

Ing. Bouwe van der Meer



Graduate Logistics Manager

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Email info@interim-xl.com
Personal 09-06-1970, 48 Years old, married, three children
Availability 2019

Overview career

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|-------------------|-----------------------|--------------------------------|---------------------------|---------------------------|--------------------------|--------------------------|
| Experience | Work 25 yr. | Restructuring 10 yr. | Seminars 15 ea. | Projects 22 ea. | Tenders 35 ea. | Saved 30 Mio € |
|-------------------|-----------------------|--------------------------------|---------------------------|---------------------------|--------------------------|--------------------------|

Industry experience



Logistics Consultancy Software Hightech Healthcare Construction Media Agriculture Food Windenergy Oil & Gas Machinery

Core competences



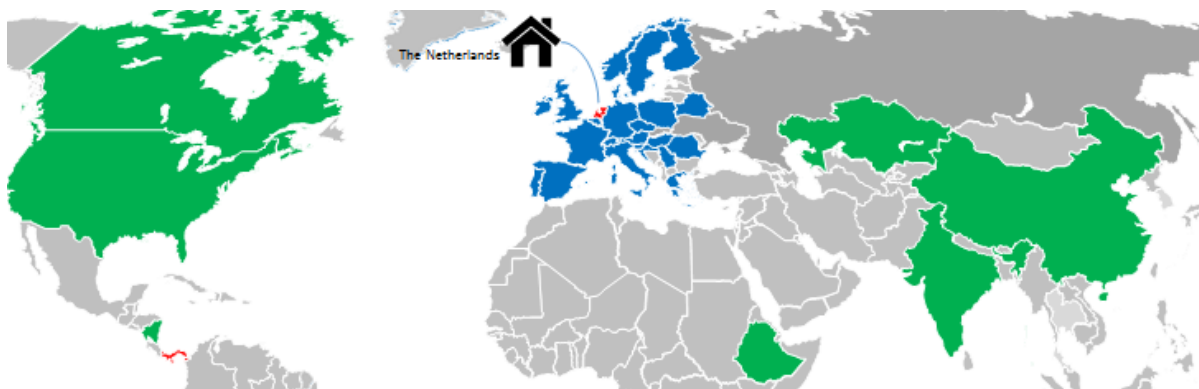
Logistics Consultancy Interim Contracts Conditions Negotiating Procurement Turnaround Fleet & IT Seminar

Language skills

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|-----------------|------------------------|--------------------------|--------------------------|-------------------------|--|
| Language | Dutch Fluent | Frisian Fluent | English Fluent | German Fluent | French Limited working proficiency |
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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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Top projects

NATO HQ EUROPE 2018



- Consultant Logistics
- Training and seminars

DMG MORI 2016-2019



- Project Leadtime = 3,5 yr
- Category spend 100 Mio. €
- Restructuring & Tendering
- Worldwide logistics of express, parcels, air cargo, heavy and OOG transport, sea transport

ENERCON 2015-2016



- Project Leadtime = 1,5 yr
- Category spend 500 Mio. €
- Restructuring & Tendering
- 8 Factories
- 6 Countries in Europe
- 30.000 transports

AVEBE 2014-2015



- Project Leadtime = 1 yr
- Category spend 75 Mio. €
- Restructuring & Tendering
- 5 Factories
- 20 Countries in Europe
- Complex large suppliers

Interim mandates and projects > 3 Months

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| 22 Logistics Consultant | (2 days /Months) | 01/2019 - 12/2019 |
| Körber AG, Hamburg, Tabaksystems (Hauni), 14.000 FTE, 2,5 Billion EUR | | |
| <ul style="list-style-type: none"> ▪ Centralizing Procurement of Logistics (50 Mio EUR) | | |
| 21 Logistics Consultant | (10 Tage) | 12/2018 - 02/2019 |
| Tennet, NL-Arnheim, high-voltage lines, 3180 FTE, 3,9 Billion EUR | | |
| <ul style="list-style-type: none"> ▪ Engineering supply chain new high voltage line (project 110 Mio EUR) | | |
| 20 Logistics Consultant | (1 days / week) | 05/2017 - 08/2017 |
| Enercon Logistics, DE-Aurich, Wind energy, 20.000 FTE, 4,6 Mio | | |
| <ul style="list-style-type: none"> ▪ Introducing Transporeon, Digitization Logistics 2.0 ▪ Short-term support in finding a solution for a shortage of transport capacity ▪ Training and implementation Transporeon of Enercon dispatchers and their carriers in Germany and France | | |
| 19 Logistics Tender Consultant | (1.5 days / week) | 02/2017 - 06/2017 |
| IKO NV, BE- Antwerp, Construction material, 130 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Tendering & restructuring transport Belgium, France and UK ▪ 4 Tenders, 5 Mio, savings 600K. New international contracts with 6 new carriers | | |
| 18 Logistics Consultant | (4-5 days / week) | 09/2016 - 12/2019 |
| DMG Mori - Bielefeld, CNC Tools, 3.2 Billion EUR | | |
| <ul style="list-style-type: none"> ▪ Restructuring & centralizing procurement of logistics, total spend 80 - 100 Mio. ▪ Implementing INET TMS Software for 7 Factories and all modalities (project 2019) ▪ Reduction of carriers and forwarders from 500 worldwide to 100 ▪ Inbound research casting from China CIF to Ex-Works ▪ Tender worldwide sea freight, containerized, RoRo and Heavy Cargo (8 Mio) ▪ Tender CEP International, Couriers, Express, Parcel, 150.000 shipments (4 Mio) <ul style="list-style-type: none"> ○ Designed and utilized own SQL database to price and compare 150.000 worldwide shipments ▪ Tender road transport Europe (Machinery), heavy and oversized cargo (21 Mio) ▪ Tender packaging & stowage costs (4 Mio) ▪ Developed new international transport contract ▪ Difficulty level: high. Important data not available, contract previous consultancy prematurely terminated | | |
| 17 Logistics Consultant | (3 days / week) | 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, harbors & rates, logistic benchmark ▪ Difficulty level: high. Worked under pressure with own local contacts in Ethiopia | | |
| 16 Logistics Tender Consultant | (1.5 days / week) | 06/2016 - 02/2017 |
| IKO Insulations BV, NL- Klundert, Construction material, 130 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Analyze logistic processes both internal (warehouse) and external (outbound transport) ▪ Integrate the logistic of 2 internal companies on site Klundert ▪ Restructuring all European transports including contracts & SLA (10 Mio) ▪ Tender Benelux 4,5 Mio (saving 1 Mio), Tender Germany 1,5 Mio (saving 300K) ▪ Difficulty level: high. No to little shipment data, contract previous consultancy prematurely terminated | | |
| 15 Consultant Procurement and Logistics | (4 days / week) | 05/2015 – 07/2016 |
| Enercon GmbH, DE-Bremen/Aurich, Wind turbines Producer, 5 billion. EUR, 20.000 FTE | | |
| <ul style="list-style-type: none"> ▪ Restructuring procurement of logistics, total category spends worldwide logistics 500 Mio. ▪ Developed supply chain improvements with a saving potential of 25 Mio (new design tower sections) ▪ Management of all purchasing activities, coaching the team members and support buyers (15 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, 500 Mio) ▪ Developed new price calculation tools for heavy transport and large cranes ▪ Prepare and negotiate high risks projects and contracts (> € 30 Mio) with management ▪ Defining, executing and negotiating 15 large international transport tenders, savings 5 Mio ▪ Worked on international projects (procurement logistics and cranes) like wind parks in Canada & Kazakhstan ▪ Difficulty level: high. solved operational and financial issues, contract previous consultancy prematurely terminated | | |

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| 14 Transport and contracts expert | (1 day / week) | 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 (50 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 | (1 day / week) | 07/2015- 05/2016 |
| Gräper GmbH, DE-Ahlhorn, Concrete transformation houses, 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 600K • Difficulty level: high. No shipment data, nor agreed rates or conditions. | | |
| 12 Interim Category Lead Buyer | (5 days / week) | 11/2014 - 05/2015 |
| Avebe Potato Starch, NL-Veendam, 1300 FTE, 650 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Restructuring of procurement and organization of transport and warehousing worldwide (category spend € 75 Mio) <ul style="list-style-type: none"> ○ 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 ▪ Issued and negotiated 5 worldwide transport tenders, savings € 1,5 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. | | |
| 11 Interim Manager Sales and Logistics | (5 days / week) | 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 over within a week | | |
| 10 Interim Logistics Manager | (1 days / week) | 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 200K ▪ 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, labor and maintenance | | |
| 9 Interim Business Development Manager | (5 days / week) | 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 | (5 days / week) | 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 500K 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, labor and maintenance | | |

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| 7 Manager new business | (5 days / week) | 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 (2 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 | (5 days / week) | 04/2007 - 9/2010 |
| Oenema Transport, Taxi / ambulance, NL-Heerenveen, Logistics, 200 FTE, 20 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ 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, € 600 K annually loss converted ▪ Purchase / Buying of capital equipment such as trucks, forklift, fuel and temporary workers ▪ Set up new commercial departments: <ul style="list-style-type: none"> ○ Automotive inbound logistics (400K) ○ Food and conditioned transport for Albert Heijn (1.5 Mio) ○ Furniture transport from Germany to Holland (200K) ▪ Participated 4 European public tenders passenger transport, won three out of four ▪ Conducting litigation and contact person for banks, taxes, customers and suppliers | | |
| 5 Consultant procurement & logistics | (1 days / week) | 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 | (5 days / week) | 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 | (5 days / week) | 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 | (5 days / week) | 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 (€ 3M 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 3M € to 10M € 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 ▪ Purchase and implementation TMS Plan and Go! and Transics Boardcomputers | | |
| 1 Supply Chain Manager | (5 days / week) | 1/1996 – 1/2001 |
| Xerox Distribution Europe BV, NL- Heerenveen, Electronic, 200 FTE, 200 Mio. EUR | | |
| <ul style="list-style-type: none"> ▪ Team leader department planning, purchasing color printers Europe (15 FTE) ▪ Demand Planning, Purchasing 3,000 articles in Mfg/Pro and Oracle, 20 M € stock level ▪ Organizing inbound container shipments from USA, China, Korea to Europe ▪ Organizing 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) | | |

Seminars/workshops

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|----|-------------------------------|--------|---------------------------------|-----------------|------|
| 15 | Seminar heavy transport | 2 Days | 8 companies | Paderborn, DE | 2018 |
| 14 | Masterclass heavy transport | 3 Days | NATO Support Procurement Agency | Capellen, L | 2017 |
| 13 | Masterclass heavy transport | 2 Days | Siemens Wind power | Hamburg, DE | 2017 |
| 12 | Masterclass heavy transport | 2 Days | Siemens Wind power | Brande, DK | 2017 |
| 11 | Seminar heavy transport | 2 Days | Siemens Wind power | Hamburg, DE | 2017 |
| 10 | Seminar heavy transport | 2 Days | Siemens Wind power | Brande, DK | 2017 |
| 9 | Seminar heavy transport | 2 Days | 2 companies | Frankfurt, DE | 2017 |
| 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 |

Timeline Bouwe van der Meer

