



Personal summary



I am an organised and process-driven person, and I can develop efficient logistics procedures in an international and multicultural environment. In my work for one of the biggest European automotive producers and later for the supply chain leader in the Middle East, I had extensive exposure to first-tier supply chain management. I am proactive and able to keep numerous plates spinning without losing focus on the customer's requirements.

As a proven leader of 200+ people team,

I know how to quickly establish clear expectations by demonstrating high standards of work practices and a safety-conscious attitude.

I have a strong history of leveraging the existing and emerging technologies, uncovering opportunities, and directing trailblazing strategies to improve operations, develop leading-edge products, and increase marketability for forward-moving companies. I have also strong expertise in business management, strengthened by intellectual curiosity and grounded in real-world technical experience which provides the foundation for next-generation ideas, development and implementation.



Career history

Head of General & Corporate Transport for Al-Futtaim Automotive Group, Dubai, UAE

MAR 2014 – present

Promoted to provide senior-level leadership, inspire innovation, and drive change on a regional scale.

- ✓ Provided ongoing strategic and operational guidance to support new business activities and existing client (Ikea, Toyota, Caterpillar etc.) relationships within UAE, KSA, Oman.
- ✓ Increased international transport revenue by 65% within 3 years.
- ✓ Responsible for day-to-day running and long-term strategy of General Transport department (**120 employees, 100 vehicles; 3,000 trips per month**) and Corporate Transport department (**60 employees, 50 vehicles; service for 10,000 passengers a day**).
- ✓ Scheduled workload to meet priorities and targets. Responsible for P&L and KPI (on-time deliveries, resources utilisation, planning efficiency). Demonstrated deep understanding of budgets, cost control (**reduced maintenance cost by 40% within 3 years**) and financial levers. Created forecasts and budgets.
- ✓ Defined a **transformation program** that delivers strategic objectives and plans (inc. data-driven resources utilisation, information management, customer service new experience and new business model).
- ✓ Provided new operating model definition of land transport department and ensured its implementation, embedding and maintenance.
- ✓ Improved transport planning by implementing differential management and decision-based financial and operational analysis methods and tools; **increased drivers and vehicles utilisation by 30%**.
- ✓ Balanced business and technology expertise to analyse business processes and data flow, track data inventories, classify risks and opportunities, and conduct workload assessments. Transformed information into real-world solutions and worked with the internal audit team to test program effectiveness (e.g. automated RFQ process).
- ✓ Generated and promoted new theories, concepts, principles, and methodologies within the transport department (e.g. planning dashboards) and within the company (e.g. vehicle tracking system).



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General Manager/
Supply-Chain Manager/
Transformation Manager

Supply Chain Manager for Al Ghurair & Solaris Middle East Bus Trading L.L.C., Dubai, UAE

JAN 2008 – FEB 2014

Responsible for all aspects of supply chain and customer delivery operations in an international environment. In charge of ensuring that each stage of the distribution process is progressing on time, on budget and to the right quality standards.

- ✓ Managed all supply chain activities from analytics, through negotiations, procurement, warehousing, and distribution, up to warehouse accounting in the warehouse worth millions with **over 1,500 active part lines** and **200 vendors**.
- ✓ Developed methods and procedures for spare parts and materials scheduling to support the workshop in meeting customer demand and minimising cost impacts (just-in-time deliveries, KANBAN, MIN/MAX levels).
- ✓ Supervised delivery performance of **over 200 suppliers**, negotiated and maintained **local and foreign supplier contracts**.
- ✓ Developed and maintained transportation system for domestic and international freight to ensure that business needs are met. Negotiate transportation rates and services with **6 regular forwarders**. Controlled transportation costs.
- ✓ Coordinated and controlled the order cycle and associated information systems (Inventory Inflow, SoloASO).
- ✓ Safeguarded warehouse operations and contents by establishing and monitoring security procedures and protocols.
- ✓ Monitored the quality, quantity, cost and efficiency of goods handling and storage. Established **rapport** with people from all company backgrounds (inc. headquarters and subsidiaries) on a monthly and annual basis.
- ✓ Identified and delivered operational cost reduction and cost avoidance initiatives.

Supply Chain Manager for Solaris Bus & Coach SA, Poznan, Poland

JUN 2004 – JAN 2008

Responsible for effective and proactive management of over 20 domestic and foreign distribution centres, to ensure accurate and prompt deliveries to both internal and external customers.

- ✓ Managed customer service activities including order entry, **customer satisfaction (surveyed regularly)**, interface with sales, production and quality control ensuring that Solaris customer service creates a competitive advantage in the marketplace including resolution of critical customer complaints.
- ✓ Maintained receiving, storage and distribution operations by initiating (a **key member of ERP implementation team**), coordinating and enforcing program operational (CDN XL Comarch) and personnel policies and procedures.
- ✓ Negotiated with international **suppliers (over 80 major suppliers)** and **customers (over 60 key customers)** to improve supply chain efficiency and sustainability (user-friendly and fast order processing, shorten delivery time, reasonable stock level).
- ✓ Developed business by gaining new contracts (including new markets like coaches and trucks), analysing logistical problems (e.g. parts identification) and producing new solutions (e.g. online ordering system www.magbus.com).
- ✓ Actively participated in setting up the domestic and **international consignment warehouses** (Germany, France, Switzerland, Italy, Lithuania, Latvia, Estonia, the Czech Republic and Slovakia). Managed over 20 distribution centres to ensure achievement of cost, productivity, accuracy and timeliness objectives.
- ✓ Communicated freight information to customers/suppliers; used transportation management, electronic logistics marketplace and electronic freight information systems to improve efficiency, speed and quality of transportation services.

Logistics Projects Manager for Solaris Bus & Coach SA, Poznan, Poland

JUN 2003 – MAY 2004

Employed as part of a team of specialists working with internal clients to monitor their existing operation practices, identify weaknesses and then recommend options and solutions.

- ✓ Projected or implemented improvements of internal and external logistics systems (just-in-time deliveries, KANBAN, bill of material - BOM) in Solaris main factory to keep optimal **stock level for over 10,000 SKUs**.
- ✓ Analysed all aspects (cost, time, information) of logistics to determine the most cost-effective or efficient means of transporting products and supplies.
- ✓ Actively participated in **IT logistic solutions implementation** (Abakus).
- ✓ Monitored and analysed logistic cost level and other logistics indicators (stock level, delivery time, production delays, deadstock utilisation, ordering process costs, transport cost).



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General Manager/
Supply-Chain Manager/
Transformation Manager

Technical Director Assistant for Solaris Bus & Coach SA, Poznan, Poland

JAN 2002 – JUN 2003

Organised and planned essential central services, such as reception, security, maintenance, mail, as well as the day-to-day running of the venue. Responsible for making sure that contracts, insurance requirements and safety standards are complied with.

- ✓ Administered Technical Director's internal and external correspondence.
- ✓ Cooperated with all departments regarding the delivery and service agreements and contracts (technical specifications, production plan, delivery protocols).
- ✓ Prepared analyses and reports according to Technical Director's requests.

Education

Master's degree in European Integration, A.Mickiewicz University, Poznan, Poland **2003 - 2004**

Master's degree in Logistic, University of Economics, Poznan, Poland **2002 - 2003**

Master's degree in Business Administration, University of Economics, Wroclaw, Poland **1997 - 2002**

Trainings

- ✓ Power BI Essential Training
- ✓ Business Process Improvement
- ✓ Microsoft Power Apps: AI Builder
- ✓ Data Dashboards in Power BI
- ✓ Agile Foundations
- ✓ Power BI Dataflows
- ✓ Microsoft Power Automate: Beyond the Basics

Competencies, skills and abilities

- ✓ Able to manage time, establish priorities and delegate effectively; excellent oral and written communication skills
- ✓ Proven ability to think independently and handle multiple projects
- ✓ Able to make effective presentations to diverse groups
- ✓ Able to perform financial calculations as well as create and manage budgets
- ✓ Extensive knowledge of Power Platforms (Power BI), proficient in ERP systems
- ✓ Languages: English, Polish