

# Aleksander Sosnowski

Europe



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## Summary

Who am I?

I assist manufacturing companies in light-to-heavy industries to raise supply chain logistics processes to higher levels of excellence.

My focus point is operations management and business process improvement.

I work in a broad spectrum: from developing a supply chain strategy, through tactical logistics projects, to overseeing warehouse operations.

Main problems of my clients:

- Too much inventory that does not fit in the existing warehouses
- Material shortages or surplus stocks resulting from ineffective planning
- Supply chain crisis - complex issues where specific knowledge is needed
- Problems with introducing long-term changes in supply chain and logistics
- Paralysis with too many ideas for the future and strategic direction lacking

# Main outcomes of my work:

- Timely deliveries and stable production planning
- The precise definition of areas for cost reduction in logistics
- Control over the key elements of logistics that help the company
- Creating the plan of change and step by step implementation
- Determine how a company falls out of the competition

My most commonly chosen services:

- Interim management - managing supply chains limited in scope and time
- Implementing reforms - planning, organizing, monitoring changes
- Logistics process audit - full logistics scope or selected domains
- Production planning analysis - improving both logic and planning practice
- Warehousing organization - improving efficiency and accuracy.
- Teaching supply chain standards - developing the skills of logistics teams

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## Experience



### **Supply Chain & Logistics Freelance Consultant**

Sosnowski.Consulting

Jan 2014 - Present (7 years 1 month +)

My major traits:

- ❶ cross-functional team leadership in supply chain and logistics,
- ❷ over 15 years of experience and expertise in industry and logistics,
- ❸ know-how gained from working with many companies,
- ❹ quick finding opportunities and streamlining processes,
- ❺ ability to listen, inspire and motivate teams for performance,
- ❻ analysis and synthesis skills with limited data available,

My core competencies:

Supply Chain Management, Logistics Management  
Material Flow Engineering, Process Improvement  
Program Management, Project Management  
Inventory Strategy, Inventory Management  
Operating Models, Operations Management  
Continuous Improvement, Problem Solving



### **SOLARIS BUS & COACH - New Warehouse Program Manager**

Sosnowski.Consulting

Nov 2019 - Present (1 year 3 months +)

Following the factory's expansion plans and preparing for higher production volumes, I am responsible for program management for the set of projects related to building construction, process development, and starting up warehousing operation in a completely new facility, including:

- ☑ Planning, schedule, and synchronize 18 subprojects, including construction works, warehousing technology, H&S, IT WMS system, material flows, wastes, inventory right-sizing, and infrastructure.
- ☑ Designing material flows from scratch (logistics engineering) using the opportunity of the new opening and the warehouse building not directly adjacent to the production facility.
- ☑ Risk management, communication with stakeholders, recommendations to solve current problems with structured solutions



### **SOLARIS BUS & COACH - Logistics Transformation Manager / Inventory & Process Improvement**

Sosnowski.Consulting

Jul 2019 - Present (1 year 7 months +)

Among my key areas of engagement at Solaris:

- ☑ Developing an organization's functional long-term strategy for supply chain and logistics function for the strategic range of the next three years
- ☑ Transition into a new organization structure to enable strategy deployment through numerous projects and initiatives
- ☑ Defining critical areas of future supply chain competencies requiring time and financial investments
- ☑ Evolution of material flow processes within the organization and the so-called extended supply chain for increased future sales volumes
- ☑ Broadening the spectrum and application of new material planning methods for agile, responsive business environment



## **Endorsed Instructor - DDP (Demand Driven Planner) Program**

Demand Driven Institute

Aug 2016 - Present (4 years 6 months +)

The Demand Driven Planner (DDP) program is designed for planning, purchasing and supply chain personnel responsible for implementing and maintaining a DDMRP implementation. Designed by the leading authorities on DDMRP at the Demand Driven Institute, the Demand Driven Planner program is comprised of 13 modules of in-depth DDMRP education. The DDP Program is THE official preparatory course for the DDI Demand Driven Planner Professional (DDPP) Certification test.



## **VOLVO BUSES - New Coach Bus Logistics Project Manager**

Sosnowski.Consulting

Jan 2018 - Jun 2019 (1 year 6 months)

After 3 years of cooperation with Volvo Buses, I was invited to take over the function of a logistics project manager in the introduction of a new product (tourist coach bus) and several process changes related to it. A huge, comprehensive challenge in the supply chain - both in supply logistics and internal logistics.

A great opportunity to create a better working environment for logistics focused on faster, better, safer processes.

### **ACHIEVEMENTS:**

Design optimal layout - change of the spatial layout of two plants, exclusive application of a Systematic Layout Planning approach in Volvo Buses, including conscious planning of space for logistics.

- ☑ intralogistics between these plants and production operations - planning the production and implementation for use of about 300 transport devices in about 40 different types.
- ☑ decentralization of warehouses and organization of material picking - the introduction of a new method of material storage and picking (kitting) for near-production stations.
- ☑ storage and delivery of JIT big components from Western Europe - planning of unloading, receiving and storage processes for bulky components.

- ☑ sequential deliveries of complete sets of parts per line - establishing strategies for delivery types depending on the assortment group and implementing sequential deliveries of entire sets.
- ☑ investments: cranes, shelves, trolleys and transport devices - general and detailed budgeting, regular monitoring of spent funds.



## **VOLVO BUSES - Supply Chain Consultant - Logistics Transformations & Projects**

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Jan 2016 - Dec 2017 (2 years)

Volvo Bus Corporation in Poland has two plants, an IT center, a shared services center, as well as three sales centers. Since January 2016, I have been managing a fundamental business process change in this multi-site organization to improve its operational performance. I am leading a team of SCM Engineers and we have centralized all logistic projects (product projects and industrial projects) to ensure perfect delivery (Time, Quality, Budget).

### ACHIEVEMENTS

- ☑# Identified over 30 projects and improved their delivery.
- ☑# Achieved full transparency of timelines, priorities, responsibilities, interdependencies, and status of projects.
- ☑# Established a clear structure for the introduction of the new project involving logistical aspects.
- ☑# Designed a framework for project budgeting and enabled regular tracking reports.



## **VOLVO BUSES - Interim Manager - Warehouse and Internal Logistics Director**

Sosnowski.Consulting

Sep 2014 - Dec 2015 (1 year 4 months)

Function takeover at times of significant transition from one- to a two-shift pattern, with unprepared leadership, limited succession plan, old routines, and moderate performance. The role included improving the operational effectiveness and raising the bar in the fields of safety, quality, delivery, cost, environment, and people. Responsible for a \$ 4 million budget and a team of more than 150 people.

### ACHIEVEMENTS

- ☑ Completed re-engineering of the materials management through questioning the existing processes, elevating team spirit, and enhancing competencies and capabilities to strengthen the whole supply chain in an organization facing upcoming business challenges.
- ☑ Improved the following change levels: KAIKAKU (rapid level up) and KAIZEN (continuous improvement) by applying the Volvo Production System and promoting LEAN culture.
- ☑ Established a strong supervisory structure with a two-step transition and new positions of foreman and later supervisor, internal recruitment, daily mentoring, and coaching until full accountability and responsibility were achieved.

- ☑ Led a cultural change and stimulated awareness of QCD with full responsibility at all three levels of the organization, including regular 5S audits, GEMBA approach with risk hunting, all-levels balanced scorecard, and physical dashboards, as well as installation of visual management with cascading Hoshin goals.
- ☑ Improved relationships with internal customers by finalizing SLAs and introducing new functions of flow coordinators to care for material supply at PoU, and shift coordinators for safety and orderliness.
- ☑ Prepared a detailed operational strategy for the department, which reduced the number of safety accidents to one in a 154 person organization, a 30% reduction of scrap, and 97% availability of material at the picking point.
- ☑ Achieved Level 2 in 5S Standard Adherence in a five-point scale starting from 0 and achieved 65% of staff flexibility on a skill matrix deployment.



## **Interim Manager - Europe Logistics Director**

**Boryszew S.A.**

Dec 2013 - Aug 2014 (9 months)

Division – Automotive Plastics with seven manufacturing sites in four countries.

The project involved a post-insolvency optimization of greenfield start-ups.

- ☑ Standardized and centralized KPI reporting across all plants resulted in the same rules, same indicators, and negotiable targets with buy-in from the local plant managers.
- ☑ Introduced the same standard for inventory forecasting, optimization, and monthly/weekly progress reporting across all seven manufacturing sites in four countries.
- ☑ Standardized Customer Stoppage Escalation aimed at the proper multilevel, conditional escalation to mitigate cost exposure and enable on-time reaction.
- ☑ Led the post-SOP recovery project for the Russian plant which involved leading an agile and reactive team.
- ☑ Recruited the team internally and established warehousing shipping processes, capacity planning, and inventory responsibilities.



## **Logistics Director**

**WABCO**

2011 - 2013 (3 years)

Overall responsibility for site logistics performance. Leadership over teams responsible for centralized logistics functions (goods receiving, warehousing, lean logistics, order management, packing and shipping) and parent management over VS-based supply chain operations (forecasting, planning, scheduling, inventory, procurement). In total, in charge of \$ 4 million budget and 130+ site logistics organization focused on delivering and exceeding business targets based on Six Sigma Lean principles.

**ACHIEVEMENTS**

- ☑ Improved On-Time Deliveries to a stable performance of 97%.
- ☑ Enhanced Inventory Turnover by 80% and inventory reduction by 50%.
- ☑ Overtime reduction annually by 10% over two consecutive years.
- ☑ Installed an internal Milkrun Concept after five years of investigation.
- ☑ Centralized the team and reduced headcount by 20%.



## **Logistics Manager**

Sonoco

2007 - 2011 (5 years)

Led multiple project teams for logistics optimization in fields of inbound logistics, warehousing and internal logistics aimed at setting new standards and meeting high expectations of company's new evolving business model (Daily Call-Offs, Pack to Demand). In charge of WMS programming upgrades (MFG/PRO).

### ACHIEVEMENTS

- ☑ Stabilized warehouse performance with predictable OPEX costs, 80% decrease in material damage, 5% stable absenteeism.
- ☑ Improved Inventory Accuracy from 87% to 95%.
- ☑ Reduced Line Supply Time delivery time from 55 minutes to 27 minutes on average.
- ☑ Fast Delivery Check – by installing GS1 (EAN128) supplier barcoded labels and ASNs.
- ☑ Job Assignment WMS Tool – user-level work statistics, time usage, tasks assignment.
- ☑ Reduced empty drives by 85% by using WMS-driven task-assignment algorithms based on position, working group, visibility of current and future transport requirements.



## **Materials Manager**

AAM - American Axle & Manufacturing

2006 - 2007 (2 years)

I was responsible for activities related to material management on the plant level ranging from basic rules of operations management to business process improvement.



## **Warehouse Manager**

DSV - Global Transport and Logistics

2005 - 2006 (2 years)

I was responsible for designing and setting up a new warehouse facility intended for 3PL contract logistics services for versatile industries.

## **Warehousing Logistics Specialist**

Vibracoustic

2003 - 2004 (2 years)

My first real job assignment in a company focused on high working standards, supply chain optimization with the use of SAP products.

## **National Internship Contest Winner**

GE

Sep 2002 - Sep 2002 (1 month)

## **Logistics Intern**

Maurice Ward Logistics, s.r.o.

Jul 2002 - Aug 2002 (2 months)

## **Transportation Intern**

DB Schenker

Apr 2002 - May 2002 (2 months)

## **Industrial Placement Student**

Hologram. Industries

Jul 2001 - Sep 2001 (3 months)

## **Education**

### **University of Maryland - Robert H. Smith School of Business**

Executive Master of Business Administration, Management

2008 - 2010

A joint program of University of Baltimore, Towson University, Robert H. Smith School of Business at the University of Maryland and University of Lodz.

### **Wroclaw University of Science and Technology**

MEng., Management & Manufacturing Engineering / Logistics

1998 - 2003

Several Internships: 1. Leonardo da Vinci - 3 months industrial placement in Hologram Industries France 2. GE Power Controls (Bielsko-Biala) monthly internship due to Grasz o Staz contest - Kanban process on assembly line 3. Maurice Ward (Czech Republic) monthly internship - WMS, 3 PL 4. Schenker, Spedpol - monthly internship - Forwarding operations

### **MODERATOR - Szkoła Trenerów Biznesu**

Postgraduate studies, Business Trainer

2015 - 2015



**Uniwersytet Ekonomiczny we Wrocławiu (daw. Akademia Ekonomiczna im. Oskara Langego we Wrocławiu)**

Post Graduate, Management in the modern company  
2003 - 2004

## Licenses & Certifications



**European Certified Logistician at the Supervisory/Operational Management level**

- European Logistics Association

041157



**Certified Supply Chain Professional (CSCP) - APICS**

120583



**Certified Demand Driven Planner (CDDP) - ISCEA -International Supply Chain Education Alliance**



**Demand Driven Planner Professional (DDPP) - Demand Driven Institute**

DDI000806582



**Demand Driven Planner Endorsed Instructor - Demand Driven Institute**



**NLP Neuro-Linguistic Programming Practitioner Certificate - Mateusz Grzesiak**



**Six Sigma Green Belt - WABCO**



**Demand Driven Leader Professional (DDLDP) - Demand Driven Institute**

DDI000806582



**Excel 2016: Pivot Tables in Depth - LinkedIn**



**Lean Inventory Management - LinkedIn**



**SCOR Professional (SCOR-P) - APICS**

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## Skills

Supply Chain • Logistics • Continuous Improvement • Project Management • Inventory Management  
• Operational Excellence • Six Sigma • Lean manufacturing • Change Management • Materials Management