



# Nattapong Pinyoborisuit

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## **Career Objectives**

- To be the most influential leader for a multinational company
- To use my capabilities in the best possible way for achieving a company's goals
- To become a true leader, who creates more leaders, not followers

## **Self-Description**

I am self-motivated, a fast learner, a good team player and looking for a challenge that offers the high potential for advancement. Last but not least, I truly believe that I have strong in presentation and communication skills, including dealing with senior managers and directors with high confidence and strategic thinking (*think result-oriented*).

## **Academic Qualifications**

June 2008 - July 2009	<b>The University of Wollongong, Australia</b> <i>Master of International Business</i>
June 2003 – May 2007	<b>King Mongkut's Institute of Technology Ladkrabang, Thailand</b> <i>Bachelor of Civil Engineering</i>
Feb 1991 – Mar 2003	<b>Bangkok Christian College, Thailand</b> <i>Grade 12 Academic in Science</i>

## **Professional Experiences**

<b>April 2016 - Present</b>	<i>Head of Operations (Management Team)</i> <b>HAVI Logistics (Thailand)</b>
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### **Overview**

- A large own team management of 1 Distribution Manager, 1 WH Manager & 1 Project Improvement Manager & 125 Staffs
- Managing operations for global customers, such as **Mcdonalds, Subway** and Oishi
- Warehousing & Transportation focus – cold chain business
- Project improvement initiatives

### **Responsibilities**

- Develop and implement strategic plans to increase efficiency and effectiveness within a business
- Monitor revenue margins and worker productivity
- Develop and control the budget for the Operations Department to ensure that the Department has all the resources required to meet its objectives within agreed financial parameters
- Maintain an effective working relationship with all other Head of Departments and customers to ensure that there is effective coordination of all company activities in support of corporate objectives
- Strong focus on growth of our local customer base
- Coach, counsel and develop Operations team in the achievement of the company standards and their personal development plans
- Root cause analysis and problem resolution for all logistics operations

**July 2013 – April 2016**

*Logistics & S&OP (Sales and Operations Planning) Manager*  
**Heineken (Thailand)**

### **Overview**

- A large own team management of 1 Distribution Manager, 3 Supervisors & 50 Staffs
- Emphasis on working capital reduction
- TPM cost saving initiatives (many improvement projects)
- Leading S&OP meeting for all cycles – focus on 18 months planning horizon (demand review, Supply review, Alignment and Management Review): Demand plan, Supply plan, Gross profit, NPIs and so on
- Nationwide delivery to customers with nearly reaching 1,200 trips per month
- End-to-end supply chain focus – **Transportation & Warehousing, Customer Service and Planning**
- Export to many countries

### **Responsibilities**

- Lead and manage the logistics operations to achieve operations KPIs and the required service standards
- Develop a focus strategy in the short and long terms (e.g. budget, manpower, resources, sub-contractors, Capex, cost reduction and so on)
- Control warehousing and transportation cost to achieve the target
- Act as Focused Improvement Pillar Leader (TPM way) to improve operations efficiency and cost reduction
- Root cause analysis and problem resolution for all logistics operations
- Strategically deploy the target setting of each KPIs with the principal
- Convince key stakeholders of the benefits of S&OP by showing the value adding potential of proper tradeoffs across functions in money-savings (e.g. inventory optimization, write-off reduction, NPIs cost savings, transportation cost reduction, forecast accuracy improvement and so on)
- Review business plan as a whole organization (18 months time horizon: demand plan, supply plan, NPIs, scenarios proposed with financial impact)
- Ensure safe work environment for all employees and to drive lean warehousing system

### **Achievements**

- Lead S&OP meeting to be aligned with Heineken model and achieve benefits tracking as required (e.g. improve forecast accuracy, working capital reduction and transportation cost improvement)
- Act as S&OP Project Manager to redesign the S&OP process, developed together with Deloitte
- Successfully implement 12 projects in 2014, generate **cost savings around 9.20 M THB** related to warehousing, transportation and planning.
- Benefit from S&OP cycle **with approximately 55 M THB/year** as a whole organization
- Successfully make **cost savings projection around 21 M THB with 15 projects in 2015** (e.g. Ti-Contract, FTE optimization, truck utilization improvement, FG damage reduction, forklift maintenance cost optimization, inventory cost optimization, synergized backhauling with suppliers and so on)
- Build the safety culture among logistics team (e.g. safety tag, BBS and near miss)
- Lead Focused Improvement Pillar (TPM) aimed to make cost savings as required and achieve the audit score from the regional Team as planned.
- Provide the data to modern trade team about the DCs fee in negotiating with customers
- Expedite returned bottle rate from distributors and collectors (to achieve around 30 M THB/year)
- Develop work procedures and WIs for RM&FG sections, including distribution
- Increase 5S awareness to the shop floor.

**Feb 2013 – June 2013**

*Associated Logistics Manager Customer Services (middle-manager)*  
**Johnson & Johnson (Thailand)**

### **Overview**

- 3 PL Management, LF Logistics
- Inventory (FG) approx. 18,000 pallets with 19,000 sq.m
- More than 400 SKUs being stored
- Nationwide delivery to customers with nearly reaching 500,000 cartons per month

### **Responsibilities**

- Monitor monthly distribution costs compared to the yearly budget
- Review 3PL performance to ensure KPIs being achieved
- Update monthly dashboard to the regional team with analysis in case of KPIs are not achievable
- Communicate key milestones and escalate potential issues/concerns
- Coordinate with the supply team (inventory communications) about non-productive inventory movement analysis on a regular basis
- Provide the data to Management Team which materials can actually write-off
- Negotiate cost of co-packing as effective as possible.
- Work closely with the IT regional team when SAP is needed to modify

### **Achievements**

- Lead a pallet plastic implementation and achieved huge savings approx 6% (THB 550,000)
- Propose a transfer plan among 4 parties to ensure 890 pallets being effectively moved to DKSH within 2 days (documents, docks, equipments, manpower and so on)
- Achieve cost reduction of re-pallet approx 22.22%
- Develop a co-packing working standard in order to ensure cost being quoted properly
- Coordinate with a regional team to find possibilities to terminate annual cycle count
- Provide the data to sales team to negotiate BIG-C DC fee reduced from 2.12% to 2.02% (2.5 M THB)

**June 2011 – Jan 2013**

*Logistics Manager*  
**FrieslandCampina (Thailand) PCL**

### **Overview**

- A large own team management of 4 Supervisors and 97 staffs
- Inventory (FG) approx 20,000 pallets occupied for in-plant and Inventory (RM) approx 5,000 pallets with 24,000 sq.m
- 100,000 cartons per day being transferred to domestic DC
- 3 PL Management, YCH
- Inventory (FG) 8,000 pallets occupied for co-manufacturing, export and Indo-China
- Delivery of 500,000 cartons per month for export and Indo-China
- Delivery of 1,000,000 cartons per month for co-manufacturing

### **Responsibilities**

- Lead and manage the logistics operations (In-Plant, Export and Co-Manufacturing) to achieve operations KPIs and the required service standards
- Monitor the quality, quantity, cost and efficiency of the movement and storage of goods
- Root cause analysis and problem resolution for all logistics operations
- Define roles and responsibilities, including plans for the department's future needs
- Develop trade agreement with Corporate Logistics Manager to effectively manage our partner
- Ensure daily ordering transportation routing and schedule to meet customer needs
- Manage costs, transportation, storage and reduce transportation cost (backhauling)
- Ensure safe work environment for all employees and to drive lean warehousing system

### **Achievements**

- Reduce cost of transportation (proposed backhauling) between In-Plant and 3PL DC
- Develop a slot time schedule to reduce traffic in warehouses
- Act as a Project Manager to implement a new distribution center (DC) project by joining hand with third party logistics (YCH)
- Act as a Project Manager to implement a migration plan
- Create safety culture in the department
- Execute a cargo optimization project to ensure where cost per carton is cheap as much possible
- Motivate my team to create a winning culture (result-oriented)
- Create a working procedure (warehouse) in order to reduce conflicts between the company and Indo-China customers

**Jan 2010 – May 2011**

*Management Trainee in Operations and Commercial*  
**FrieslandCampina (Thailand) PCL**

**Overview**

- 2<sup>nd</sup> Batch Management Trainee (more than 1,000 applicants)
- Job rotation across the organization (Operations and Commercial)
- Sponsorship by Directors

**Responsibilities**

General Trade (6 months)

- Monitor and control sales volume, which regard to sales target
- Support General Sales Manager and Area Sales Manager regarding the sales planned and policy for the responsible area in order to create an effective sales performance
- Provide an instruction or recommendation, which is used as the direction to create an effective sales representative at the responsible area
- Follow up the sales performance
- Travel to Central and North East regions to get the holistic view

Modern Trade (6 months)

- Ensure all merchandising standards are met (including assortment coverage, share of shelf, share of display and so on)
- Discuss promotion activities and sales forecast with Planning
- Support National Account Manager and Account Manager to manage supply forecast of the group
- Provide concern sales data to evaluate sales performance (e.g. pareto, market intelligence, growth and promotion)
- Implement the customer promotion plans after management approval (propose scheme)
- Work as PC to see any opportunities for continuous improvement

Operations (6 months)

- Rotate to get a big picture in Production, Logistics, QA & QC, Planning, Engineering and R&

**Achievements**

General Trade and Modern Trade

- Achieve 20% sales growth in Ayutthaya with new strategies to penetrate more channels
- Develop promotion strategies for agents in order to achieve more sales volume
- Initiate a new promotion plan (cross-promotion) for 7-Eleven and achieve more than 30% growth
- Develop & Implementation 4P's Guidelines enhanced agent team knowledge and to better execute in store
- Provide data analysis (Tesco) to National Account Manager

Operations

- Execute water saving proposal approximately saving more than THB 250,000 / Year , proposed to Plant Manager by approximately getting ROI 0.4 year
- Implement raw material loss reduction for whipping cream, significantly contributed to reduce 2%
- Implement engineering blueprint (assets management)
- Involve in a pilot plant, a small processing system, which is operated to generate information regarding feasibility study of milk processing and to write a work instruction in its process

### **Leadership Experiences**

- Experience in direct sales
- Select a project team to execute loss reduction program (World Class Operations Management)
- Arrange training activity about GMP and CSR program
- Volunteer for rural development camp
- Arrange KMITL's accomplishment showcase during the Institute Exhibition

### **Training Activities**

- Basic of Supply Chain Management; **APICS**
- Problem Solving and Decision Making; **Mckinsey & Company**
- World Class Operations Management; **Effesso**
- Internal Auditor ISO 22000; **SGS**
- Regulatory and Principle of Pasteurization Controller; **FDA**
- Basic Knowledge for Pest Control; **Amko**
- Dairy Processing Principle; **FrieslandCampina**
- Problem Solving and Decision Making; **APM Group**
- S&OP Process Implementation; **Deloitte**
- Change Management; **Heineken Asia Pacific**
- Logistics Competencies; **Heineken Global**
- Value Stream Mapping; **Heineken Asia Pacific**
- TPM; **Heineken Asia Pacific**
- Certified professional forecaster; **Institute of Business Forecasting & Planning**

### **Competencies**

- Good Command in English (Writing, Listening and Speaking)
- Strong users of Excel, Word, Powerpoint.
- Strong users of AutoCad and StaadPro
- Good player in golf and football