

# MAZEN MASSALKHI cSSCP

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## 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...
- 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, grocery Dark Stores networks, and internal logistics for production facilities
- 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
- 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
- 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
- Spearheading the Q-Commerce expansion strategy after setting up the manual dark stores network from scratch early 2022
- Managing the current dark store P&L and overlooking operation from dark store locations, internal shelving design and product flow mapping, product range, listing and delisting processes, replenishment, fulfillment, up to last mile and customer service
- Managing an approved budget of ~SAR 1Bn for logistics investment in Automated regional CFCs (4 hrs delivery) and multiple MFCs (2 hrs delivery) with AUTOSTORE in addition to the manual dark stores and replenishment hubs network
- 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
- 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 SARM**

**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; set warehousing standards, with >99% inventory accuracy
- Deftly saved 32% from transportation cost by optimizing the routing and improving truck utilization by 12%
- 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)



**Web.:** <https://mazen-massalkhi-portfolio.netlify.app/>

**Date of Birth:** 1<sup>st</sup> January, 1973 | **Address:** Jeddah, KSA | **Nationality:** Lebanese  
**Languages Known:** Arabic, English & French