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| **PERSONAL DATA** | | C:\Users\Eigenaar\AppData\Local\Microsoft\Windows\INetCacheContent.Word\Geert05 (971x1280).jpg |
|  |  |
| Employee badge with solid fill **Geert Bruynsteen** | Receiver with solid fill +32 473 705 211 |
| Marker with solid fill Rijmenamsebaan 2E, 3140 Keerbergen | Email with solid fill geert.bruynsteen@aruenco.com |
| Belgium | <http://be.linkedin.com/in/geertbruynsteen> |

# SUMMARY

Entrepreneurial Interim Manager with solid experience in purchasing, supply chain and outsourcing operations. Innovative, result-oriented project & change manager with demonstrated success in value creation initiatives, achieving cost reductions and improving client satisfaction in large organizations and scale-ups. Change agent with the ability to identify issues, problem solving, devise continuous improvements and incorporate business process initiatives to increase efficiency and streamline operations. Strong affinity with IT.

1. Practice in sectors automotive, energy, industrial machinery, construction, metal, consumer electronics, cleantech and regulated industries such as medical devices and pharma.

# AREAS OF EXPERTISE

Purchasing

Supply Chain

Outsourcing

Engineering

Project Management

Team Leadership

Personnel Development

Process improvement/ IT savvy

Vendor Management

Change Management

Operations

Cost control & reduction

Strategic planning / analysis

Problem solving

Relationship building

# KEY SKILLS

**Strategic Management**: Experienced in analysis of complex situations, problem solving, strategy development, change & relationship management, contract negotiations and implementation of approach to create value and increase efficiency while maintaining solid relationship with business partners. Decision maker and pragmatic.

**Team Leadership**: Expertise in leading and building cohesive teams, engendering a culture of trust and collaboration and value training and development to build skills and professionalism.

**Process Improvement**: Devise and implement processes, procedures, and systems to strengthen operations, increase productivity and enhance client satisfaction. Handle business aspects purchasing & supply chain in IT (SAP/ Microsoft) implementation projects.

# OBJECTIVE

Role in value creation projects, starting from skills acquired in strategic purchasing, supply chain, operations, and engineering. Combine with vision, leadership skills, business acumen & financial insight to generate solid results. Assume management or strategic role in new product introduction, production process investments & outsourcing operations.

# EXPERIENCE

**Timeline Interim Management**

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| 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 |

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| 2011-now | **Interim Management Assignments** |
|  | **Sourcing Manager a.i. at Bosal Energy,** Lummen (2024 Jul-Now), Hydrogen economy   * Strategic sourcing, negotiation & contracting of capex for production equipment electrolysers. |
|  | **Procurement Project Manager a.i.** at **Equans**, Brussels (2022 May-2024 Jun), Industrial Projects   * M&A Integration purchasing in carve-out from Engie and merger with Bouygues. Category management Low Medium High Voltage Equipment and support capex projects. |
|  | **Chief Operating Officer a.i.** at **Smappee**, Kortrijk (2021 Sep-2022 May), Cleantech   * Build team production, supply chain, warehousing, purchasing and outsourcing. Put in place procedures, reporting structures and operation controls. Implement growth strategy. |
|  | **Process Lead Supply Chain** a.i. at **Bridgestone,** Zaventem (2021 Mar-Sep), automotive   * Integrate SAP S/4 HANA business processes in 25+ warehouse operations including 3PL, drive harmonized and optimized end-to-end processes for distribution of finished goods in EMIA. Change management new operating model, coordinating impact and prepare go-live. |
|  | **Supply Chain Consultant** a.i. at **Pfizer**, Zaventem (2020 Apr - Aug), pharma  Supply chain for merger Upjohn / Mylan into Viatris entity.   * M&A Integration supply chain & contract manufacturing in carve-out of Upjohn and merger with Mylan into Viatris. Drive risk management and roll out of operating model, and ways of working. |
|  | **Project Director** a.i. at **Koramic** Holding, Budel, Netherlands (2018 Aug- 2020 Mar), construction   * Turnaround distressed strategic investment project to modernize production process casting & rolling. Work with C-level management and report progress to board of directors. * Responsible for general project management (team 10 FTE) and strategic sourcing of all CAPEX to build a production plant, warehouse & expedition, scope including civil works, utilities, electrical, piping. |
|  | **Chief Procurement Officer** a.i. at **Van Hool**, Lier (2018 Apr -Jul), automotive  Van Hool is a Belgian manufacturer of buses and industrial vehicles.   * Lead, direct and manage department of 31 FTE. Prepare purchasing set up in new USA plant. * Strategic sourcing of direct materials and contract negotiation. Digitalization supply chain, change management, develop As Is/ To Be, people, processes, organization. |
|  | **Purchase & Warehouse Manager** a.i. at **Imec**, Leuven (2017 Oct – 2018 Mar), high-tech  Imec is a leading R&D and innovation hub in nanoelectronics and digital technologies.   * Lead, direct and manage department of 15 FTE. Business continuation until new manager on board. * Supply chain E2E business process development and prepare for ERP transition project. |
|  | **Supply Chain Project Manager** a.i. at **Punch Powertrain**, Sint-Truiden (2016 Sep – 2017 Sep)  Punch Powertrain is a full system automotive supplier of fuel-efficient powertrains.   * Manage procurement & supply chain to introduce new innovative transmission. Liaise supply chain operations in Sint-Truiden and Nanjing (China). Control Quality (PPAP) & Cost. * Coaching and development of 2 new project buyers. |
|  | **Procurement Manager** a.i. at **D’Ieteren**, Brussels (2016 Apr – Aug), automotive  D’Ieterendistributes the vehicles from the Volkswagen group, including spare parts, accessories and used vehicles.   * Develop procurement strategy, governance & processes, AS-IS => TO-BE (change management) * Continuation management, coach purchasing team and define training plan. Tender and negotiation. |
|  | **Procurement & Supply Chain Consultant** a.i. at **Eni** Gas & Power, Brussels (2015 Aug to 2016 Mar)  Eni engages in oil and natural gas exploration, as well as in the supply of natural gas & electricity.   * Strategic & tactical sourcing of IoT parts, supplier selection, execute tenders, contract negotiations. * Set up supply chain to execute the program and define procedures and work instructions for quality management, traceability GS1 and customer service. (Operational excellence and SC traceability) |
|  | **Purchasing Manager Europe** a.i. at **Premium Sound Solutions**, Dendermonde (2014 Apr to 2015 Jul)  Premium Sound Solutions is a leading innovator and global supplier of automotive and consumer sound solutions.   * Lead and manage a group (12 FTE) of Initial Buyers and Supplier Quality Engineers, assessed capabilities and reorganized department. Review business processes to pass audit. * Sourcing (China) and negotiation of direct & indirect materials + capex production equipment. |
|  | **Supply Chain Manager** a.i. at **Biocartis**, Mechelen (2012 Sep to 2014 Mar), medical  Medical device company focused on molecular diagnostics for oncology and other markets.   * In-source operation & contract vendors to start lean production in Mechelen. Organize supply chain, warehousing, incoming quality control and internal goods movement; implement in Microsoft AX. |
|  | **Purchasing Consultant** a.i. at **Engie**, Liège (2011 Feb – 2012 Apr), energy  ENGIE is a leading energy company and wants to lead the energy transition in Europe.   * Create statement of work with engineering, execute tender, negotiate contracts for CAPEX & OPEX in renewable energy such as wind, biomass, solar power, and thermal & nuclear power plants. |

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| 1985-2010 | **Work Experience**   |  |  |  |  |  |  | | --- | --- | --- | --- | --- | --- | | 1985 | 1990 | 1995 | 2000 | 2005 | 2010 | | |
|  | **Philips Healthcare** (2005-2010)  **Global Commodity Director based in** Best, the Netherlands (2005 - 2010) | |
| * Lead, direct and coach a group of commodity managers, with a total of 11 head count and establish a cross-functional working environment for a yearly spend of 100M€. | |
| * Develop and implement global commodity strategy **direct materials** for medical devices, introduce new technologies in line with business strategy. **Negotiate global contracts** with key accounts. Manage supplier relationships & **improve supplier performance** through a structured rating program | |
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| **Philips Consumer Electronics** (1995 – 2005)  **Manager Strategic Purchasing** based in Eindhoven, the Netherlands (2002-2005) | |
|  | | Develop purchasing strategy for **outsourcing in China**, supplier development and industrial policy for 10 business lines, with a total turnover of 500 M€, for 25 factories. |
| * **Strategic sourcing of finished goods**, supplier, and technology evaluation. Contract Negotiation. Drive cost reduction, lead cost workshops, and manage a quality improvement team. |
| * Scouting, introduce new product lines and define product roadmap with marketing. |
| **Purchasing Manager** based in Sunnyvale (Silicon Valley), USA (1998-2001) |
|  | | Work with **start-ups** to bring design on industrial maturity level, **outsource assembly in Mexico**, manage supply base and negotiations of all components in cooperation with global teams. |
| * Head purchasing department (3FTE); Business process analysis and participation in software implementation teams to improve the outsourcing process and supply chain. (Agile, SAP). |
| * Optimization of the North American supply chain (USA – Mexico), transition to SAP. |
| **Initial Buyer** based in Hasselt, Belgium (1995-1998) |
|  | | Strategic sourcing of direct materials with a yearly turnover of 100 M USD: semiconductors, passive components, and assemblies. Conduct negotiations in cooperation with corporate purchasing team. |
| * Implemented a Component Management system in purchasing, procurement and development that reduced cost and improved customer service levels. |
| * Data warehousing using downloads from the ERP system (MFG/PRO). Assistance in purchasing process improvement and installation of EDIFACT. |
| **Icos**  **Product Specialist** atbased in Leuven, Belgium. (1995 1st Half)   * Support and installation of capital equipment for the semiconductor industry. |
|  | | **GE** **Power Controls**  **Product Marketing** atbased in Ghent, Belgium. (1994 2nd Half)  Promotion of electrical distribution & control equipment to agents worldwide in an export department. |

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|  | **Picañol** (1985-1994)  **Customer Service Manager Electronics based in** Greenville, SC, USA (1991-1994) |
| * Run customer service electronic systems in the USA & Canada, assisted in start-up of investment projects (1M to 50M USD). Regular trips to Latin American customers and agencies. |
| * Provided product training to customer technical staff, pre- and post-sales support. |
|  | **Development Engineer Electronics** based in Ieper, Belgium (1985-1991) |
| * Design of electronic circuits, hardware, and embedded software. |
| * Successfully designed computer controlled functional test system for service network. |

# TRAINING & CERTIFICATIONS

* ADKAR Change Management, Prosci Certified Change Practitioner, 2021
* Project Management Methodology according to the PMBoK® Guide (6th edition), Wolters Kluwer, 2019
* Agile Project Management, APMG, 2019
* PRINCE2 – Project Management Practitioner (2016), APMG
* Mastering Interim Management, Vlerick, 2015, program contains subjects:
  + Management Control
  + Operational Excellence
  + People Management & HR
  + Business Strategy
  + Change Management
* VDA 6.3 Process Auditor, VDA, 2014
* PRINCE2 – Project Management Foundation (2013), APMG
* Leading global virtual teams, Philips, 2006
* Team Leadership, Philips, 2004
* European Foundation Quality Management, assessor training, Philips, 2003
* Finance for non-financial managers (FAME), Philips, 2000
* International Professional Training Course for Purchasing (CIPS Purchasing Certification), Philips, 1997

# EDUCATION

* Master Electrical Engineering (MSEE, Electronics) at UGent Campus, Kortrijk, Belgium, 1984

# LANGUAGES

* Dutch: native language
* French: fluent
* English: very good
* German: spoken.
* Spanish: fluent

# OTHER SKILLS

* Microsoft Office: Word, Excel, PowerPoint, Access, SharePoint, Project
* ERP SAP, Microsoft AX, MFGPRO, PLM Windchill, Agile, cloud tools, GS1
* Energy expert for buildings (officially registered for EPB, EAP & EPC certification)
* QMS ISO 9001/ ISO13485/ ISO TS/ VDA
* Website management and Learning Management System (LMS)

# PERSONAL

* Belgian National
* Civil status: Married, 4 children, ’93, ’95, ’07, ‘09.