

Ing. Bouwe van der Meer

Graduate Logistics Manager (FH)

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Personal 09-06-1970
 46 Years old, married, three children



Overview career

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|-------------------|-------------|----------------------|-----------------|-----------------|----------------|--------------|
| Experience | Work | Restructuring | Seminars | Projects | Tenders | Saved |
| Year/each | 23 yr. | 10 yr. | 13 ea. | 20 ea. | 30 ea. | 13 Mio € |

Outstanding projects and experiences

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|-----------------|-----------------|----------------|---------------|----------------|--------------|---------------|
| Company | DMG MORI | ENERCON | IKO BV | GRAEGER | AVEBE | RENTEX |
| Country | Germany | Worldwide | Netherlands | Germany | Netherlands | Netherlands |
| Year | 2017 | 2016 | 2016 | 2015 | 2014 | 2013 |
| Industry | High tech | Wind energy | Construction | Construction | Food | Healthcare |
| Savings | | | | | | |

Core competences / Industry experience

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|------------------------|-----------|-------------|-----------|---------------|--------------|--------------|
| Industry | Food | Wind energy | High-tech | Logistics | Healthcare | Construction |
| Core competence | Logistics | Procurement | Transport | Restructuring | Supply Chain | Finance |

Language skills

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|-----------------|--------------|----------------|-------------------------------|-------------------------------|-----------------------------|
| Language | Dutch | Frisian | English | German | French |
| Level | Fluent | Fluent | Full professional proficiency | Full professional proficiency | Limited working proficiency |

Social skills

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|---------------|--------------|----------|--------------|------------|-------------------|-----------|
| skills | Self-starter | Creative | Game changer | Negotiator | Strong persuasion | Stay calm |
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International experience

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|------------------|-----------|-----------|--------|--------|--------|----------|
| Countries | BEN-FR-DK | D-A-CH-PL | USA,UK | Panama | Africa | USA, CAN |
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Interim mandates and projects > 3 Months

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| 19 Logistics Tender Consultant | (Part-time, 1.5 days / week) | 02/2017 - 06/2017 |
| IKO NV, BE- Antwerpen, Construction material, 130 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Tendering & restructuring transport Belgium, France and UK | | |
| 18 Logistics Consultant | (Part-time, 3.5 days / week) | 09/2016 - 09/2017 |
| DMG Mori - Bielefeld, CNC Tools, 2.2 Billion EUR | | |
| <ul style="list-style-type: none"> ▪ Restructuring procurement of logistics ▪ Project casting from China CIF to Ex-Work ▪ Tender worldwide sea freight ▪ Tender CEP ▪ Tender road transport Europe | | |
| 17 Logistics Consultant | (Part-time, 3 weeks) | 09/2016 - 09/2016 |
| Royal Haskoning, NL-Nijmegen, Consultancy and Engineering, 7000 FTE, 400 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Logistics Benchmark Djibouti and Ethiopia ▪ Defined with local contacts all logistic main flows, carriers, harbours & rates ▪ Difficulty level: high. Had to work with own local contacts and spent time in the field | | |
| 16 Logistics Tender Consultant | (Part-time, 1.5 days / week) | 06/2016 - 02/2017 |
| IKO Insulations BV, NL- Klundert, Construction material, 130 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Analyse logistic processes both internal (warehouse) and external (outbound transport) ▪ Integrate the logistic of 2 companies on site Klundert ▪ Restructuring all European transports including contracts & SLA (Mio) ▪ Tender Benelux Mio (saving), Tender Germany Mio (saving) ▪ Difficulty level: high. No shipment data, poor documentation, contract previous consultancy prematurely terminated | | |
| 15 Consultant Procurement and Logistics | (Fulltime, 16 Months) | 05/2015 – 07/2016 |
| Enercon GmbH, DE-Bremen/Aurich, Wind turbines Producer, 4,6 billion. EUR, 20.000 FTE | | |
| <ul style="list-style-type: none"> ▪ Restructuring procurement of logistics, total spend Mio. ▪ Developed supply chain improvements with a saving potential of Mio (new design tower sections) ▪ Management of all purchasing activities, coaching the team members and support buyers (20 FTE) ▪ Identification and implementation of cost reduction potential (separated standard transports and bundled them) ▪ Full benchmark of all European heavy transport on carriers, vehicle types and rates (60.000 transports, Mio) ▪ Developed new price calculation tools for heavy transport and large cranes ▪ Prepare and negotiate high risks contracts (> € Mio) with management ▪ Defining, executing and negotiating 15 large international transport tenders, savings Mio ▪ Worked on international projects (procurement logistics and cranes) like wind parks in Canada & Kazakhstan ▪ Difficulty level: high. Extreme high requirements MT, had to solve operational and financial issues, contract previous consultancy prematurely terminated | | |
| 14 Transport and contracts expert | (Part-time, 6 Months) | 09/2015 -03/2016 |
| Royal Haskoning, NL-Nijmegen, Consultancy and Engineering, 7000 FTE, 400 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Logistic engineering supply chain large and complicated mining project in Africa (Mio / year) ▪ Develop tender strategy and sourcing documents for transport, and handling 2.000.000 tons annually ▪ Investigation and defining truck types (220 vehicles), route and tracks (600 km desert track) in Africa ▪ Difficulty level: high. No shipment data, poor documentation, contract previous consultancy prematurely terminated | | |
| 13 Consultant Procurement and Logistics | (Part-time, 11 Months) | 07/2015- 05/2016 |
| Gräper GmbH, DE-Ahlhorn, Concrete Transformation Houses producer, 100 Mio. EUR, 700 FTE | | |
| <ul style="list-style-type: none"> • Restructuring procurement of transport and cranes Europe • Defining new standard transport contract and SLA with logistic suppliers • Prepare and negotiate big projects and contracts with carriers (UK, Germany) • Organizing tender heavy transport and deployment cranes Europe, savings K • Difficulty level: high. No shipment data, agreed rates or prices, conditions. Poor documentation. | | |
| 12 Interim Category Lead Buyer | (Fulltime, 6 Months) | 11/2014 - 05/2015 |
| Avebe Potato Starch, NL-Veendam, 1300 FTE, 650 Mio. EUR | | |

- Restructuring of procurement and organization of transport and warehousing worldwide (category spend € Mio)
 - 2.000.000 ton Potatoes to factories
 - 600.000 ton transport and storage of potato starch in bulk, big bags and pallets
 - Procurement of external warehouses of 120.000 m and 200.000 ton bulk in silo parks
- Issue and negotiated 5 worldwide transport tenders, savings € Mio
- Legal problems with suppliers solved using lawyers and attorneys
- Development and implementation of new purchasing strategy and multi-year procurement plan
- Advised senior management in logistics / transportation on liability and litigation
- **Difficulty level: high.** Previous buyer was already deactivated when I started. Contracts were running out fast.

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| 11 Interim Manager Sales and Logistics | (Fulltime, 6 Months) | 02/2014 - 07/2014 |
| Studio 100 Media, DE-München, Media Producer, 1000 FTE, 170 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Short term replacement of 2 Key staff members, Head of Merchandising and Supply Chain Manager ▪ Planning, buying and replenishment of 500 SKU in China and Europe ▪ Negotiating and buying displays from cardboard factories ▪ Daily management and training employees department sales and logistics (3 FTE) ▪ Optimize customer contracts, Supply Chain and SLA of with logistics service providers ▪ Research and development of new logistics model Europe (from 4 warehouses to 2) ▪ Optimization of Microsoft Dynamics AX (ERP) and creation of new reports (Crystal Reports) ▪ Difficulty level: high. The most important staff members left the company, had to take it over within a week | | |
| 10 Interim Logistics Manager | (Part-time, 16 Months) | 09/2013 - 02/2014 |
| Laundry service de Blinde, NL-Heerenveen, Healthcare, 200 FTE, 15 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Restructuring fleet management (technical and financial), saving K ▪ Optimization of the material flow of clean and dirty bed sheets linen, textiles and clothing ▪ Buying and selling trucks, fleet analysis, insurance and contacts with Department of Motor Vehicles ▪ Supplier management and auditing, maintenance and repair of vehicles ▪ Interim category buyer for Fuel, Trucks and Personal ▪ Tenders, RFQ prepared and completed for road transport, labour and maintenance | | |
| 9 Interim Business Development Manager | (Fulltime, 5 Months) | 05/2013 - 10/2013 |
| Gutmann Heavy Logistics AG, CH-Zug, Heavy Transport Logistics, 100 FTE, 35 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Acquisition project cargo in Europe through cold calling, internet, emails, newsletters and presentations ▪ Branches: wind energy, power plant construction, steel mills, oil and gas and top 100 companies Germany ▪ Buying and organization transport, cranes, special equipment for projects in Europe ▪ Worked on wind projects in France and Poland, shipping (from Portugal to Antwerp and Rostock) transport and installation of multiple wind turbines (onshore), transport and montage (heavy lift) of transformers (300 ton) | | |
| 8 Interim logistics Manager | (Fulltime, 4 Months) | 02/2013 – 05/2013 |
| Rentex Floron BV, NL-Bolsward, Healthcare, 350 FTE, 33 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Improved efficiency planning trucks and creating K savings euro annually ▪ Decreased number of trucks from 34 to 24, sold old leftover trucks through internet auction ▪ Optimization of the material flow of clean and dirty bed sheets linen, textiles and clothing ▪ Interim Buyer for IT Systems, Fuel, Trucks and Personal ▪ Tenders, RFQ prepared and negotiated for road transport, labour and maintenance | | |
| 7 Manager new business | (Fulltime, 2½ Years) | 9/2010 – 2/2013 |
| Holtrop van der Vlist BV, NL-Assen, Heavy Transport and Machinery, 100 FTE, 18 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Acquisition of new customers earthmoving industry, heavy equipment in Europe (Mio new turnover) ▪ Define sales strategy and implement into sales plan, defining prices and issuing on tenders ▪ Management of 1000 Prospects (cold calling, newsletters, visiting) and 600 customers ▪ Responsible for accounts receivable management and contact person for major accounts and IT ▪ Development of own CRM Database and introduced GPS System | | |
| 6 Interim Commercial Director | (Fulltime, 2½ Years) | 4/2007 - 9/2010 |
| Oenema Transport, Taxi / ambulance, NL-Heerenveen, Logistics, 200 FTE, 20 Mio. EUR | | |

- Developed long term strategy “conditioned, furniture and automotive logistics”
- Responsible for the staff, Transport Department 70 drivers and 5 office co-workers
- Restructuring transportation department, € K annually loss converted
- Purchase / Buying of capital equipment such as trucks, forklift, fuel and temporary workers
- Negotiate tariffs with subcontractors and other transport companies
- Set up new commercial departments:
 - Automotive inbound logistics (K)
 - Food and conditioned transport for Albert Heijn (Mio)
 - Furniture transport from Germany to Holland (K)
- Participated 4 European public tenders passenger transport, won three out of four
- Conducting litigation and contact person for banks, taxes, customers and suppliers

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| 5 Consultant procurement & logistics | (Part-time, 3 Months) | 02/2008 - 05/2008 |
| MBI Concrete Products, NL-Kampen, Concrete Production, 200 FTE, 35 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Optimizing flows of goods, storage of raw materials and finished goods ▪ Optimizing production Kampen NL (200.000 ton) and Veghel NL (300.000 ton) ▪ Tender and RFQ written for outbound transport finished goods | | |
| 4 Interim Transport Manager | (Fulltime, 6 Months) | 01/2007 - 06/2007 |
| Holcim Concrete Products, NL-Rotterdam, Concrete Production, 200 FTE, 30 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Planning, preparation and organization of transportation of building materials (Daily up to 80 trucks) ▪ Contact person for drivers, customers, freight forwarders and production staff ▪ Tender (RFQ) written for outbound transport finished goods | | |
| 3 Interim Director | (Fulltime, 6 Months) | 07/2006 - 01/2007 |
| Concrete Production Kijlstra, NL-Veendam, Concrete Production, 35 FTE, 20 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Heading team of 35 FTE, production, buying, sales, marketing and administration ▪ Buying all equipment like forklift trucks, wheel loaders, raw materials like sand cement and minerals ▪ Master production planning in SAP R3 and liaise plans with headquarters ▪ Solved production problems (interruptions) and prepared expansion of production to 200% in 2007 ▪ Determine new marketing strategy (dealers and end customers) and define selling prices ▪ Turnaround marketing: create new product range called "Colors of the Earth" which is still their main brand today ▪ Difficulty level: high. Previous director already had left the company for 6 months when I took it over. A lot of things had already gone its own way and needed to be corrected afterwards | | |
| 2 Managing Director | (Fulltime, 5½ Years) | 2/2001 -8/2006 |
| Van der Werff Logistics BV, NL-Heerenveen, Transport and Logistics, 100 FTE, 12 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Developed long term strategy “Logistics of construction materials Europe” ▪ Responsible for the staff, Transport Department 75 drivers and 10 office co-workers ▪ Close and reorganize office Harderwijk (€ M and 25 FTE) ▪ Purchase / Buying of capital equipment such as trucks, forklift, fuel and temporary workers ▪ Acquisition and integration Hamstra Transport (30 FTE) ▪ Growth of M € to M € in 5 years and 35 to 80 trucks in 5 years (through E-Marketing and direct sales) ▪ Development of warehouse operations, organize and build warehouse ▪ Handled tenders in transportation and conducting litigation ▪ Purchase and implementation TMS Plan and Go! and Transics Boardcomputers | | |
| 1 Supply Chain Manager | (Fulltime, 5 Years) | 1/1996 – 1/2001 |
| Xerox Distribution Europe BV, NL- Heerenveen, Electronic, 200 FTE, 200 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Teamleader department planning, purchasing colorprinters Europe (15 FTE) ▪ Demand Planning, Purchasing 3,000 articles in Mfg/Pro and Oracle, 20 M € stock level ▪ Organising inbound container shipments from USA, China, Korea to Europe ▪ Organising outbound worldwide shipments, pallets, parcels, and full trucks and air cargo ▪ Planning production department of configuring printers to sales orders (also managing BOM's) ▪ Responsible for shipments to customers in Europe, damages and organizing quarterly endings ▪ Organized the complete removal Heerenveen to Venray (6.000 pallets) ▪ Implementation of QAD MFG / PRO and Oracle in Heerenveen and Venray (superuser level) | | |

Interim mandates, projects & trainings < 3 Months

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|--------------------------------|---------|------------------------|--------------|------|
| Consultancy outbound logistics | 5 Days | Aggreko / Ryano | Moerdijk, NL | 2016 |
| Consultant | 3 Days | Schot Kraanverhuur | Alkmaar, NL | 2014 |
| Interim Finance Manager | 9 Days | Inter-East Cargo BV | Sofia, BU | 2014 |
| Interim Financial Manager | 10 Days | Interscandia Spedition | Zwolle, NL | 2008 |
| Consultant E-Commerce | 5 Days | Buiter Beton | Zwolle, NL | 2005 |

Seminars/workshops

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|----|-------------------------------|--------|-------------------------|-----------------|------|
| 13 | Masterclass heavy transport | 2 Days | Siemens Wind power | Hamburg, DE | 2017 |
| 12 | Masterclass heavy transport | 2 Days | Siemens Wind power | Brandeburg, DK | 2017 |
| 11 | Seminar heavy transport | 2 Days | Siemens Wind power | Hamburg, DE | 2017 |
| 10 | Seminar heavy transport | 2 Days | Siemens Wind power | Hamburg, DE | 2017 |
| 9 | Seminar heavy transport | 2 Days | NATO | Rheine, DE | 2016 |
| 8 | Seminar heavy transport | 2 Days | Siemens Power and Gas | Mühlheim, DE | 2016 |
| 7 | Seminar heavy transport | 2 Days | 4 companies | Rheine, DE | 2016 |
| 6 | Workshop Marketing Turnaround | 1 Day | Spedition Kuhne | Bremen, DE | 2016 |
| 5 | Workshop Procurement | 1 Day | Van Uden Logistics | Waddinxveen, NL | 2016 |
| 4 | Seminar interim management | 1 Day | Rabobank | Tilburg, NL | 2015 |
| 3 | Workshop Marketing Turnaround | 3 Days | Van der Werff Logistics | Heerenveen, NL | 2015 |
| 2 | Workshop Marketing Turnaround | 2 Days | Rail and Road Logistics | Berlin, DE | 2014 |
| 1 | Workshop Marketing Turnaround | 2 Days | Max Wild | Berkheim, DE | 2013 |

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| Computer Skills | Computers and software have always had my interest since the '80's. Within Xerox (1997) I learned the basic of SQL programming and build my first database environment. Combining IT solutions with business have always been one of my strong points in the past. Nowadays SQL and database structures are being applied to compare rates in complex tender | | |
| Computer Skills | General Software: +++ Outlook +++ Internet +++ Word +++ Excel +++ Powerpoint +++ Access SQL +++ Frontpage +++ Dreamweaver +++ Paint Shop Pro | Selfmade applications in MS ACCESS: Order and Billing Financial administration CMS database: - Customers - Reports - Sales - Marketing - Financial - Management | Specific software: - Plan en Go! - Transics - Fleetwatch - Exact - MS Dynamics Axapta - Oracle - MFG/PRO - Road runner - Trasec |
| Driver license | A, B, C, D, E (Car, motorbike, bus, truck) | | |
| Hobby's | Running, reading and movies. | | |
| Family | Married, 3 children (12,14,16) | | |