

# MAZEN MASSALKHI cSSCP

Mobile: +966558811093 ~ E-Mail: [mmassalkhi@hotmail.com](mailto:mmassalkhi@hotmail.com)

## SENIOR SUPPLY CHAIN & LOGISTICS LEADER

Geographical Preference: Saudi Arabia, Qatar, UAE, 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 systems 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 leading negotiations of 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 omni-channel networks and internal logistics for production facilities
- 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)*

- Finalized the Supply Chain Policies & SOPs handbook that tackles operational and compliance processes in addition to main policies like code of conduct that details ethical practices, potential conflicts of interest and supplier interaction guidelines
- Working on joint sustainability initiatives with key vendors under our "Responsible & Sustainable Sourcing" initiative
- Leading the supply chain digital transformation with new FnR, WMS, TMS & PoG systems with intensive vendors discussions and fair response evaluation looking at the Total Cost of Ownership
- 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 300 convenience stores throughout KSA
- Reporting to the board on multiple strategic initiatives like regional expansion, warehouse automation, omnichannel network
- Redesigned the structure and grading system, using Mercer's IPE methodology, for procurement, demand planning, replenishment, logistics, warehousing, E-commerce, assortment and store space optimization teams
- Managed the transition and change management of 1,000+ suppliers (SAR 3Bn+) centralized local store 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 the biggest captive logistics operation 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
- 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 Supply Chain 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*

- Crafted different cost-effective procurement strategies while aligning dept. goals with organizational ones
- Relaunched Procurement Code of Conduct that details ethical practices which aligns with eXtra's TRUST value
- Trained the supply chain team on bidding, supplier evaluation, supplier management, conflict of interest policy and ethical decision making in procurement
- Built a strong procurement team covering sourcing, demand forecasting, suppliers evaluation, relationship management, risk and compliance and excellence & continuous improvement scopes
- Managed 300+ suppliers (local & overseas) and built strong relationship with key vendors which helped in risk mitigations, ensuring compliance with government regulations and internal policies
- 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 special committee
- 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 CAPEX & OPEX budgets through optimization & controlled spending
  - Finalizing the design & building of modern DCs, with a budget of SR100M (5.5 yrs ROI), with 15% project saving to budget through fair RFQ processes and innovative negotiations

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



*Spearheaded overall supply chain management tasks viz. dispatches, logistics and contracts 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 purchasing to finished goods shipping, for a start-up 21K SQM composite aero-structures manufacturing plant. **Managing 200+ materials & services vendors**
- Successfully arranged multiple storage & release 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 supply chain Department SOPs and 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, Lean Manufacturing Trainings to ensure most effective use of resources, decrease complexity and improve service levels

**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 upstream consolidation & freight requirements covering all 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 SABL**

**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 **purchasing & logistic functions** and negotiated with suppliers goods & services contracts. 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, fashion items and hotel amenities from sourcing to delivery
- 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, upstream Customer Order Consolidation, 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 a multi-million Euros project to the Iraqi Government under the UN Oil for Food Programme (in 2002)- supplying sports equipment & supplies from 76 global vendors to Iraqi National Olympic Committee 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** (08/2023)  
International Supply Chain Education Alliance (ISCEA)

