

CURRICULUM VITAE

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BRIEF PROFILE

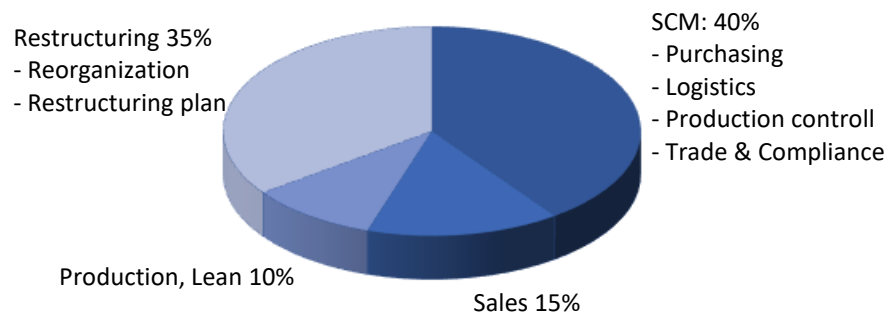
International expertise of 17 years Automotive, 6 years plant engineering and 6 years logistics service provision

Leadership personality of up to 280 employees with broad functional experience and sound and comprehensive management skills; proven in medium-sized and multinational companies

Steering of **complex supply chain and operations organizations**

Sustainable successes due to common recognition and realization of growth potentials, comprehensive cost reduction programs, best cost country sourcing and process linking

RATED FUNCTIONAL AND LEADERSHIP EXPERIENCE



EXPERIENCE

04.2023 – 07.2023 **Paragon movasys GmbH – assembly factory**
Automotiv
Project Manager Logistics

- Development of structures and processes in the area of logistics
- Inventory optimization
- Identifying inefficiencies

Significant successes

- IST analysis and concept development for a new logistics hall
- IST analysis and concept creation for an optimal process flow in the supply chain with its area interfaces
- Implementation of efficient and orderly booking processes
- Reduction of stocks on the line
- Optimization of the material flow by avoiding idle routes and shorter routes
- Establishment of a project team for system-side troubleshooting
- Introduction and implementation of Shopfloor Mgt. in logistics
- Reduction of stock ranges through optimal planning and control

12.2022 – 03.2023 **Rail Manufacturer**
Machinery and plant engineering, Germany
Supply Chain Manager

- Supplier audits (Plan, execute and follow-up).
- Plan, prepare and conduct audits at suppliers' side in cooperation with Material Planning and Procurement
- Plan and conduct Short-term / long-term improvement measures (e.g., troubleshooting develops, initiate, and pursue at the supplier)
- Representation of Site Salzgitter in region's meetings (Top Worst Suppliers, Top Offenders) and Arbitration
- Support Material planning in improvement of supplier - OTIF performance KPI
- In the selection of suppliers in Coordination (e.g. Project Manager, Purchasing, Quality).
- Provide training for assessments.

Significant successes:

- Improving delivery reliability
- Optimization of suppliers and internal processes (planning/logistics)
- Improvement of supplier capacity through process optimization at the supplier
- Reduction of troubleshooting calls with suppliers

02.2022 – 11.2022

PublicCare GmbH

Pharmaceutical Industry (Home Care), Germany

Head of Logistics / Supply Chain Management (MA 57)

- Temporary logistics manager
- Structure of the supply chain organization
- Restructuring of procurement and storage processes
- Improvement of the warehouse structure for article picking
- Introduction and implementation of 5S in logistics
- Reorganization of the purchasing department
- Digitization of purchasing
- Reduction of customer backlogs
- Structure of indicator systems
- Creation of specifications, tendering of logistics activities
- Elaboration and preparation of a management decision for a European hub

Significant successes:

- Analysis of the weak points and creation of a concept for the reorientation
- Implementation of 5S and shopfloor Mgt. in the warehouse
- Tendering of logistic activities
- Introduction of a bonus payment system
- Reduction of packaging material - saving 50K € p.a.

10.2021 – 01/2022

Food industry

Baby food, Germany

Manager Logistics / Supply Chain Management (28 employees)

- Operative, day-by-day management of the material flow (inbound, internal goods traffic, outbound)
- Ensuring the supply of the 3 production areas of the plant and the supply of the various customers
- Management of the interfaces to the supply chain and sales functions of the BU Baby
- Reorganization of operational logistics and the production plan

Significant successes:

- Reorganization of the planning department
- Implementation of an audit-compliant warehouse structure
- Development of a daily monitoring
- Introduction of control rounds
- Structuring of the S&OP process
- Initiating the introduction of a production planning tool

06.2019 – 09.2021

Automotive

1st Tier Supplier Exterior, Germany & Czech Republic

Project Manager optimization value stream mapping and layouts

Germany

- Deputy PC&L management
- Restructure the PC&L organization
- Restructure of Order Center
- Trouble shooting management with customer AMG
- Dissolution of two high-bay warehouses and one KLT warehouse into a goods receiving warehouse
- Create new plant layout concepts
- Material flow analysis, Value Stream Mapping, Spaghetti Diagram
- Create and implement a new material flow concept
- Dissolution of external warehouse
- Create KPI system for PC & L

Czech Republic

- Create new plant layout concepts
- Integrate the picking zone into the warehouse
- Calculate and implement tugging train (tugging trains) including all operational activities
- Create Logistics concept for new project

Significant successes:

- (CZ) Concept for the new warehouse structure created - saving 400 k €
- (CZ, D) Tugging trains calculated and implemented - saving 180k €
- (CZ) Created logistics concept for new project with scheduled trailer hub
- (D) Elaboration of 10 future layouts
- (D) Reorganization in connection with § 112 BetrVG
- (D) Restructuring of the Order Center
- (D) Basis for decision-making for 4 future layouts with ROI and Payback (PB) consideration created - PB 1.5 years
- (D) Specification, tender, comparison of offers and decision-making basis for external logistics service provider created - savings of € 450,000
- (D) Development of the new organization with personnel adjustment by - 48 HCs (savings of € 2.9 million)
- (D) Concept for PC&L KPI Dashboard presented
- (D) Implementation of closed tugging trains
- (D) Implementation of E-Kanban

04.2018 – 02.2019

Diesel engine manufacturer, Germany

Manager Supply Chain (10 employees)

- Restructuring of the SCM department
- Development of the medium-term supply chain strategy
- Development and conception of the supply chain management organization

- Create a roadmap for strategic implementation for supplier integration
- Ensuring of the supplier capacity and parts availability
- Restructuring of scheduling, planning & control department
- New design of planning & control and new design in SAP
- Concepting and implementation of product lifecycle Management incl. with goods in/goods out control, document management

Significant successes:

- Creation of a new SCM organization
- Ensuring the delivery deadlines of suppliers
- Increased the production suppliers from 1 day up to 14 days
- Enhance the security of supply
- Regular inventory meetings with material scheduler to reduce the working capital

08.2017 – 03.2018

Logistics service provider

Automotive JIS, Germany

Regional management South-West with 5 subsidiaries (280 employees)

- New organization set up
- Organization of relocation to a new plant with 10,000 sqm
- Cost reduction of 2,000k€ as from July 2018 until September 2019

Significant successes:

- Reduction of temporary workers from 80 to 20% - no season business / reduction of fluctuation
- Staff reduction of 100 employees
- Process optimization and assurance of JIS delivery with lean tools
- Cost efficiency increase of 2.8 million €

7.2016 – 07.2017

Automotive

1st tier supplier Exterior, Germany

Director Logistics with 11 subsidiaries (220 employees)

- Logistics restructuring
- Set up and assurance of customs organization
- Implementation of master planner concept in dispatch
- Implementation of production control software
- Optimization of material flow with value stream analysis
- Optimization of transports and related costs
- Set up of process reliable container management
- Standardization of process and handling instructions
- Preparation of logistics contracts and set up of contract database

Significant successes

- Increase of booking security up to 98%
- Set up and marking of storage areas

- Reduction of cycle times to 3 working days
- Cost reduction due to termination of plant transports amounting to 250,000€ p.a.
- Savings amounting to 350,000€ p.a. due to linking and bundling of transports (2.5 million € transport costs)
- Reduction of extra tours from 200,000€ to 80,000€ monthly

04.2011 – 06.2016 **Machinery and plant engineering, Germany**
International, medium-sized company with group structure, plant engineering, 5,345 billions € turnover, 39.302 employees

10.2012 – 06.2016 **Division Strategic Purchasing Business Partner Product & Services (P&S)**

- *Expansion of worldwide P&S purchasing steering*
- *Development of purchasing organizations in EMEA, Asia, North&South America and supplier development in the countries*
- *Development of supply chain strategy 2020 and set up of supply chain department in PR China*
- *Consequent compliance of developed supply chain processes from supplier development until delivery to the customer*

Significant successes:

- *Successful implementation of direct buy “DiBuy” with sales increase of 25% and enhancement of operational result*
- *Reduction of material costs of 5% (5.8 million €) due to regular market analyses and negotiations*
- *Cash increased on payments duration from 30 to 43 days*
- *Supplier reduction of 20% and planning of supplier capacity resulting in substantial increase of delivery reliability*
- *Successful reduction of internal material flow, material cost and material complexity due to development and implementation of a new strategy for outsourcing of assembly products and goods income*
- *Increase of purchasing transparency up to 91% due to the set up of KPI reports and monthly KPI monitoring on worldwide basis*

02.2012- 09.2012 **Machinery and plant engineering, Germany**
Manager Supply Chain Management P&S

- *Optimization of supply chain processes for sales improvement of spare parts and service area due to purchasing cooperatives, dealer concepts and leasing pools*

Significant successes:

- *Improvement of cycle times from 3 to 1.5 months and turnover increase of 12% with positive influence on operating result*

- *Costreduction of 90,000€ p.a. due to implementation of new packaging concept changed from wooden boxes to carton boxes*

04.2011 – 01.2012 Machinery and plant engineering, Germany
Process Manager External Logistics

→ *Initiation, management and coordination of SAP logistics projects (export control, preference determination, shipping, on-site management) and international SAP trainings and workshops*

Significant successes

- *Implementation and roll out of SAP export control system in order to reduce compliance risks and keep compliance guidelines*
- *Reduction of internal process times of 45 % due to implementation of on-site material management platform*

05.2010 – 03.2011 Automotive

1st tier supplier Exterior, Germany

International group, automotive supplier industry, 16.190 billion € turnover, 84,200 employees

Division Coordinator PC-L (Production, Control & Logistics) Europe and South Africa

→ *Functional responsibility of 25 employees, budget responsibility of 60 million €*

Significant successes

- *Implementation of Lean standards (Toyota Production System, Kaizen, Total Production Maintenance, Total Preparation Area, 5S, value stream design)*
- *Increase of delivery performance of 25% due to successful implementation of supply chain concepts (milk run, cross dock, warehouse, transfer points and overseas settlements)*

06.2009 – 10.2010 Automotive

1st tier supplier Exterior, Germany

US-American company with HQ in Troy, Michigan, 3.2 billion US\$ turnover, 6,700 employees in 16 countries

Manager Transportation and Logistics

→ *Logistics budget responsibility of 39 million €*

Significant successes:

- *Successful set up and implementation of new EMEA logistics concepts (milk run, cross dock etc) and stock reduction of 4%*
- *Developed business plan and build up my own consulting company*
- *Positive Pfo after 3 months go-live*
- *Logistics budget of 39 million €*
- *Implemented of new EMEA logistics concept (Milk run, Cross dock, etc.)*

- *Reduced 4 % on inventories (1,2 million €)*

07.2008 – 05.2009 Automotive

1st tier supplier Exterior, Germany

Automotive Supplier for plastic outer parts, a company of Dynamit Nobel AG, 2.5 billion € turnover, 13,000 employees

Senior Purchaser Logistics (power of attorney)

→ *Functional responsibility of 5 employees, budget responsibility of 40 million €*

Significant successes

- *Logistics cost savings in the million areas inter alia by outsourcing of internal assembly work*
- *Increase of supplier reliability from 60 to 90 %*

10.2006 – 06.2008 Automotive

1st tier supplier Exterior, Germany

Manager Logistics Services and Manager of Plant Logistics and Manufacturing

→ *Employee management of 30 employees and responsible for Customs Support, Container Management, Freight Management, Inventory Management, IT-Support, Logistics Controlling, After Sales, Order Management, Material Management, Manufacturing Control, Warehouse Management and Shipping*

Significant successes:

- *Shop floor optimization due to 5S*
- *Monthly cost savings amounting to 52,000 € due to reduction of 2,000 empty boxes*
- *Implementation of sustainable transport cost monitoring*
- *Increase spare part availability of 25% in After Sales by sustainable monitoring and report of actions*

01.2004 – 09.2006 Automotive

1st tier supplier Exterior, Germany

Freight & Customs Manager

→ *Planning and realization of European transport concepts and single point of contact for all customs related topics*

Significant successes:

- *Savings in freight costs of 600k € (5 million € volume) by reduction of used transport companies as from 160 to 40*
- *Reduction of VAT risk from 6 million € to 100k €*

06.2000 – 12.2003 Automotive

1st tier supplier Exterior, Germany

Logistics Planner for customers Audi & BMW

→ Management of all project related supply chain, logistics and material flow topics and trainer for continuous improvement

Significant successes:

- Reduction of yearly process costs of 3 % due to lean management tools
- Selection and implementation of logistics service providers with successful implementation of new warehouse structures, set up of assembly lines and implementation of Just in time / Just in sequence delivery to the customer

02.1999 – 05.2000 Logistics Service Provider

Forwarding agent & Logistics company, HQ in St. Gallen / Switzerland, 451 Mio. € turnover, 2,000 employees

Specialist for export / import Eastern Europe

- Implementation of logistics projects in Russia, Ukraine, Belarus, Baltic states, Uzbekistan, Georgia, Iran and Turkey
- Overseas container traffic and heavy transports

Significant successes:

- Successful relocation for Siemens to Perm (Russia) incl. coordination between industry chamber of commerce and customs authorities

07.1997 – 01.1999 Logistics Service Provider

Truck dispatcher food

- Dispatcher of 25 trucks in short-distance traffic (200 km radius)
- Professional management

Significant successes:

- Optimizes touring plans under consideration of fix dates
- Reduction of damage in transit and reduction of fuel costs due to driver trainings for efficient driving

02.1994 – 06.1997 Logistics Service Provider

Processing specialist Eastern Europe

- Import and Export customs clearing
 - Deputy director of the branch manager in the community of interests for freight forwarders and successful support of 3 subsidiaries

Additional qualifications

Specialist topics Trainer Continuous Improvement, Conduct of Negotiation, Customs Clearing, Compliance, Operational Excellence Advances, Preference Calculation

Management skills *Professional Leadership, Professional Communication, Conflict Management, target agreement discussion, Project Management*

01.2005 – 01.2006 *Speaker at the University of Applied Sciences Ansbach / Germany Topic "Logistics and transports of "Dynamit Nobel"*

Language skills *German (native) English (fluently), Russian (basic knowledge), Italian (basic knowledge)*

Computer skills *Excel, Word, Power Point, MS-Project, Visio, Outlook, SAP (MM, FI, SD, CO, Workflow), Linux, Lotus Notes*

Business Hero Award 2022 *for the category "Customer Satisfaction" - July 2022*