

**Passionate Procurement Expert and Negotiator, Consultant and Manager  
Driven by commitment – Agile Leader and Team Player, Strategic Thinker,  
Solution-oriented Project Enthusiast, End-to-End Process Architect  
Curious Innovator, High-Performance Optimizer, Maker & Implementer**

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### Professional Experience Summary

- ~23 years of total professional experience, including
  - ~21 years in Procurement and Supply Chain Management
  - ~1.5 years in Key Account Management and Business Development
- ~14 years of leadership experience as Line, Project and Interim Manager
- ~13 years as Project Lead, Consultant or Interim Executive
- ~11 years as Management Consultant – since 2022, Independent Consultant and Interim Manager

### Core Functional Competencies

- **Strategic Procurement:** End-to-end S2C process design (incl. Category Management, Risk Mitigation, TCO strategies), digitalization & performance management
- **Operational Purchasing & P2P Processes:** Efficiency improvement through automation, standardization and KPI-based control
- **Supply Chain Management:** Demand & supply planning, S&OP alignment, inventory optimization, bottleneck management
- **Supplier Management:** Development and governance of complex supplier networks, supplier risk assessment, audits, escalation management
- **Transformation Projects:** Design and implementation of resilient, scalable, and ESG-compliant Procurement and Supply Chain organizations

### Cross-Functional Competencies

- Development and implementation of future-proof Procurement and SCM strategies
- Management of international, cross-functional project teams (up to 200 FTE)
- Leadership of post-merger integrations, reorganizations, and corporate turnarounds
- Establishment of procurement controlling and data-driven performance management tools
- Coaching and empowerment of procurement teams in strategic role profiles
- Leadership of digital transformation initiatives (e.g. through implementation of AI-driven tools)

### Systems & Digitalization Expertise

**ERP Systems:** SAP R/3 MM, SAP Ariba, MS Dynamics NAV, D365 BC, ABAS, ProAlpha | **Analytics & Reporting:** Qlik Sense, SQL, Power BI | **AI Procurement Tools:** ChatGPT, CoPilot, Scoutbee, Matchory, Tacto, ManusAI, 7Q1, and others.

### Industry Experience

Consulting:	Kloepfel Consulting, HK International Consulting, and freelance consultant
Automotive & eMobility:	Moove GmbH, Megatech, Heinzmann, Wix Filtron, PKC Group, Segu GmbH
Industrial & Automation:	Blumenbecker Automation, Lühr Filter GmbH, SANHA GmbH
Life Science & MedTech:	Löwenstein Medical Technology GmbH & Co. KG
Retail:	PATURA KG, NETTO Polska, ORSAY, TXM S.A., PEPCO, Toys'R'us
Food Industry:	Iglotex S.A., TÖNNIES
Services:	CWS Boco, TransPak AG, WorkExpress Sp. z o.o.
Logistics:	Andreas Christ Spedition und Möbeltransport GmbH
FMCG Distribution:	Edeka, Penny, REWE, Tchibo

## CV Navigation Guide

- |  |         |
|--|---------|
| • Procurement and SCM-related project history – freelance (since 2022)                 | Page 02 |
| • Procurement and SCM-related project & role history – permanent positions (2003–2022) | Page 05 |
| • Quantified Achievements, Education, further trainings and additional competencies    | Page 10 |

## MANDATE HISTORY

### Procurement and Supply Chain Management Project History as Independent Consultant (since 2022)

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#### 09/2023 - 02/2025 | Löwenstein Medical Technology GmbH & Co. KG

##### Head of Procurement

*Life Science & MedTech – Sleep apnea ventilation systems*

*Procurement volume ~€140 million*

##### Scope of Responsibility

- Full accountability for strategic and operational procurement (11 FTE)
- Organizational development including task & role model
- Management of cross-functional special projects (e.g. Value Engineering, Design-to-Cost)

##### Key Tasks & Achievements

- Developed and implemented a holistic procurement strategy focusing on resilience, ESG, de-risking, decoupling and cost performance
- Reorganized the team for increased efficiency through clear role definition and removal of non-core activities
- Process optimization along the S2C and P2P chain, including standardization and automation in compliance with MDR (EU Regulation 2017/745) and quality management systems ISO 9001 and 13485
- Optimization of the KPI system for performance and efficiency measurement in critical path and shortage management
- Coached the team on strategic procurement practices, project steering, and procurement due diligence
- Implemented AI-powered tools for sourcing, spend analysis and inventory forecasting
- Leading two cost-reduction-programs:
  - ~50% reduction in manufacturing costs of a core product
  - ~64% decrease in material costs for the successor platform via redesign and category-based sourcing

##### Material Groups

- Contract manufacturing, PCBA, EMS, blowers, silicone injection molding, power supplies, batteries, displays, tubing, masks, valves, foams, wiring, sensors, wireless modules (2G–5G), telemedicine components, laboratory services

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#### 07/2023 - 08/2023 | AFT Group

##### Chief Supply Chain Officer (CSCO) / Member of the Executive Board

*Automation & conveyor systems – production lines for automotive manufacturing*

*Procurement volume ~€80 million*

##### Scope of Responsibility

- Full responsibility for Procurement, Production Planning, Logistics, Warehousing, After Sales, and Supplier Quality (24 FTE)
- Performance steering across project and construction phase planning
- Direct reporting to the management board and shareholders

### Key Tasks & Achievements

- End-to-end responsibility for supply chain execution – from work preparation and material flow to on-site logistics
- Reorganization and space planning of warehouse and picking operations (incl. layout, safety & compliance concepts)
- Implementation of operational performance monitoring (delivery KPIs, budget deviations, quality metrics)
- Optimization of material flow, lead times, and availability along milestone-driven project execution
- Supplier escalation management and implementation of structured complaint handling processes
- Close coordination with Engineering, Production and Sales to align S&OP goals
- Optimization of ERP processes in Microsoft NAV to support project-specific controlling and workflow acceleration

### Material Groups

- Power & free conveyors, roller tracks, switches & stoppers, cross beams, hanging systems, chains & drive units, sensors, control cabinets, control technology

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**09/2022 - 06/2023 | Heinzmann GmbH**

### Head of Procurement

*Automotive – Engine & turbine control systems, electric motors*

*Procurement volume ~€30 million*

### Scope of Responsibility

- Full responsibility for Strategic Procurement and Operational Purchasing Team (10 FTE)
- Reorganization of the procurement organization and integration into product development

### Key Tasks & Achievements

- Established a strategic procurement function focusing on end-to-end S2C processes and supplier development strategies
- Restructured operational purchasing in close collaboration with production planning, quality, sales, and manufacturing
- Introduced an R&D-driven sourcing model to increase component independence (BOM rationalization, second sourcing, modular strategies)
- Implemented root-cause analysis and escalation processes for shortage management; weekly shortage reporting to management and customers
- Designed a digital in-house solution for spend and inventory analysis with automated reporting
- Executed targeted inventory reduction and liquidity improvement measures
- Developed and conducted capability building programs for the entire procurement team (procurement strategy, tendering, supplier management, demand planning)

### Material Groups

- Custom machined parts, actuators, control units, sensors, air path components, pumps, injectors, accumulators, control electronics, PCBA, contract manufacturing

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**03/2022 - 08/2022 | Moove GmbH**

### Procurement Programme Manager

*Automotive – OEM for electrified light commercial vehicles (LEV, Level 2 semi-autonomous)*

*Procurement volume ~€15 million*

### Scope of Responsibility

- Strategic and operational responsibility for all procurement-related tasks in the prototype and pre-series phases
- Leadership of a cross-functional lead engineering team

### **Key Tasks & Achievements**

- Developed a scalable procurement strategy for series production (Make-or-Buy, supplier architecture, ESG requirements)
- Managed end-to-end prototype sourcing during early-stage product development (Level 2 autonomy per SAE J3016)
- Conducted complex RFQ processes and contract negotiations (incl. NDAs, development agreements, framework contracts)
- Professionalized contract and supplier management in alignment with automotive SOP timelines
- Coordinated BOM validation and derived sourcing strategies per module and derivative
- Procured test vehicles, test track access, and special components for validation and homologation
- Supported CAPEX screening to identify suitable production sites and drafted the manufacturing infrastructure concept

### **Material Groups**

- OPEX: Body structure, chassis (wheels, axles, dampers, brake/steering systems), storage systems, functional safety
- CAPEX: Site selection, production equipment, infrastructure planning and outfitting

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**11/2019 - 10/2021 | agriKomp GmbH**

### **Head of Procurement / Deputy Director Supply Chain**

*Plant Engineering – OEM of biogas systems*

*Procurement volume ~€100 million*

### **Scope of Responsibility**

- Led the entire procurement organization (strategic, operational, after sales) with 10 FTE
- Deputy lead of the complete SCM organization with 69 employees (incl. customer care, logistics, warehousing, production planning)
- Transformed the procurement function from operational-tactical to strategic, resilient, and performance-driven

### **Key Tasks & Achievements**

- Restructured S2C and P2P processes incl. redesign of roles, workflows, and responsibilities
- Initiated and implemented cross-functional optimization projects to improve material availability, lead times, inventory, and liquidity
- Introduced an ESG- and resilience-oriented procurement strategy incl. supplier classification and performance monitoring
- Established a systematic category, supplier & contract management approach
- Integrated advanced methods for demand planning and scheduling – reduced inventory through forecast stabilization, reallocation, and targeted disposals
- Introduced procurement performance controlling (KPIs, process metrics, variance analysis)
- Acted as operational crisis manager to secure supply continuity during the COVID phase
- Lead negotiator (strategy, planning, preparation, execution) with main suppliers (OEM) for engines (including spare parts & accessories) – achieved 14% savings through a mix of price, volume discounts & special discounts

### **Material Groups**

- OPEX: Combustion engines, OEM components, commercial goods, aftermarket parts, services
- CAPEX: Racking systems, warehouse equipment, industrial trucks, intralogistics solutions

03/2014 – 10/2019 | Kloepfel Consulting GmbH

### Senior Consultant & Projektleiter

*Management consultancy with a focus on Procurement & Supply Chain Management*

#### Scope of Responsibility

- Led cost optimization and transformation projects in Procurement and Supply Chain (S2C/P2P)
- Managed national and international project teams
- Supported business development through potential analyses and client acquisition presentations

#### Key Tasks & Activities

- Analyzed cost structures, categories, and procurement organizations (target-actual comparisons, benchmarks, TCO approaches)
  - Developed category strategies, supplier portfolios and sourcing concepts
  - Conducted complex tender processes (incl. RFx, eAuctions) and contract negotiations
  - Restructured procurement organizations, introduced KPIs and performance tracking systems
  - Managed stakeholders at C-level, implemented sustainable optimization measures
  - Reported to client management incl. savings tracking and progress reports
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### Projects by Client and Industry

#### Blumenbecker Automation | Industry & Automation

##### Project Lead | Procurement and organizational structure optimization project | 5 consultants

*Procurement volume: ~€50 million | Savings: ~€800k p.a.*

- Objective: Analysis and realignment of the procurement organization, optimization of processes and category strategies  
Material Groups: Production materials, electronic components, control cabinet systems, custom machined parts, office supplies, energy, logistics, services
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#### PATURA KG | Wholesale – Agricultural Equipment

##### Project Lead | Sourcing project | 3 consultants

*Procurement volume: ~€30 million | Savings: ~€500k p.a.*

- Objectives: Sourcing und Lieferantenaufbau in Osteuropa und Eurasien zur Erschließung neuer Beschaffungsmärkte  
Material Groups: Elektrozaune, Weide- & Stallausstattung, Fütterungssysteme, Metallbau, Tore
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#### Iglotex S.A. | Food Industry – Frozen Products

##### Project Lead | Procurement cost optimization | 4 consultants

*Procurement volume: ~€80 million | Savings: €1.4 million p.a.*

- Objectives: Potential analysis, strategic tender management and supplier days, cost reduction in non-production areas
  - Material Groups: Food packaging, conveyor technology, maintenance, security services, facility management, tooling, Fleet Management
-

## **NETTO Polska | Food Retail**

### **Project Lead | Procurement cost & process optimization | 4 consultants**

*Procurement volume: ~€100 million | Savings: €1.3 million p.a.*

- Objectives: Process analysis, S2C redesign and implementation of supplier management in indirect procurement
  - Material Groups: Marketing services (leaflets, radio, direct marketing), advertising agencies, facility management, security, logistics, POS receipt rolls
- 

## **SANHA-Gruppe | Rohrleitungssysteme**

### **Project Lead | Procurement cost and organizational optimization | 7 consultants**

*Beschaffungsvolumen: ~60 Mio. € | Einsparungen: ~1,2 Mio. € p.a.*

- Objectives: Holistic optimization of procurement organization, S2C/P2P processes, and sourcing structures
  - Material Groups: Pipe and bar materials (PVC, PP, brass, copper, bronze, stainless steel, steel), surface finishing, logistics, payroll, insurance and financial services
- 

## **ORSAY-Gruppe | Retail – Fashion**

### **Project Lead | Cost and structural optimization project | 4 consultants**

*Procurement volume: ~€200 million | Savings: €2.0 million p.a..*

- Objectives: Optimization of the procurement organization, implementation of strategic supplier management and cost reduction in the non-merchandise area
  - Material Groups: Store rent / commercial lease, advertising & marketing services, facility management, packaging materials, payroll, financial services, waste management & disposal
- 

## **TXM S.A. | Retail – Fashion**

### **Project Lead | Non-merchandise cost and structure optimization | 5 consultants**

*Procurement volume: ~€50 million | Savings: €1.1 million p.a.*

- Objectives: Optimization of non-merchandise procurement, supplier consolidation, execution of tenders and contract negotiations
  - Material Groups: Store equipment (anti-theft & CCTV systems, furniture, counters, shelves, etc.), security services, CEP, transport & packing services, printing and distribution, temporary staffing
- 

## **TÖNNIES | Industrial Meat Processing**

### **Expert for tendering & supplier day coordination**

*Tender volume: €650k | Savings: €100k*

- Objectives: Management and coordination of global tendering activities, organization and moderation of supplier days
  - Material Groups: Hydraulic and pneumatic spare parts and machinery components
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## **CWS Boco | Service Solutions – Health, Hygiene & Safety**

### **Project Lead for CEE | Cost and organizational optimization in procurement | 10 consultants**

*Procurement volume: ~€500 million | Savings: €2 million p.a.*

- Objectives: S2C process analysis, redesign of procurement and supply chain structures, implementation of KPI systems and category management
- Material Groups: Leasing, IT, logistics, facility management, energy, RFID, marketing, travel, waste management, insurance

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**MEGATECH Industries | Automotive Supplier (Tier 1)****Project Lead Poland | Procurement cost & organizational optimization | 3 consultants**

*Procurement volume: ~€50 million | Savings: €0.9 million p.a.*

- Objectives: Strategic realignment of procurement and category management, supplier consolidation, strategic tendering, organization and moderation of negotiations and supplier days
- Material Groups: PUR raw materials, facility services, maintenance, temporary staffing, packaging, leasing, waste management

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**PEPCO Poland Sp. z o.o | Retail – Apparel & Home Accessories****Project Lead | Non-merchandise cost and procurement structure optimization | 5 consultants**

*Procurement volume: ~€400 million | Savings: €6.4 million p.a.*

- Objectives: Global non-merchandise procurement strategy, implementation of professional steering processes and supplier evaluations
- Material Groups: Store equipment (anti-theft & CCTV systems, furniture, counters, shelves, etc.), logistics, printing, direct marketing, temporary staffing, CEP, waste management

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**Toys'R'us | Toy Retail****Project Lead Poland | Procurement optimization project | 3 consultants**

*Procurement volume: ~€50 million | Savings: €0.9 million p.a.*

- Objectives: Conducted over 100 annual negotiations with suppliers, optimized commercial terms and conditions
- Material Groups: Full-range toy assortment: Lego, Playmobil, Nintendo, Hasbro, Clementoni, Sony, console game distributors, Granna, SIMBA, Mattel, Mini Max, Vision One, Haribo, Kettler, and more

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**Wix-Filtron (Mann+Hummel) | Automotive Filter Manufacturer****Project Lead | Procurement cost & organizational optimization | 4 consultants**

*Procurement volume: ~€200 million | Savings: €2.1 million p.a.*

- Objectives: Optimization of the entire S2C process, supplier audits, and implementation of KPI-driven procurement controlling
- Material Groups: Filter media, housings, transport & logistics services, maintenance, facility services, temporary staffing

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**Lühr Filter GmbH | Industrial Filtration – Plant Engineering****Project Lead | Sourcing & market analysis | 2 consultants**

*Procurement volume: ~€40 million | Supplier search for joint venture or acquisition*

- Objectives: SWOT analysis and supplier screening in preparation for a joint venture or M&A
- Material Groups: Structural components and custom machined parts for plant engineering

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**TransPak AG | Service Provider & Wholesale Packaging Materials****Project Lead | Sourcing | 2 consultants**

*Procurement volume: ~€30 million | 5 new A-suppliers implemented, Savings: €0.5 million*

- Objectives: Established a supplier network in CEE, selected and onboarded new A-suppliers, conducted price and condition negotiations
- Material Groups: Cardboard packaging, films, paper products, adhesive tapes, labels, transport accessories



## **Nordfolien | Packaging Materials Manufacturer**

### **Project Lead | Sourcing | 5 consultants**

*Procurement volume: ~€50 million | Savings: €0.5 million p.a.*

- Objectives: Strategic realignment of procurement and category management, supplier consolidation, strategic tendering, organization and moderation of negotiations and supplier days
  - Material Groups: Masterbatches, granulates, logistics, packaging materials, facility services, maintenance
- 

## **12/2012 - 01/2014 | WorkExpress Sp. z o.o.**

### **Senior Key Account & Project Manager – DACH Region**

*Personnel services – focus on FMCG & logistics*

*Budget responsibility: ~€5 million*

#### **Scope of Responsibility**

- Full responsibility for client projects in Germany, Austria, and Switzerland (>200 staff deployed)
- Development of strategic key accounts and sales structures in the German-speaking region

#### **Key Tasks & Achievements**

- Led a cross-functional project team (recruiting, coordination, team leadership)
  - Developed customer-specific solution concepts for large clients in the FMCG logistics sector
  - Managed all project KPIs incl. pricing, margin targets, budget & P&L
  - Conducted market analyses and developed industry-specific solutions
  - Acquired new clients, managed relationships and handled escalations for major FMCG accounts
  - Negotiated and concluded customized framework agreements
  - Planned, executed, and continuously optimized workforce deployment and efficiency metrics (e.g. picks/min)
  - Generated new business with annual revenue of €2.7 million
  - Key clients included: distribution centers of REWE, TCHIBO, NETTO, EDEKA
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## **05/2012 - 11/2012 | Andreas Christ Spedition und Möbeltransport GmbH**

### **Inhouse Project Manager – Centralized Purchasing**

*International freight forwarding, logistics, transport, and warehousing*

*Procurement volume: ~€25 million*

#### **Scope of Responsibility**

- Project responsibility for company-wide centralization of purchasing
- Steering of group-wide procurement activities in coordination with 7 sites

#### **Key Tasks & Achievements**

- Developed and implemented a group-wide purchasing strategy
  - Established a structured category management and supplier pool
  - Conducted supplier audits, selection and negotiation processes
  - Implemented standardized pricing and contract conditions
  - Provided operational support in scheduling, order tracking, price benchmarking, and claims management
  - Managed planning and execution of CAPEX investments
  - Rolled out a group-wide fleet management system in cooperation with Mercedes-Benz, incl. employee training
-



## **07/2007 - 03/2012 | PKC Group (formerly SEGU Polska Sp. z o.o.)**

*Cable assembly – Tier-1 contract manufacturing for OEMs & system suppliers*

*Total managed procurement/project volume: ~€45 million*

## **10/2010 - 03/2012 | Coordinator**

### **Scope of Responsibility**

- Managed end-to-end order fulfillment for OEM and Tier-1 clients (e.g. Mercedes-Benz, Knorr-Bremse, John Deere, Continental, Brose)
- Led a cross-functional team (10 FTE)

### **Key Tasks & Achievements**

- Coordinated all ongoing orders with a focus on prioritization and on-time delivery
- Managed escalations during supply shortages, production delays and customer complaints
- Aligned with production, planning and shipping to ensure delivery reliability
- Negotiated special requests, small volumes, and express demands with clients
- Implemented internal process and service optimization measures

## **07/2007 - 10/2010 | Strategic Buyer**

*Procurement volume: ~€15 million*

### **Key Tasks & Achievements**

- Built and advanced category and supplier management systems
- Conducted market analysis, tenders, and contract negotiations
- Identified cost-saving potentials and implemented TCO measures
- Planned and optimized inventory in coordination with demand and production planning
- Streamlined lot sizes, delivery cycles, and order frequencies (MOQ vs. EOQ)
- Managed technical complaints and coordinated corrective actions

### **Material Groups**

- Sensors, cables, connectors, mounts, clips, hoses, ferrite cores
- 

## **06/2007 - 07/2007 | SUTCO Polska Sp. z o.o.**

### **Trainee**

*Industrial composting systems*

### **Key Tasks & Achievements**

- Gained hands-on insight into all key production and planning processes
  - Rotated through production, work preparation, and design departments
  - Learned manufacturing workflows for critical system components
  - Received training in reading and interpreting technical drawings and manufacturing documentation
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## Professional Soldier

*Transport Battalion*

### Function and Scope of Responsibility

- Staff and training soldier specializing in driving and safety training
- Instructor for IT security and military transport logistics
- Deployed in NATO Response Force (NRF) as part of a multinational rapid reaction force (1.5 years)
- Developed resilience, leadership capabilities and decision-making under high-pressure conditions

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## QUANTIFIED ACHIEVEMENTS

### Cost Optimization & Value Contribution

- Overall responsibility for procurement volume > €1.4 billion
- Realized cost savings exceeding €50 million annually
- Successfully managed complex tenders, contract negotiations, and category strategies
- Implemented design-to-cost, TCO, and resilience sourcing approaches

### Transformation & Process Improvement

- Restructured multiple procurement and SCM organizations in international settings
- Reduced lead times and inventory levels through process automation and forecast optimization
- Introduced procurement controlling and KPI systems for performance management
- Digitalized procurement operations through integration of AI-based tools and platforms

### Leadership & Change

- Built and developed high-performing, cross-functional teams (up to 200 FTE)
- Led organization-wide change projects in procurement, planning, and supply chain
- Empowered procurement teams through coaching, mentoring, and targeted capability development
- Managed stakeholders at executive and C-level to anchor strategic procurement objectives

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## EDUCATION & QUALIFICATIONS

### Language skills

- German (native speaker), Polish & English (fluent)

### Academic Education

- 2004 – 2007: Studies in Business Administration – FernUniversität in Hagen
- 1999 – 2002: Technical high school diploma – Berufskolleg am Kothen, Wuppertal

### Certified Trainings & Professional Courses

- Six Sigma Black Belt
- Lean Six Sigma Green Belt
- Negotiation & Conflict Management
- SQL Programming & Qlik Sense Designer
- AI in Procurement – Application of ChatGPT, CoPilot & specialized procurement tools
- Agile & hybrid project management in operational and strategic contexts

### **Additional Competencies**

- Methodological skills: workshop facilitation, process modeling, cost structure analysis
- Organizational development: role and task architecture, performance systems
- Digitalization: selection, implementation, and management of AI-powered procurement systems
- Leadership: team building, change enablement, mentoring, and sustainable talent development
- Sales: management of growth projects and sales campaigns
- Intercultural competence