mib HEINEN

Curriculum Vitae
Peter Heinen

Short Curriculum Vitae

- More than 20 years of experience in operations, project management and production
- Experienced in production, plant and general management
- Specialist in computer-assisted production systems and procurement logistics (ERP / MRP)
- Project management, reporting, capacity management, monitoring and controlling systems
- Process oriented Manager
- Responsible manager and driver of major projects with lasting results in the area of business process optimization

Outstanding projects and experiences

- Project Manager production and logistics, using TPS (TOYOTA PRODUCTION SYSTEM), increase productivity in manufacturing and assembly, supporting Management
- Head of production / operation, optimizing scheduling and production planning, process improvement and working capital management

Personal strengths

- Decisive
- networked thinking, conceptually strong
- Communicator and team-builder
- Experienced in people management
- International project experience (15 years)
- Result responsible acting project manager in the areas of Lean management, purchasing & procurement , planning and control , production , inventory management and supply chain management
- Specialist for TOYOTA Production Systems: NAGARE Cells, Kaizen, KANBAN, 6Sigma methods

Interim mandates and Projects

Bosch Siemens Hausgeräte GmbH -Giengen a.d. Brenz (Germany), Pamplona (Spain), Athens (Greece), Campinhas (Brasil)

Timeframe:	(Total) from May 2000 to September 2003
Business:	White Goods
Situation:	Poor availability of goods despite high stocks
Targets:	Availability > 95 % with simultaneous reduction of existing stocks
Actions:	Use of TPS (*TOYOTA Production System)* methods: 5S-Program, KANBAN Implementation of a consumption-based planning process in SAP, Work- and information flow analysis, creation of weekly planning lists, Definition of „Business Rules“ for manufacturing and assembly Project management and reporting to the senior management of BSH GmbH
Results:	Increase the availability of goods to> 97% with simultaneous reduction of inventories by 45%

TMD GmbH –Leverkusen (Germany), Hartlepool (UK), Barcelona (Spain)

Timeframe:	From October 2002 to September 2003 incl. Roll-Out in UK und Spain
Business:	Automotive
Situation:	High backlogs and poor availability of goods in the aftermarket
Targets:	Reduction of back orders and increase availability of goods to > 95 %
Actions:	Establishment of a consumption-based planning process in SAP , Work and Information Flow Analysis of competing areas OEM and aftermarket, setting up a dual production planning (OEM / aftermarket) , making narrowing of the backlog , the definition of "rules" in the areas of sales , manufacturing and warehouse Project management and reporting to the board of TMD GmbH
Results:	Increase the availability of goods to > 98% with simultaneous reduction by 93%

Baumüller GmbH –Nürnberg (Germany), Brno (Czech Republic)

Timeframe:	From March 2003 to September 2003 incl. Roll-Out Czech Republic
Business:	drive Technology
Situation:	Poor competitiveness due to high turnaround time
Targets:	Shortening the lead time of 5 weeks to 1 week
Actions:	Workflow analysis, re- organization of the workshop production, use of TPS (TOYOTA Production System) Project management and reporting to the senior management of Baumüller GmbH
Methods:	5S program, KANBAN, establishment of a market-oriented production planning
Results:	Shortening of lead time by 80%

Forbo, Covorden (Netherlands, UK)

Timeframe:	From October 2003 to April 2004
Business:	Production of PVC floor coverings
Situation:	Poor competitiveness due to lack of availability of goods despite high stocks
Targets:	Availability > 95 % with simultaneous reduction of existing stocks
Actions:	Establishment of a consumption-based planning process in SAP Project management and reporting to the board of Forbo Novilon
Methods:	5S program, KANBAN, establishment of a market-oriented production planning
Results:	Increase the availability of goods to > 90 % with simultaneous reduction of inventories by 30 %

THOMSON, GrassValley, Weiterstadt (Germany)

Timeframe:	July 2004 to March 2005
Business:	Production of HDTV OB vans, broadcast
Situation:	Poor service performance for the repair and service
Targets:	Increase the quality and performance of service
Actions:	Process analysis and concept development to increase service performance Implementation of the target processes Project management and reporting to the board of THOMSON and GrassValley
Results:	Increase customer satisfaction

Schwank GmbH (Cologne/Germany) Project 1

Timeframe:	May 2005 to August 2005
Business:	Metalworking / gas radiator heating
Situation:	Poor competitiveness due to high turnaround times in the Administration
Targets:	Shortening the cycle time by 50% from 6 weeks to 3 weeks
Actions:	Analysis of administrative processes , re- organization of processes in the areas of sales department , purchasing and manufacturing preparation, adaptation of Procurement parameters in the MRP System BRAIN , setting up a monitoring system in purchasing and production planning, establishment of a management information system Project management and reporting to the senior management of Schwank GmbH
Results:	Shortening the overall cycle time to an average of 3 weeks

Alte GmbH (Plettenberg/Germany)

Timeframe:	October 2005 to January 2006
Business:	Hardening
Situation:	Outdated PPS system without maintenance
Targets:	Drawing up a specification for a new PPS system Qualification of potential system suppliers
Actions:	Drawing up a specification and documentation of the current process landscape in Form of process mapping, project support in supplier selection
Results:	PPS Specification and supplier selection

Schwank GmbH (Cologne/Germany) Project 2

Timeframe:	February 2006 to June 2006
Business:	Metalworking / gas radiator heating
Situation:	Further reduction of order cycle times by one week in the field of manufacturing
Targets:	Reduction to 2 weeks
Actions:	Workflow analysis and development of an optimized production layout. Investment analysis to purchase new manufacturing equipment, developing an implementation plan incl. construction of a new hall, accompanied by the realization as an external project manager Project management and reporting to the senior management of Schwank GmbH
Results:	Shortening the overall cycle time to an average of 2 weeks

SIEMENS VAI Montbrison, St Etienne (France)

Timeframe:	September 2006 to December 2007 (2 subprojects)
Business:	Mechanical engineering and construction
Situation:	low productivity (compared to sister plants), backlogs, high penalties (millions of Euros)
Targets:	(Subproject 1) + 20% productivity in manufacturing and assembly (Subproject 2) Optimizing the administrative processes in order processing
Actions:	Use of TPS (Toyota Production System) methods : 5S program , device preventive maintenance (lean maintenance), balance between production and Tool preparation, establishment of weekly planning lists; Establishment of " rules" in manufacturing and assembly; establishment of a Balanced scorecard and a business dashboard to track the administrative information flow Project management and Reporting to the board of Siemens VAI
Results:	Production increase in machinery and assembly by 20 % by increasing the use of machinery, returning the penalties to 600 k € in the first year

Schwank GmbH (Cologne/Germany) Project 3

Timeframe:	February 2008 to July 2008
Business:	Metalworking / gas radiator heating
Situation:	Missing connection of the technical field staff to the main business process results in significant delays in order execution and accounting
Targets:	Maximum acceleration
Actions:	Establishment of a GPRS / PDA solution for a direct connection of the technical field sales, creating a requirements specification, system and provider qualification, implementation support as external project manager Reporting to the senior management of Schwank GmbH
Results:	Online access technical field service

SIEMENS MT Shanghai (Peoples Republic of China)

Timeframe:	January 2010 to July 2011 then 5 months interim management in the field of commercial management
Business:	Mechanical engineering and construction
Situation:	High order lead times lead to contract losses
Targets:	Reducing the overall cycle time by 30%
Actions:	Workflow analysis in the area of order processing and procurement, definition of the target process, setting up a business cockpit (BDE administrative system) for the monitoring of administrative processes , support for the implementation and data migration of SAP PP Modules Project management and reporting to board of Siemens MT
Results:	Reducing the overall cycle time by 30%

SIEMENS SMEC Shanghai /PR of China (joint venture Siemens – Bao Steel)

Timeframe:	January 2012 to December 2012
Business:	Train & Mobility
Situation:	Lack of transparency in the administrative process due to lack of ERP system
Targets:	Introduction of a management and control system (MIS) for order processing
Actions:	Workflow analysis in the area of order processing and procurement, definition of the target process, setting up a business cockpit (administrative BDE system) for the monitoring of administrative processes, support for the integration of SAP SD and MM as well as in the implementation of SAP / PP, introduction a capacity planning system Project management and reporting to the board of Siemens SMEC
Results:	Performance measurement system for process evaluation, accelerating the overall cycle time

Schwank GmbH (Köln) Project 4

Timeframe:	July 2012 to December 2012 (parallel to China)
Business:	Metalworking / gas radiator heating
Situation:	Lack of structure of the main business processes in a historically grown medium-sized company
Targets:	Documented main business process order
Actions:	Recording and documentation of all key business processes, creation and validation of a main business process order.
Results:	Business Process Procedure as a guide in the main business processes

SIEMENS MT Mumbai/India

Timeframe:	December 2012 to June 2013
Business:	Repair plant for mechanical construction
Situation:	Lack end transparency in the administrative process leading to order losses
Targets:	Introduction of a management and control system for order processing
Actions:	Workflow analysis in the area of order processing and procurement, definition of the target process, setting up a business cockpit (BDE administrative system) for the monitoring of administrative processes , connecting the cockpit to SAP Project management and reporting to the board of Siemens MT
Results:	Performance measurement system for process evaluation, accelerating the overall cycle

RHEINZINK GmbH (Datteln/Germany)

Timeframe:	January2012 to May 2013
Business:	Roof drainage systems
Situation:	Lack of transparency in the sales processes between the central distribution and European sites
Targets:	Review of the information landscape and identification of improvement potential
Actions:	Recording and documentation of all sub-processes in sales, European sites, and manufacturing planning
Results:	Evaluation of the current processes, proposals to improve the integrated information processing

Schwank GmbH (Cologne/Germany) Project 5

Timeframe:	December 2012 to June 2013 (parallel to India)
Business:	Metalworking / gas radiator heating
Situation:	Lack of pricing policies lead to earnings losses due to uncontrolled cost increases in procurement
Targets:	Create a pricing policy to avoid earnings losses
Actions:	Recording and documentation of all sub-processes in purchasing, costing, sales and construction. Create a pricing guideline. Reporting to the senior management of Schwank GmbH
Results:	Pricing policy and business rules for dealing with critical changes

Schmolz + Bickenbach Distributions GmbH (Duesseldorf/Germany)

Timeframe:	August 2013 to February 2014
Business:	Steel trade
Situation:	Lack of transparency in the sales processes between the central distribution and European sites
Targets:	Review of the information landscape and identification of improvement potentials Definition of target processes, installation of an order preparation department, setup of performance measurement systems
Actions:	Recording and documentation of all sub-processes in sales, on sites and production planning. Creation of target processes incl. job descriptions for order preparation. Establishment of an order preparation department Project management and reporting to the executive board of S+B
Results:	Evaluation of the current processes, action list to improve the integrated Information processing and implementation of the proposed measures led to massive reduction of order cycle time to stable <1.3 days and significant reduction of backlogs

Schmolz + Bickenbach Distributions GmbH (Duesseldorf/Germany)

Timeframe:	February 2014 to May 2014
Business:	Steel trade
Situation:	Planned restructuring program for the economic restructuring of the company requires massive change in personnel structures in the warehouse administration
Targets:	Review of the necessary administrative processes in the area of warehouse management and identification of improvement potential. Definition of target processes, planning a central warehouse management, implementation plan
Actions:	Recording and documentation of all sub-processes in the different storage areas Creation of target processes incl. job descriptions for a central warehousing. Project management and reporting to the executive board and the works council of S+B
Results:	Evaluation of the current processes, action plan for implementation of the reorganization. The realization of the steps leading to a FTE reduction of 36%

Polyplast Mueller GmbH (Straelen/Germany)

Timeframe:	October 2014 to April 2015 (fade out on going)
Business:	Chemical industry
Situation:	Lack of information processing caused by missing material movement data.
Targets:	Implementation of a continuous data acquisition using modern scanning technology Eliminating the manual effort for written records Improve service and data quality
Actions:	Setup project and investment plan Hardware and supplier qualification Progress monitoring Project management and reporting to the senior management of PPM
Results:	Actual within budget and schedule

YARA Cameroon Ltd. (Douala/Cameroon)

Timeframe:	March 2015 to August 2015
Business:	Fertilizer Industry
Situation:	Corrupt factory manager had to be replaced.
Targets:	Interim facory management Process analysis and documentation Leadership for management
Actions:	Factory management Process optimization Progress monitoring Project management and reporting to the BU management in South Africa Support in finding a new qualified factory manager
Results:	Improvements in production processes, housekeeping, safety and administrations Replacement and introduction of the new factory manager

YARA East Africa Ltd. (Nairobi/Kenya)

Timeframe:	August 2015 to June 2016
Business:	Fertilizer Industry
Situation:	6 warehouses in Mombasa and 2 Warehouse in Nairobi are causing a lot of challenges in the supply chain. Additionally, young Management Team has a lack of experience to control and improve the business.
Targets:	Interim member of local Management Team Supply Chain optimization Leadership for management
Actions:	Introduction of a reliable planning system, based on an overall replenishment from markets to importation. Reduction of warehouses in Mombasa from 6 to 1 (central distribution centre) Reduction of warehouses in Nairobi from 2 to 1 (Customer centre) Progress monitoring Project management and reporting to the BU management in South Africa
Results (extr):	Cost reductions, safety and security, increased service level and customer satisfaction

YARA West Africa Ltd. (Abidjan/Ivory Coast)

Timeframe:	July 2016 to December 2016
Business:	Fertilizer Industry
Situation:	An historical grown are of 9 hectars is difficult to control and manage on safety and 5s. Additionally, young Management Team has a lack of experience to handle all challanges.
Targets:	Interim member of local Management Team 5s Optimization Management support in opeations and maintenance Leadership for management
Actions:	Introduction of a controlled system for 5s and lean management programs Progress monitoring Project management and reporting to the BU management in South Africa
Results (extr):	Company 5s Award, cost reductions, increase of safety and security

YARA Ghana Ltd. (Accra/Ghana)

Timeframe:	December 2016 to (actual running)
Business:	Fertilizer Industry
Situation:	Yara Ghana bought an existing Fertilizer Terminal close to the Port of Tema, which was constructed by another fertilizer company but never in use. This Terminal needs a re-design, based on the international requirements before it will be going into operations.
Targets:	The opening of the Terminal is planned for Q1 2018. This should happen with a restricted budget of about 4 Mio. Euros, including Civil work and technical equipment for production.
Actions:	Progress monitoring Project management and reporting to the BU management in South Africa
Results (extr):	Project is on time and in budget

Professional experience

CEO 2003 – 2014
Mittelstandsberatung Heinen GmbH

- Consulting in operations
- International Mandates
- Project Management

Owner 2015 – Sep. 2016
Mittelstandsberatung Heinen

Managing Director 2003 – 2014
Bäumer&Heinen Mittelstands- und Industrieberatung GmbH

General Manager 2000 – 2003
hba GmbH Germany

- Consulting in the area of operations
- International Mandates

Head of internal logistics and purchasing 1988 – 2000
Hoogovens AG, Netherlands

- Responsible head of internal-logistics
- Management of Purchasing and Information Systems
- Accompaniment merger between Hoogovens and British Steel to Corus
- International logistics Project Manager during merger to Corus Steel

Education and Training

- Study for Business Administration and Business Informatics 1987 – 1989

Special skills and activities

- Certified Six Sigma Green Belt
- REFA Specialist (work design, industrial organization and company development)
- Technologies for Business Process automation (Aion International)
- Problem solving techniques (McKinsey Company)
- Leadership for Management
- Auditor DIN-ISO 9001:2008
- Certified instructor / Chamber of Commerce and Industry, Duesseldorf

Contact information

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Personal Information

Date of birth: 12.10.1963
Born in: Germany, Monheim/Rhein
Marital status: married, two children
Languages: English (sure presentation)