare parts and repairs, including all connected procurement and logistics processes.

11/2017 – 11/2018

▪ **Director Operations & Supply Chain at Scanfil Germany**

Heading Operations & Supply Chain Management with main task to improve efficiency. Implementation of KAIZEN in SCM as well as strategic direction of a Finnish company towards requirements of the German and Central European market.

03/2017 – 09/2017

▪ **Director Supply Chain for Customer Solutions at E.ON SE**

Vacancy bridging and transformation manager in a strategic optimization project in purchasing. Transformation of the product group-oriented purchasing area Customer Solutions to a distribution-oriented Supply Chain Organization within E.ON SE and its regional organizations regarding the standards of consumer goods. Establishing international matrix structures located in Germany, Sweden, UK, Hungary, Czech Republic, Romania, Italy and the USA. Increase of organization efficiency and realization of sustainable direct and indirect cost savings.

06/2016 – 12/2016

▪ **Director Supply Chain for deli raw materials at Müller Milch / Homann Feinkost / Lisner**

Consulting of management and adjoining departments regarding SCM-relevant strategic and project-related decisions. Determination, evaluation and prioritization of short-term possible cost saving potentials as well as introduction of appropriate measures. Coaching of organization and team members regarding supplier management, contracting, price negotiations, escalation mechanisms and support of necessary cultural change processes.

08/2014 – 07/2016

▪ **Head of Procurement, Product Management and Business Development at WIBO-Werk**

Professionalization of SCM and Product Management as well as Business Development. Building a B2B-Distribution and development of a Smart-home heating control system (App). Optimization of the requirements planning and procurement processes to optimize inventory.

<b>12/2012 – 06/2014</b>	<b>CFO at Certification Body for offshore wind farms</b>
Company Responsibilities	<b>8.2 Consulting AG / GuD Consult GmbH</b> General Management of HPC Hanseatic Power Cert GmbH, Hamburg  Management of certification body for offshore windfarms (OWF) with 75 experts; standardization of certification program; marketing and sales activities, management of certification projects; budget and liquidity planning; financial accounting; monthly and annual accounting and reporting; HR; PR, lobbying and network activities
<b>04/2010 – 11/2012</b>	<b>Head of Project Procurement for Balance of Plant (BOP) &amp; Plant Engineering in Wind Industry</b>
Company Responsibilities	<b>Vestas Wind Systems A/S, Aarhus (DK), Husum, Hamburg</b> Set up of purchasing for turnkey windfarms (EPC projects), civil and electrical works, electrical equipment, services, means of transport and special tools, leadership of 4 strategic buyers, transaction of substantial construction contracts (e. g. FIDIC) as well as purchasing of components.
<b>11/2006 – 01/2010</b>	<b>Managing Partner at Consultancy for Supply Chain Mgmt.</b>
Company Responsibilities	<b>a.m.corporate GmbH, Bonn &amp; Hamburg – Consultancy for Supply Chain Management</b> Set up and leading of the subsidiary in Hamburg; acquisition of new business in Northern Germany; project management of cost savings projects within SCM (processing costs, working capital, prices, qualification of employees).  Accompanied by regular activities as Interim Manager (see appendix): <ul style="list-style-type: none"> <li>▪ 2006/2007 – Head of Strategic Purchasing, project purchasing and procurement at Tetra Pak Processing</li> <li>▪ 2007/2008 – Director Supply Chain at Zamek food products</li> </ul>
<b>01/2006 – 10/2006</b>	<b>Head of Procurement optimization for leaf tobacco in Tobacco Industry (FMCG)</b>
Company Responsibilities	<b>British American Tobacco (Germany) GmbH, Hamburg</b> Management of access stocks and shortages of leaf tobacco, according to long-term requirement planning strategies; controlling of supplier quality, in coordination with 21 tobacco factories (internal customers); leadership of team of 7 members.
<b>10/2002 – 12/2005</b>	<b>Head of Supply Chain Management, and Export at O&amp;M Service &amp; Logistics Provider</b>
Company Responsibilities	<b>OCTOPUS Industrial Services GmbH, Hannover</b> Management of head office in Hanover; leading 20 employees; education of trainees to become wholesale and foreign trade clerks; distribution planning and management of subsidiaries (Moscow, Beijing, Shanghai, Pusan, Istanbul, Newport Beach); marketing planning for all relevant markets (CIS-countries, China, South Korea, Turkey, USA); implementation of foreign trade financing and forward exchange transaction; PR, accompanied by experience reports about work in China at the Chinese Centre Hanover.
<b>07/2001 – 09/2002</b>	<b>Head of Purchasing and Supply Chain Management in Plastics Industry</b>
Company Responsibilities	<b>Westphal + Lange Kunststofftechnik GmbH, Langenhagen / Hanover</b> Purchase of raw, auxiliary and operating materials, commodities and investment goods. Thesis for Master Professional of Business Management,
<b>07/1998 – 06/2001</b>	<b>Strategic Buyer at Brewery (FMCG)</b>
Company Responsibilities	<b>Gilde Brauerei AG and Hasseröder Brauerei GmbH, Hanover (today ABInBev)</b> Purchase of auxiliary and operating materials, filling materials, services, promotional items, catering equipment and facility management services.
<b>07/1994 – 06/1998</b>	<b>Buyer in Steel Processing and Automotive Industry (Tier 2)</b>
Company Responsibilities	<b>Preussag AG / Peiner Umformtechnik GmbH, Peine / Hanover</b> Purchase of production equipment, merchandise, lubricants, chemicals, cutting tools, hand tools and industrial safety items.

## STUDIES & EDUCATION

09/2017 – 10/2018

**MBA** (Master of Business Administration)

Liverpool John Moores University, Liverpool

Corporate Governance and Finance, Ethics for Business, Research Methods for Managers

MBA Dissertation: Success with Decency: How can company reputation and brand value be measured in order to determine the influence of ethical behaviour on company value?

09/2016 – 08/2017

**DML** (Diploma in Strategic Management and Leadership)

European College of Business and Management, London

Strategic Planning; Managing Financial Principles and Techniques; Strategic Change Management; Strategic Marketing Management; Strategic Quality and Systems Management

05/2000 – 09/2002

**Master Professional of Business Management (CCI)** (Geprüfter Betriebswirt IHK)

IHK Hannover und Deutsche Angestellten Akademie (DAA).

Thesis: MRP (Material Requirements Planning) within supply chain management of a middle-sized company – Implementation of modern, IT-supported working methods (ERP-system)

04/1997 – 05/1998

**Bachelor of Supply Chain Management & Procurement**

(Fachkaufmann für Einkauf, Materialwirtschaft und Logistik IHK)

College of cooperative education BNW, Hanover

08/1992 – 07/1994

**Dual apprenticeship as Industrial clerk** (Industriekaufmann IHK)

IHK Brunswick and Peiner Umformtechnik GmbH in Peine (Preussag AG).

## SEMINARS

03/2013

**Seminar Certification** at DNV-Kema

Type and project certification of wind power generation and offshore structures

09/2006

**Project Management PRINCE2** (Projects in Controlled Environment) at APM Group.

## MILITARY SERVICE

07/1991 – 06/1992

**Basic military service at the German navy**

## SCHOOL EDUCATION

08/1987 – 06/1991

**German Abitur**

## LANGUAGE & COMPUTER SKILLS

- German (native)
- English (business fluent, expert level in contracting)
- MS Office, Outlook, Excel, PowerPoint, Word, MS Project and Visio
- various ERP-Systems, as SAP, Microsoft Navision Dynamics, IFS

Kay Bindel