

Interim Management



- Transport / haulage companies
- Private carriers
- Logistics organizations 3 and 4 PL
- Warehouses, warehousing
- Concrete producers
- Removals, large projects
- Interim director, planning, IT and sales
- Worldwide employable
- Fluent English, German and Dutch
- Within 7 days plan of action



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Plan of action

Besides direct acting, I will weigh your assignment against the reality as I learning that in your organization. Then I will develop my his own judgment on how to the best possible way on how this job can be done. This is documented in a Plan of Action. Tasks, activities and goals are defined here.

The plan of Action will include at least:

- What results are achieved;
- The targeted interventions and actions;
- Intended timing;
- Risks and constraints;
- Expected use of the interim manager, principal and / or the organization.

“Details” method

The following weeks I will dissect your organization in detail. In this method, I go much further than initially would be necessary, but it is my vision if you make important decisions you have to control the details of the business. To create a multilevel view over departments it is essential to have full control over the details. Additionally, you can assume that all proposals, decisions are regularly communicated with you and that they are 100% based on financial data.

Working Areas

- Road transport, shipping, air, rail and bulk cargo.
- 3 and 4PL organizations, warehousing and warehouses.
- Concrete Producers, interim director, production and business development.
- Private carriers, transport and other logistics and institutions or companies.
- Heavy haulage, industrial removals and large projects.
- Interim business development.

References Interim

- Avebe: Interim Procurement Manager
- Rentex Floron: Interim logistics manager
- Gutmann Heavy Logistics: Interim Business Development
- Kijlstra Beton: Interim director betonindustrie Veendam
- Holcim Betonproducten: Interim transport manager
- MBI Beton Kampen: Interim Changemanagement
- Buitter Beton Balkburg: Adviser web marketing
- Boekema Transport: Interim financial director
- Max Wild Berkheim: Interim Adviser

Curriculum Vitae

Ing. Bouwe van der Meer
Graduate Logistics Manager (FH)

Consultant and interim manager
Transport and logistics

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Resume in headlines

- First restructuring project at the age of 23 (sold transport department)
- 16 interim projects finished since 2006, first one at the age of 36
- Specialist in negotiating large tenders and complex projects transport & logistics
- 30 years' work experience trade, procurement, production, supply chain, transportation and logistics
- Strong background in IT, sales, procurement, distribution, manufacturing, buying and management
- Multilingual (NL, DE, UK) and deployable worldwide

Outstanding projects and experiences

- Restructuring procurement of transport and logistics with category spends up to € 500 Mio
- Developed long term strategies logistics companies that still work today
- Issuing and writing complex worldwide transport tenders
- Strong negotiating techniques and decisive in strategic purchasing
- Implemented IT systems such as Oracle, QAD, MFG-PRO, and Microsoft Dynamics
- 10 X own MS ACCESS Tool developed, expert with SQL (massive data processing)

Finance experience

- Depreciation, investment, cash flow, debtors, creditors, balance sheet, financial statements, management reports, financial solvency, budget and forecast
- Bankruptcy and legal proceedings, due diligence and sale and leaseback

Buying experience

- European and worldwide transport projects (break bulk, road, rail, river and sea, multimodal)
- Storage third parties, warehouse equipment, port handling and forklifts
- Vehicle fleets (trucks, wheel loaders and cars), fuel and spare parts
- Raw materials for the concrete industry (sand, cement, additives)
- Advertising, DTP, photography, printing, brochures and digital media (internet)
- Computers (PCs, servers, board computers) and software (ERP, TMS)

Branch and Countries

- Experience in industries: mining, wind energy onshore, shipping and port handling, healthcare, manufacturing, construction, laundry, merchandising, FMCG, food, automotive and electronics
- Experience in countries: Kazakhstan, UK, USA, Canada, Brazil, Africa, Sweden, Germany, Poland, Switzerland, Austria, Belgium and France

Personal strengths

- Self-starter, honest and loyal, warm personality
- Can get along with both managers, owner / Stockholder and workers
- Very creative in finding solutions to "impossible" problems
- Strong persuasion and excellent communication skills
- Successful negotiations on the international level

Interim mandates and projects > 3 Months

16 Logistics Consultant	(Parttime, 2 Tage / Woche)	06/2016 - 12/2016
IKO Insulations BV , NL- Moerdijk, Construction material , 130 Mio. EUR <ul style="list-style-type: none"> ▪ Optimization of the planning of construction material in Europa ▪ Redesign of the supply chain outbound transport ▪ Negotiate Tender results and design transport contracts & Service Level Agreements 		
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"> ▪ Report to senior management and board of directors ▪ Management of all purchasing activities, coaching the team members and support individuals ▪ Further development and optimization of purchasing structures and processes ▪ Identification and implementation of cost reduction potential (value analysis, etc.) ▪ Full analyse of all European Heavy Transport on carriers, vehicle types and rates (60.000 transports, 500 Mio) ▪ Benchmark of all transport rates and forwarders in European countries ▪ Developed price calculation tools for heavy transport and large cranes ▪ Supervise and on the job training of buyers on negotiating with carriers ▪ Prepare and negotiate high risks contracts (> € 30 Mio) with management ▪ Defining, executing and negotiating 4 large European Transport Tenders ▪ Worked on several international projects like wind parks in Canada & Kazakhstan 		
14 Transport and contracts expert	(Parttime, 6 Months)	09/2015 -03/2016
Royal Haskoning , NL-Nijmegen, Consultancy and Engineering, 7000 FTE, 400 Mio. EUR <ul style="list-style-type: none"> ▪ Mapping and defining supply chain large and complicated mining project in Africa (high risk country) ▪ 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 		
13 Consultant Procurement and Logistics	(Parttime, 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 logistics and deployment of cranes Europe • Defining new standard transport contract and SLA • Prepare and negotiate bigger projects and contracts with carriers • Organizing tender heavy transport and deployment cranes Europe 		
12 Interim Category Lead Buyer	(Fulltime, 6 Months)	11/2014 - 05/2015
Avebe Potato Starch , NL, 1300 FTE, 650 Mio. EUR <ul style="list-style-type: none"> ▪ Restructuring of procurement and organization of transport and warehousing worldwide (category spend € 70 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 ▪ Issue and negotiated 5 worldwide transport tenders, savings € 1,5Mio ▪ 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 		
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 articles in China and Europe ▪ Negotiating and buying displays from cardboard factories ▪ Daily management and training employees department sales and logistics ▪ Optimize customer contracts, Supply Chain and SLA of with logistics service providers ▪ Research and development of new logistics model Europe (from 4 warehouses by 2) ▪ Optimization of Microsoft Dynamics AX (ERP) and creation of new reports (Crystal Reports) ▪ Write and ISO procedures for all processes in German language 		

10 Interim Logistics Manager	(Fulltime, 16 Months)	09/2013 - 02/2014
<p>Laundry service de Blinde, NL-Heerenveen, Healthcare, 200 FTE, 15 Mio. EUR</p> <ul style="list-style-type: none"> ▪ Restructuring fleet management (technical and financial) ▪ 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 ▪ Release invoices through Purchase to pay, manage exceptions (2x bankruptcy's suppliers) 		
9 Interim Business Development Manager	(Fulltime, 5 Months)	05/2013 - 10/2013
<p>Gutmann Heavy Logistics AG, CH-Zug, Heavy Transport Logistics, 100 FTE, 35 Mio. EUR</p> <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 ▪ Represented Gutmann at the fair Transport & Logistics Munich and Break Bulk in Antwerp ▪ 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 trafos (300 ton). 		
8 Interim logistics Manager	(Fulltime, 4 Months)	02/2013 – 05/2013
<p>Rentex Floron BV, NL-Bolsward, Healthcare, 350 FTE, 33 Mio. EUR</p> <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 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
<p>Holtrop van der Vlist BV, Heavy Transport and Machinery, 100 FTE, 18 Mio. EUR</p> <ul style="list-style-type: none"> ▪ Acquisition of new customers earthmoving industry, heavy equipment in Europe ▪ 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 ▪ Outsourcing and negotiating logistic projects to subcontractors ▪ Development of own CRM Database and introduced GPS System ▪ Attended trade fair Transport & Logistics Munich and Break Bulk in Antwerp ▪ Worked on integrated projects such as shipping and transporting mining equipment from Spain, UK and China 		
6 Interim Commercial Director	(Fulltime, 2½ Years)	4/2007 - 9/2010
<p>Oenema Transport, Taxi / ambulance, Transport and Logistics, healthcare, 200 FTE, 20 Mio. EUR</p> <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 ▪ Negotiate tariffs with charters and other transport companies ▪ Set up new commercial departments: <ul style="list-style-type: none"> ○ Automotive inbound logistics ○ Food and conditioned transport for Albert Heijn ○ Furniture transport from Germany to Holland ▪ Acquisition of 50 new customers ▪ Preparation acquisition company by 2 sons ▪ Handled 4 European tenders passenger transport ▪ Conducting litigation and contact person for banks, taxes, customers and suppliers ▪ Warehouse activities development (5,000 pallets) and cross docking for new clients 		
5 Interim Buyer and Logistics	(Parttime, 3 Months)	02/2008 - 05/2008
<p>MBI Concrete Products, NL-Kampen, Concrete Production, 200 FTE, 35 Mio. EUR</p> <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 and negotiate contracts 		

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 80 trucks) ▪ Contact person for drivers, customers, freight forwarders and production staff ▪ Tender (RFQ) written for outbound transport finished goods and negotiate contracts 		
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 		
2 Managing Director	(Fulltime, 5½ Years)	2/2001 -8/2006
Van der Werff Logistics BV , 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 trucks) ▪ Purchase / Buying of capital equipment such as trucks, forklift, fuel and temporary workers ▪ Acquisition and integration Hamstra Transport (30 trucks) ▪ 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 ▪ Handled tenders in transportation and conducting litigation ▪ Contact person for banks, taxes, customers and suppliers ▪ 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 , Electronic, 200 FTE, 200 Mio. EUR		
<ul style="list-style-type: none"> ▪ Demand Planning, Purchasing 3,000 articles in Mfg/Pro and Oracle, 20 M € stocklevel ▪ Organising inbound container shipments from USA, China, Korea to Europe ▪ Organising outbound worldwide shipments, pallets, parcels, and full trucks and air cargo ▪ Management internal logistics: storage and release of salesorders ▪ Planning production department of configuring printers to salesorders (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

Workshop Marketing Turnaround	1 Day	Spedition Kuhne	Bremen, DE	2016
Workshop Procurement	1 Day	Van Uden Logistics	Waddinxveen, NL	2016
Workshop Marketing Turnaround	2 Days	Confidential	Amsterdam, NL	2015
Guest speaker	1 Day	Rabobank	Tilburg, NL	2015
Workshop Marketing Turnaround	3 Days	Van der Werff Logistics	Heerenveen, NL	2015
Due Dillienge	5 Days	Confidential	Eindhoven, NL	2014
Workshop Marketing Turnaround	2 Days	Rail and Road Logistics	Berlin, DE	2014
Consultant	3 Days	Schot Kraanverhuur	Alkmaar, NL	2014
Interim Finanz Manager	9 Days	Inter-East Cargo BV	Sofia, BU	2014
Workshop Marketing Turnaround	2 Days	Max Wild	Berkheim, DE	2013
Interim Financial Manager	10 Days	Interscandia Spedition	Zwolle, NL	2008
Consultant E-Commerce	5 Days	Buiter Beton	Zwolle, NL	2005