

Curriculum Vitae Harold Roelofs

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EXECUTIVE SUMMARY

Experienced and hands-on executive specialist in business transformations with a unique combination of International Production, Sales, Supply Chain, Procurement and Lean skills in a variety of industry segments, varying from electronics, FMCG, agriculture, food, packaging, publishing, glass, construction, laundry facilities to machine building. Background in mechatronics and business administration. Prefers to conduct and follow-up on an operational due diligence to identify and gain the hidden value of your company. Ideally fits into an (interim transformation) role as change manager, CEO, COO/CPO, Supply Chain Director in an (European) company (both multi-sites as single site).

Structured and analytic, team leader and -builder, pragmatic and focussed on results. Excellent track record and proven results both in supply chain improvement, lean, cost savings, mergers, expansions, and outsourcing to Low Cost Countries.

CORE COMPETENCIES

- Structured and analytic • Team leader and builder • Executing for results • Empathic
- Pragmatic, no-nonsense • Moves easily at all levels
- Language skills: Dutch (native), English (fluent), German (fluent), Spanish (conversant).

SELF-EMPLOYED CAREER EXPERIENCE¹

2019-2020 **Trivium Packaging Group (World Wide Specialist in Packaging Solutions)**

2020 Supporting Transformation Manager Beaurepaire Plant (France)

Started to conduct an operational due diligence to identify the potential improvements on OEE, spoilage, manning, planning, SKU/customer-contribution, and organization. Preparing a Lean Production System implementation similar to Szenna.

2020 Transformation Manager Seesen Plant (Germany)

Started to conduct an operational due diligence to identify the potential improvements on OEE, spoilage, manning, planning, SKU/customer-contribution, and organization. Preparing a Lean Production System implementation similar to Szenna.

¹ As owner of Roelofs Interim Management & Consultancy B.V.

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- 2019 Transformation Manager Szenna Plant (Hungary)
Setup and implemented a Lean Production System from February till August 2019 in Szenna. The objectives were to increase the output of 2 can production lines and to implement a continuous improvement structure. Defined and implemented a Lean Governance Structure existed of: Lean Management Process, Lean Production System Design and Lean Production System Implementation. Developed and gave Lean trainings, i.e. OEE, Mini-Companies, Glass Wall Management, Problem Solving, Quick Change-Over and Value Stream Mapping. Introduced Mini-Companies with Glass Walls for 4 can lines. Implemented OEE tools for all 6 lines. Embedded OEE- and Problem-Solving structure. From September 2019 till present conducted monthly Lean Audits in order to further improve and secure the Lean Production Process. Increased Plant Output with more than 19%. Within Trivium the Szenna plant is now seen as a best practice of how to implement a continuous improvement program successfully.
- 2020 **Ventilex (Manufacturer of Industrial Drying Machines)**
2020 Interim COO
Responsible for the transformation and improvement of performance management, continuous improvement, shop floor and financial project deviations of the Operations departments engineering, construction, supply chain, planning, procurement and production.
- 2019-2020 **Stichting VersFust (Owner CBL Versfust Pool)**
2019 Interim-Manager
Since February 2019 on behalf of the SVF-board as interim manager responsible for the operational management of the more than 26 mio crates within the Fresh Crate Pool 450 Users, being retailers, logistic service providers and food producers take part on the pool. Goal is to secure and improve the customer service level, availability, storage time and turnover rate against the lowest possible costs.
- 2019 **Univacco Foils Holland B.V. (Producer of Foils)**
2019 Business Consultant
Responsible for the operational Quick Scan of Univacco and PackVision in Waalwijk at the areas of production, purchasing, planning and customer service. Furthermore, analyses were conducted on turnover, volume and margin. Based on the quick scan results an improvement plan has been worked out on production, planning & purchasing, internal logistics, customer service, organization, management reports & KPI's, assortment and customers and investments.
- 2019 **Coroos (Producer of Preserves and Vegetables, Fruit and Legumes)**
2019 Business Consultant
During September 2019 an operational Quick Scan of Coroos Preserves (Kapelle) and Coroos Production (Geldermalsen) has been conducted. Based on the quick scan potential improvements are proposed regarding Lean, OEE, planning, customer service levels, operational structure, calculation differences and SKU-contribution margin analysis.

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- 2018**
2018
- De Hoge Dennen (Private Equity Fund)**
Business Consultant
Responsible for the operational due diligence of Menken Salads and Sauces and Menken Vleeswarenslijijn as part of an intended acquisition by DHD of Menken. Formulated potential improvement proposals regarding direct and indirect costs, customer service level, efficiency and margin (total €0.5-0.8M EBIT-impact). DHD has acquired a majority stake in Menken in May 2018, also based on the operational and financial results of the DD.
- 2016-2018**
2016-2018
- SepaGroep (Manufacturer of removable walls and ceilings)**
Managing Director
Responsible as Managing Director for the overall business result improvement of SepaGroep. Conducted a quick-scan in 2016 at Sepawand in Nijverdal. Concluded and analysed key causes of disappointing results. Written and implementing turn-around plan together with organization. Improved turnover and profit structurally due to turn-around plan. The SepaGroep was sold to the Hemink Groep mid 2018.
- 2017**
2017
- CNC Grondstoffen B.V. (Manufacturer of substrates of mushroom growing)**
Business Consultant
Conducted detailed transport cost analysis of the new transport situation of horse manure collection and IVC due to the upcoming production expansion and investments in Milsbeek. Original business case (€3.0M saving) validated extensively and successfully using a special developed transport simulation model. New detailed transport planning validated to secure realization of business case.
- 2017**
2017
- Oerlemans Foods B.V. (Manufacturer of frozen vegetables)**
Business Consultant
Conducted detailed operational scan & analysis during first 3 months. Proposed operational improvement initiatives and drawn business case for coming 2 years. Prepared and implemented operational carve-out due to sale of potato division to Lamb Weston Meijer. Made and handed over detailing operational improvement plan for the Waalwijk production site.
- 2016**
2016
- ThiemeMeulenhoff (Dutch Educational Publisher, ING owned)**
Interim Chief Operations Officer
Responsible as Interim COO for the department's facilities, distribution, realization, procurement and IT. Implemented and realized identified savings in the areas paper, print & bind, pre-press and non-product-related spend. Project organisation build and detailed planning made.
- 2015-2016*
- Business Consultant
Conducted during a two-month period detailed operational quick-scan. Process improvements and savings identified in the areas paper, print & bind, pre-press and non-product-related spend. Improvement plan including business-case made and presented to ING together with management team.
Achievements: Feasible saving of €1.9M identified supported by business case. Necessary means and resources identified, and implementation plan made.

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2016 Scheuten Glas (European Glass manufacturer)

2016 Business Consultant

Conducted during January-March an operational quick-scan in the Netherlands, Belgium and Germany. Proposed new production footprint with business-case (Blue Print) in order to reallocate and consolidate the product group volumes optimally over the sites. Made detailed transition plan including time schedules, sourcing, production reallocations and including necessary means and resources.

Achievements: Identified feasible saving of €2.3M supported with transition plan and investments. Analysed logistic implications.

2015 CleanLease (Dutch Laundry Facilities for Hospitals, Healthcare and Hospitality)

2015 Interim Manager

Responsible as operational Interim Manager for the sites Hulst and Kerkrade to improve the productivity and customer service level and to reduce the operational costs.

Achievements: Productivity Kerkrade increased with 21% in 6 weeks through technical and organizational improvements. Customer service level improved and complaints reduced significantly. Improvement plans made for Hulst. Implementation Hulst has been started recently (October 2015).

Business Consultant

Operational quick-scan conducted for the Netherlands and Belgium and new production footprint with business-case calculated and drawn for the Netherlands to reallocate and consolidate the current volumes of the 12 Dutch sites optimally. Commercial and operational status Hospitality Business drawn, and possible business scenarios calculated and presented.

Achievements: Feasible saving of €4.0M identified and supported by business case and operational plan. Implementation plan made and detailing project plans started.

2011-2015 FHG (European Pallet & Agribox Producer and Pooler)

2011-2015 Chief Operating Officer

End responsible for Sales, Production and Procurement of 9 production sites in 4 countries (NL, D, B and F). >500 FTE, €120M turnover.

Achievements: Improved utilization and supply chain and improved margin through re-organisation. Therefore, turned structural loss Dutch sites into positive results. Started new recon site in Eindhoven. Explored and investigated new business in Russia. Closed loss-making site in Goch (D).

2013 Managing Director Dutch Production Companies a.i.

End responsible for 4 Dutch production sites for sales, production, engineering, planning and finance (210 FTE, €53M budget).

Achievements: Closed Grouw site and reallocated (part) of production, machines and staff to other sites. Conducted structural supply chain improvements.

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2011 **Bollegraaf Recycling Machinery, Appingedam (Machine Construction)**
Interim Change Manager
Achievements: Improvement of the production flow and capacity. Conducted a quick-scan and presented improvement plan including 7 focus points, i.e.: order responsibility, production & logistics organisation, monitor production order status and -capacity, logistics control model, dashboard operations, standardization and OEE-improvement of bottleneck work centres. Started up project teams, presented new organizational model, business model and logistics control model. Started and demonstrated increasing production value. Given increased orders on hand and operational demands, project postponed due to lack of resources.

EMPLOYED CAREER EXPERIENCE

2005-2010 **Infinitas Learning (European Educational Publisher, Private Equity Owned)**
2008-2010 Chief Production Officer (Houten)
End responsible for Procurement & Supply Chain of Paper, Print & Bind (PPB) for 5 countries (budget €36M). Led group production & logistic initiatives to reduce costs. Achievements: Reduced total PPB- and pre-press costs with 36% and 25% respectively (€15M saving) mainly through consolidation and outsourcing of spend to Low Cost Countries. Increased vendor delivery performance from 68% to 88%, both within a 2-year timeframe.

2005-2008 Director Operations, Noordhoff Publishers² (Groningen/Houten)
Led operations of three locations for the departments Procurement, Production, Planning, Facilities, Distribution Centre and Sales administration (110 FTE, budget €12M). Project Manager since 2005 of Infinitas' PPB-Project. Achievements: Increased customer service level from 89,3 to 94,4%, reduced (direct) costs with 40% through lean excellence, process harmonization, product standardization, volume bundling and central procurement.

2000-2004 **Uniq Northern Europe (Manufacturer of convenience foods)**
2004 Manager Industrial Engineering (Bottrop, Germany)
Developed and implemented Toyota's Lean Manufacturing system at all Northern-European manufacturing sites. Lead several site expansion, integration and closure projects.

2001-2004 Director Operations, Johma Salads³ (Losser)
End responsible for the salad & fruit manufacturing sites in Losser, Panningen and Tegelen for the departments Production, Technical Service, Planning, Warehousing & Distribution and Quality (333 FTE, €18M budget). Led Uniq's Northern-European Supply Chain project (12 sites in 5 countries) to reduce the supply chain costs through synergy. Achievements: Productivity increased with 32%, Customer Service Level increased from 96,5 to 99,1%. Implemented Lean Manufacturing concepts, like OEE, TPM, 5s, and 7 QC Tools.

2000 Manager Logistics, Johma Salads (Losser)
Operational responsible for inbound and outbound logistics, warehousing and planning (4 departments, 90 FTE).

² Noordhoff Publishers is a Dutch subsidiary of Infinitas Learning

³ Johma Salads was a subsidiary of the Northern-European Division of the UK based food group Uniq PLC

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- 1996-1999 Frico Cheese (European Manufacturer of cheese)**
1998-1999 Process Manager Logistics (Heerenveen)
Led the logistic implementation of SAP/R3 (MM,PP) for 20 Frico Cheese sites by managing a team of 11 professionals (process analysts, IT-manager, 4 SAP consultants).
- 1996-1998* Manager Quality, Technology & Efficiency (Meppel)
Managed 10 professionals (Quality technologists, process technologists, project managers, engineers). Optimized logistics (stock and production planning) and quality. Translated product and process innovations to specific implementations on the manufacturing, maturing, and packaging sites.
- 1992-1996 Philips Domestic Appliances & Personal Care, Drachten**
(Manufacturer of electric shavers)
- 1995-1996* Quality Manager
Developed and implemented World Class Manufacturing strategy, self-steering teams/Mini-Companies on the shop floor. Trained employees in 7 QC tools, SPC, DOE (Taguchi/Shainin), process capability, etc. Developed and implemented supply chain control system to improve service levels (e.g. using Kanban, etc.).
- 1992-1995* Industrial Engineer⁴
Led and participated in improvement projects in the area of lean manufacturing, statistical process control (C_{pk}), process improvement with Design Of Experiments ($6\sigma^5$), waste reduction, improving line productivity and line yield using simulation tools (Taylor II).
- 1987-1991 Hollandse Signaalapparaten (currently Thales, Hengelo)**
Developed and implemented software package to optimize the dynamic behaviour of electromechanical servo systems which are used to drive radar systems. Research finished with a Ph.D. thesis.
- 1985-1987 Texas Instruments Holland, Almelo (Manufacturer of sensors and thermo switches)**
- 1986-1987* Industrial Engineer
Developed and implemented a statistical process control system (SPC) to improve the production quality of thermo switches.
- 1985* Traineeship
Developed and implemented a software package to simulate and optimize the dynamic behaviour of cam mechanisms.

QUALIFICATIONS

2011-2012	CEIM Executive Interim Management	Nyenrode Business University
1992-1994	CPIM Production & Logistics Mgt	Technical University Eindhoven (APICS)
1990-1992	BSc Business Administration	SWOT Twente University of Technology (Enschede)
1987-1991	Ph.D. Doctoral Research Mechatronics	Twente University of Technology
1982-1987	MSc Mechanical Engineering	Twente University of Technology

HOBBIES

- Golf
- Tennis
- Skiing

⁴ From 1992 until mid-1994 I worked as business consultant for BSO Origin at Philips DAP

⁵ The techniques & tools used to reduce process variation are currently known as SixSigma techniques.