

MAZEN MASSALKHI

Mobile: +966558811093 ~ E-Mail: mmassalkhi@hotmail.com ~ Jeddah-KSA

SENIOR SUPPLY CHAIN & LOGISTICS LEADER

Geographical Preference: Saudi Arabia, UAE, Qatar, Bahrain, Oman or Kuwait

PROFILE SUMMARY

- A dynamic professional with **more than 29 years** in Global Supply Chain Management, Logistics and Strategy Planning
- Certified as **CSSCP**-Certified Sustainable Supply Chain Professional & **CISCM**-Certified International Supply Chain Manager
- Currently working with **BinDawood Holding, Jeddah, Saudi Arabia as Supply Chain & Logistics Director**
- Demonstrated excellence in end to end supply chain optimization, managing process improvements as well as development of innovative system to measure & monitor aspects supply chain efficiency, employee productivity, inventory levels, etc...
- Deftness in formulating SCM plans for smooth execution of projects within time & cost parameters; developing alternate sources, mitigating supply risk and assisting in negotiating supply agreements with strategic and critical suppliers
- Distinction of developing Annual Plans and Budgeting for Supply Chain & Logistics Operations; achieving significant savings through innovative thinking and ensuring the right CAPEX investments and proper due diligence is made for every project
- Excellence in developing Supply Chain and Logistics Dept. for start ups with detailed set of policies & procedures; in addition to setting up omn-ichannel networks with SVI, click & collect, fulfillment centers with inhouse and outsourced last mile service
- Renowned for warehousing operation optimization through process change up to automation addition when required
- Exemplary relationship building skills that foster a great vendors relations and colleagues trust & dependability
- Customer-Service focused professional with a certification in customer experience adults coaching

WORK EXPERIENCE

Since 07/2021: BinDawood Holding, Jeddah, KSA as Supply Chain & Logistics Director



Heading the supply chain development of one of the fastest growing supermarket chains in the region (BinDawood & Danube)

- Building the capabilities (human & infra) to offer the best supply chain support to achieve corporate goals
- Working on system implementation for an advanced forecasting tool and ordering system & warehouse management system
- Digitizing fleet management and tracking systems for easier access to productivity measures and better asset control
- Managing the current online operations, fulfillment & delivery, for scheduled & express (dark stores) formats
- Spearheading the Q-Commerce expansion strategy after setting up the manual dark stores network in April 2022
- Managing an approved budget of more than SAR 1Bn for logistics investment in automated regional CFCs and multiple MFCs
- Actively working on network design for servicing a chain of convenience stores throughout KSA
- Reporting to the board on multiple strategic initiative like regional expansion, warehouse automation, omnichannel network
- Redesigned the structure and grading system for the logistics, warehousing, demand planning, replenishment, E-commerce fulfilment, last mile, assortment and store space optimization teams
- Managed the transition and change management of centralized local ordering from head office after being executed on store level for tens of years; to better control availability, stock level, inventory turns and health
- Created new merchandizing hierarchy, completed inventory ABC classification and assortment rationalization
- Collaborating with category team to create their data analytics reporting and real-time dashboards for better decision making

01/2019-06/2021: Landmark Arabia, Riyadh, KSA as Head of Supply Chain & Logistics



Headed the logistics operation of one of the biggest retailers in the region with 500K+ pcs of daily throughput of fashion/ household and furniture products, +300K sqm of warehouses, +300K monthly E-commerce orders (peaking at 35k orders/day during the pandemic), served 600+ stores, customs cleared 120+ shipments a day and managed 3K colleagues with a yearly budget of SAR 450Mn in OPEX

- Achieved -7% LFL on cost per pc through process changes and space optimization, -8% cost per drop in home delivery and fixing service of sold furniture, -17% vs. PY in transportation through better controls over operating costs
- Decreased customer complaints by 50% while improving NPS by 40%
- Built a hybrid inhouse last mile team with a better service level to customers
- Implemented SVI project as part of omni-channel initiative and increased online orders fulfillment capabilities by 300%
- Built great relation with concept management in generating a high level of confidence with supply chain capabilities
- Improved warehousing productivity/head by 12% & fulfillment center by 50% thru process change and restructuring
- Completed a project of semi-automated warehouse for SAR 160Mn after working on multiple project options with detailed simple and discounted paybacks as well as project & equity IRRs
- Managed the transformation KSA import procedures while aligning company processes to adapt to the new changes in Saber, Fasah and new customs digitization initiatives managing bonded, air, sea & land clearance with strong relations with authorities
- Initiated a training and mentoring culture to elevate the skill level of SC team focusing on customer service, lean, 5S, etc...
- Supported the corporate initiative of HAPPINESS movement for a better working environment with 85% GPTW dept. score

07/2018-12/2018: United Yousef Naghi, Jeddah, KSA as Managing Director of Logistics

Optimized and Synergized Logistics activities for all businesses under the group (Electronics distribution (LG), Retail (Eddy Stores), Tire distribution (Pirelli & Sailun) as well as hospitality business

- Redefined the basics of logistics for all logistics activities crafting clear strategies with personal and departmental KPIs
- Rebuilt the home delivery network focusing on offering an improved customer journey
- Reviewed all outsourcing strategies releasing a clear policy for 3PL utilization
- Led an optimized budget with -15% LFL providing a detailed road map
- Reduced warehousing space by 40% through reorganizing warehouses while introducing synergies between different businesses under the group with a focus on continuous improvement and lean operation
- Integrated latest technologies in home delivery, transportation and warehousing functions

02/2012-06/2018: United Electronics Company (eXtra), Al Khobar, KSA

Growth Path:



07/2014-07/2018 Distribution & Logistics Director
02/2012-07/2014 National Distribution & Logistics Manager

Evaluate suitability of supply chain processes viz. Distribution & Logistics for the future business growth, identify gaps and recommend best practices for achieving the planned growth in business – in KSA, Oman & Bahrain

- Actively participated in eXtra's Digital Advisory Board, CX, OpEx & Leadership Executive Committees; played a key role in redrafting the company's values through a mini-committee
- Led the S&OP weekly meeting, collaborating with commercial & marketing team to generate accurate demand forecasts
- Designed the ABC classification and aging reports to understand inventory health and facilitate compliance with OTP targets
- Efficiently & effectively:
 - Trained 300 employees on Customer FIRST Values after being certified as Adults Coach
 - Redesigned the distribution network to support the company's strategic plan as Omni-Channel
 - Achieved -38% in transportation cost, -33% in handling cost/unit and -19% on last mile cost all through improved efficiency & periodic performance tracking to deliver a reliable service that delights customers
- Successfully enhanced Customer Satisfaction Index (CSI) by 25% through 77% decrease in last mile complaints, 18% improvement in success rate as well as an increase of 34% in on-time delivery
- Essayed a crucial role in:
 - Acquiring cost saving with 10-15% on yearly budgets through optimization & controlled spending
 - Finalizing the design & building of modern DCs, with a budget of SR100M (5.5 yrs ROI), leveraging operation as a competitive advantage to unleash profitability and maximize fulfillment up to SAR 1Bn online sales
- Dexterously supported 40% increase in market share by introducing committed same day and next day delivery service differentiating our home delivery & installation service from competition
- Steered initiatives towards managing 6-Mega Sale Successful Events with on-time receiving and dispatch of 2Mn pcs, managing storage of 90K SQM (>100K PP), and 150K customer deliveries (10x non-peak)
- Coordinated the implementation of Oracle WMS after Customization to fit "pick/ pack/ ship" E-commerce process with clear change management plan

01/2010-01/2012: Strata Manufacturing PJSC (Mubadala Aerospace) Al Ain, UAE as Logistics Manager



Spearheaded overall supply chain management tasks viz. dispatches, logistics and contract management; directed development & implementation of key supply chain strategies and ensured that plans are aligned with all contractual & statutory requirements



- Essayed a crucial role in optimizing the overall logistics cycle, from raw materials to finished goods, for a start-up 20K SQM composite aero-structures manufacturing plant
- Successfully arranged multiple storage solutions for Honeycomb, DG, Perishable Frozen & Chilled Material
 - Assisted in the preparation of Supply Chain Dossier for Airbus update meetings
- Deftly worked with Airbus on RFID Project to track manufactured parts during manufacturing cycle; designed warehousing, freight and clearance Service Level Agreements with LSP after RFP & RFQ sessions
- Established Logistics Departments SOPs as well as actively participated in setting up Strata HSE Procedures
- Significantly passed numerous audits (Airbus & Boeing) IPCA, NADCAP as well as AS9100 Qualification (ISO9001)
- Partnered with consultants on setting up & implementing SAP-ERP after active participation in finalizing the end-to-end processes (Procure to Pay, Demand to Supply and Customer to Cash)
- Participated in start-up workshops & cross functional Value Stream Mapping (VSM) events to ensure most effective use of resources, decrease complexity and improve service levels
- Efficiently attended Lean Manufacturing Trainings with Airbus & Boeing with direct implementation

Growth Path:

07/2008-01/2010 Corporate Logistics Manager
07/2007-06/2008 Corporate Freight Manager

*Administered logistics operations involving coordination with shipping companies, transporters, CHA's & external agencies to achieve seamless & cost-effective transport solutions. Developed & implemented optimization ideas covering **Kuwait, Oman, Jordan & Lebanon**. Held accountable for standardizing SOPs and KPIs in coordination with Country Logistics Managers*

As Corporate Logistics Manager:

- Pivotal in developing efficient regional as well as customized country strategies; successful in managing multiple projects feasibilities (cost benefit analysis, ROI, lease buy decisions)
- Designed roadmap & execution plans for special projects encompassing Regional DC, Equipping New Warehouses, Re-modelling Current Warehouses & Fleet Greening)
- Setup & developed logistics networks in start-up-countries- Lebanon (2008) & UAE (2009)
- Enhanced order fill rates to ~99% by implementing new picking strategies
- Ramped up Kuwait warehouse space utilization by 32% by changing the layout
- Slashed down transportation trips in Kuwait by 40% by changing the design of delivery trolley
- Instituted cross docking strategy for perishable imports with 50% reduction in delivery lead time to stores

As Corporate Freight Manager

- Crucial role in optimizing the movement of ~ 3,500 yearly dry and temp. controlled TEUs to Kuwait, Oman & Jordan
- Standardized "Freight & Clearance" SOPs & KPIs across all countries
- Managed multiple RFP & RFQ sessions for consolidated freight requirements covering all operating countries
- Attained 35% freight cost savings; reduced 60% of detention & consolidation by negotiating free days & consolidation costs
- Steered initiatives towards ensuring continuous optimization; resulted in 5% saving in product landed cost
- Oversaw the update of import & export rules / regulations to ensure compliance; worked with external consultants on the process mapping and initial configuration of ORTM

07/1994-07/2007: United Business Company SARL

Growth Path:

01/1997-07/2007 Supply Chain Manager
07/1994-12/1996 Supply Chain Analyst



Understood forecast variance and accuracy with cause effect analysis in comparison with customer forecasts, inventory. Oversaw overall logistic functions and negotiated with transporters for cost effective transport solutions. Accountable for performing analytical review of requirements to ensure smooth operation in Distribution Center

- Important role in upgrading the whole supply chain of toys, gifts and fashion items from sourcing to delivery to retailers
- Sought new global sources of supply by attending international fairs (Europe & Far East)
- Skillfully generated 200% increase in profit in 4 years by changing SC strategies including Range, DOH, No. of Warehouses & Locations, Customer Order Consolidation at Origin, etc.
- Successfully improved the Inventory Management System by using different forecasting techniques and inventory replenishment policies which resulted in moving turns from 8 to 14; also set warehousing standards, thereby ensuring proper implementation with >99% inventory accuracy
- Deftly saved 32% from transportation cost by optimizing the routing, improving truck utilization by 12% and by monitoring maintenance cost of distribution fleet
- Instrumental in delivering, in six months, a multi-million Euros project to the Iraqi Government under the UN Oil for Food Programme (in 2002)- supplying sports equipment& supplies to INOC

SCHOLASTICS & CERTIFICATION PORTFOLIO

Bachelor of Business Administration (07/1994)
American University of Beirut (AUB)



Certified International Supply Chain Manager – CISCMI- (02/2011)
International Purchasing & Supply Chain Management Institute (IPSCMI)



Certified Sustainable Supply Chain Professional- CSSCP (12/2023)
International Supply Chain Education Alliance (ISCEA)

