



# ALEKSANDER SOSNOWSKI

COO / CSCO / Plant Manager / General Manager

## DETAILS

### Contact

Sroda Slaska, Poland

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+48 608 615 749

### Nationality

Polish

### Date of birth

10.02.1979 (43 years)

## PROFILE

Experienced and effective Operations Manager bringing forth valuable industry experience and a passion for management. Results-oriented with a proven track record of improving overall operations within a company or department. Adept in analytical thinking, strategic planning, leadership, and the management of staff and procedures. Leading versatile teams through significant changes through structured, disciplined transformation projects.

## EMPLOYMENT HISTORY

### Interim Chief Operations Officer (COO), TeCSolum Industrial Brushes, Sroda Slaska, Wroclaw, Poland

JANUARY 2022 – JUNE 2022

At the end of 2021 new strategy surfaced resulting from a series of strategic workshops I was leading with the local management team. As a result, I accepted the offer to lead the group through a transformation/transition as Interim COO.

- Developed and implemented performance standards and procedural changes to drive productivity and quality.
- Managed and evaluated workflow and productivity, making changes where necessary.
- Conducted restructuring - from 5 department managers to 2 functional directors - leaned out the organization to improve information flow and decision-making processes.

### Transformation Program Manager, Solaris Bus & Coach, Poznan, Poland

JULY 2019 – JULY 2022

- Responsible for program management for the set of 18 varied projects related to building construction, process development, implementation of IT systems and applications, and starting up warehousing operations in a completely new facility.
- Planning, scheduling, and synchronizing 18 sub-projects, including construction works, warehousing technology, EHS, 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

## **Project Manager, VOLVO Buses, Wroclaw, Poland**

JANUARY 2017 – JUNE 2019

- Design optimal layout - change of the spatial arrangement of two plants, complete application of a Systematic Layout Planning approach in Volvo Buses
- Intralogistics between these plants and production operations - planning the production and implementation for the use of about 300 transport devices n about 40 different types.
- Decentralization of warehouses and organization of material picking - introducing a new method of material storage and picking (kitting) for near-production stations.
- Investments: cranes, shelves, trolleys, and transport devices - general and detailed budgeting, regular monitoring of spent funds.

## **Interim Warehouse Director, Volvo Buses, Wroclaw, Poland**

2014 – 2016

- Effectively re-engineered material handling 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.
- Established a solid supervisory structure with a two-step transition and new positions of foreman and later supervisor, internal recruitment, daily mentoring, and coaching until the team achieved full accountability.
- Leading 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, and installation of visual management with cascading Hoshin goals.
- Prepared a detailed operational strategy for the department, reducing 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.

## **Interim European Logistics Director, Boryszew Automotive Group, Braunschweig, Germany**

2013 – 2014

- Standardized and centralized KPI reporting across all plants which resulted in the same rules, same indicators, and negotiable targets with buy-in from the local plant managers.
- Introduced the same standard for inventory optimization and monthly/weekly progress reporting across all seven manufacturing sites in four countries.
- Led the post-SOP recovery project for the Russian plant which involved leading a fire-fighting team.
- Recruited the team internally and established warehousing shipping processes, capacity planning, and inventory responsibilities.

## **Site Logistics Director, ZF WABCO, Wroclaw, Poland**

2011 – 2013

- Improved On-Time Deliveries to stable performance of 97%.
- Improved Inventory Turnover by 80% and inventory reduction by 50%
- Overtime reduction annually by 10% over two consecutive years.
- Centralized the team and reduced headcount by 20%.

## **Warehouse and Logistics Manager, Sonoco, Lodz, Poland**

2007 – 2010

- Stabilized warehouse performance with predictable OPEX costs, 80% decrease in material damage, 5% stable absenteeism.
- Improved Inventory Accuracy from 87% to 95%.
- Reduced empty drives by 85% by using WMS-driven task-assignment algorithms based on position, working group, and visibility of current and future transport requirements.

## Materials Manager, American Axle & Manufacturing, Wrocław, Poland

2006 – 2007

Launched main logistics processes, production, and material planning as well as shipments to the Volkswagen Group. Implementation of Oracle iERP logistic modules in the plant. Building a database of local storage service providers.

## Warehouse Manager, Production companies, Wrocław, Poland

2003 – 2007

Vibracoustic (German company, Automotive), Simoldes Plasticos (Portuguese company, Automotive), DFDS (Danish company, 3PL).

## EDUCATION

### Executive MBA, University of Maryland - Robert H. Smith School of Business, Baltimore, USA

2008 – 2010

### Master of Engineering in Logistics, Wrocław University of Technology, Wrocław, Poland

1998 – 2003

### Postgraduate - Modern management, Academy of Economics in Wrocław, Wrocław

2004 – 2004

## LINKS

[Recommendations](#)

## SKILLS

Business Acumen



Change Management



Continuous Improvement



Supply Chain Management



Leadership Skills



Effective Team Leader



Sales & Operations Planning



Highly Organized



Project Management



Communication Skills



Inventory Management



Influencing



Lean Six Sigma



Complex Problem Solving



## LANGUAGES

Polish



German



English



Chinese

