

## **CURRICULUM VITAE**

### **Personal details:**

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### **Education:**

**2009 – 2010:** **The French Institute of Management in Warsaw, Poland**  
**Title: Executive Master of Business Administration (EMBA)**

**2002 – 2004:** **Warsaw School of Business, Poland**  
**Profile: Marketing and Management, Master degree (MA)**

**1995– 1999:** **Business School – National Louis University**  
**USA and Polish BA degree, Specialization: Business Administration**  
**Business School in Nowy Sącz, Poland**

### **Work experience:**

**2015 - Currently** **TESCO LOTUS Thailand / Regional Office for Tesco ASIA**  
**Asia Category Manager (E2E) – Asia Commercial Dept.**

- **Asia Supplier Partnership Programme** (Thailand, Malaysia, Korea).
- Delivering sales and profit growth, as well as optimizing end to end Supply Chain by professionalizing the way of work with leading global and local Suppliers,
- Join SC Business Planning to deliver override income and improve working capital,
- Identify and implement join end to end initiatives working with Global Business Units (GBU) – Unilever, P&G, PepsiCo, the biggest Asia local Suppliers, DKSH (transportation, warehousing 3PL, 4PL) and cross functionally with Tesco Asia Stakeholders (Commercial, Supply Chain, DC and Operation Colleagues),
- End to end value chain assessment to unlock potential (sales, profit), improve cash flow, win together with Suppliers and bring add value to our Customers,
- Improving E2E Operation by Join Planning and Forecasting with understanding critical path, implementing industry lead time, increasing delivery frequency, which improve: sales by better products shelf availability, stock holding and working capital cycle,
- Delivered analyses and diagrams to shorten the Supply Chain, speed up and increase deliveries frequency, develop backhaul, build delivery synergy, improve cash flow by proper goods receiving in DC (cross dock),
- Strengthening the relation with key Tesco Suppliers by value added Supply Chain activities using Tesco 3 box model scoring card,

- Identified 200 M THB additional income in TH, which is being implemented in Commercial, Supply Chain and DC, based on agreed cross functional initiatives and solutions agreed with Suppliers,
- Identified 6 M RM working capital improvement in Malaysia working with DKSH, PepsiCo, Mead Johnson, Uni Charm and Beiersdorf and additional income via End to End Operation efficiency improvement,
- Sharing best practices with Korea Supply Chain Team,
- Prepared product strategy together with Asia Commercial Director and cross functional Team, to develop e-commerce business and enter new Asia countries together with LAZADA (leading online shop in Asia).

2014 - 2015

## **TESCO LOTUS Thailand / Regional Office for Tesco ASIA**

### **Asia Programme Development Manager – Corporate Purchases**

- **“Smarter Working” Programme Manager** coordinating 5 Senior Managers and driving the implementation process in Corporate Purchases Dept. to deliver benefits to CAPEX and OPEX: E-sourcing, Sourcing Process, Buyer Admin, Procure to Pay, e-invoicing, Contract / e-contracts implementation and focus on systems,
- Due to simpler and smarter ways of working 10 FTE removed from the Team,
- Manages a wide range of Stakeholders to land the Smarter Working effectively:
  - Co-ordinate all the relevant work streams to deliver savings,
  - Sets up and runs appropriate governance mechanisms,
  - Coaches and mentors the Project and Work stream Managers,
  - Train Corporate Purchases Buyers,
- Delivered 10 m THB savings in e-sourcing / e-bidding and planned 115 m THB to achieve in Y15/16. Buyers / Buyer Admin removed from admin functions to focus on Buying and add value activities,
- Suppliers preQ process and manual tender replaced by online tool,
- E-contracts: End to end paper free process approved by UK Legal, International Legal Director and TH Legal Director: I. E-sourcing / e-contracts renewal process, II. E-signature, III. Electronic contracts and preQ doc retention,
- Documents required in Suppliers preQ process and contracts signing process agreed with Legal, Finance and Tax Dept. Duplicated and several unnecessary doc's indicated to reduce costs and workload,
- Indicated several opportunities to decrease by 20-25% spending for CAPEX external Consultants, which will be used in Y15, saving 1 m GBP,
- Buyer Admin - Reducing levels of admin by 40% by eliminating root causes,
- Delivering the right controls to manage the controllable cost base and to provide meaningful data to support Buyers, payees identification and product hierarchy implementation. Proved benefits of e-Tax invoicing,
- Identified opportunities for **“Better Office Programme” in Property Service Dept in Tesco Malaysia**: Cost reduction by implementing better systems (Neo Grid) to preQ and tendering processes, Due Diligence and Anti-Bribery. Solution how to decrease cost of external Consultants for CAPEX and stop waste time / workload by duplicating system (Oracle) with Excel.

## **TESCO PLC China / China Resources Vanguard (JV)**

**2014 - 2014**

### **Head of Corporate Purchasing Department (COO Function)**

- Buying goods and services not for re-sale. **Annual OPEX 1,2 bln RMB net, annual CAPEX 2,3 bln RMB net**, Department P&L Management,
- Managing Team of Buyers to bring savings, building synergy with China Resources Vanguard (JV) and cooperating with Tesco Asia Group Procurement – 3 line Managers,
- CP Department restructure by defining 4 main procurement areas:
  1. **Marketing**: marketing research and Low Volume Consumables (LVC),
  2. **Operation**: DC expenses, Transportation, Head Office expenses, IT,
  3. **Services**: shuttles busses, cleaning, security, cardboard recycling,
  4. **Capital expenses**: operational and engineering equipment,
- During the period I lead CP Dept. (7 Persons Team) achieved **25 m RMB** hard savings in revenue due to implementing innovations, renegotiation or e-auction in marketing research, DM delivery, VAT deduction, IT, LVC, shuttle bus rent fee, DC cleaning fee, cardboard recycling, air conditioning cleaning, trolley collection, property insurance and **1 m RMB cost avoiding** in Commercial contract.,
- Identifying savings / cost reduction by comparing Tesco and CRV CAPEX and OPEX data base,
- Defined **5,2 m RMB synergy opportunity with CRV**,
- Indicated objectives for **30 m RMB saving opportunity in services**,
- Proposed a new approval process to assure compliance in engineering and operational equipment purchases for the new Stores.

## **TESCO PLC China – Head Office**

**2013 - 2014**

### **Senior Manager, End to End Project Manager, Commercial Department**

- The purpose was to identify opportunities for cost saving to deliver products for less. After value chain assessment and negotiation with Tesco Suppliers many changes and innovations has been implemented, which brought to Tesco China 14 m RMB hard savings and almost 50 m RMB as FY effect.
- Margin and other income improvement by negotiation contracts conditions in Commercial Dept, defining new contract appendix agreed with Legal,
- Defined new quality requirements (acceptance for damages) during products delivery to 4 Distribution Centers in Tesco China,
- Increasing competitiveness by implementing new Suppliers,
- Defined and implemented weekly (3 stages) bidding process for key fresh products to assure compliance and the lowest possible price. Buying cost decreased by 18% LFL,
- Implemented new packaging and the way of selling loose eggs – shrinkage decreased by 40% (based on Stores feedback) and productivity improved by 36% in Shanghai Stores. Roll out to Zhejiang Province.
- After in-depth analyzes VAT was eliminated during purchasing in Bakery Dept, cost price decreased by 23%,
- Joined Dairy and Bakery delivery of loose eggs to DC. Productivity improvement in DC (less DC check and QC check, less documents in finance),

- Full truck delivery to Tesco DC – Defined and negotiated new process in Fresh Food Dept. (eliminating Suppliers' costs and unnecessary unloading, loading, damages, storing and transportation costs),
- Payment day analyze and re-negotiation to improve Company cash flow,
- Plastic trays implementing to decrease packaging costs. To bring savings to Suppliers, deliver for less to Tesco and offer products to Customers in the lowest possible prices.
- Above activities have been implemented based on in-depth analyses, excellent communication and leadership skills, working cross-functional and cross-cultural with many internal and external stakeholders: Commercial, Operation, Supply Chain, Distribution, Ordering, Support Office, Legal, Tax, TLT, Marketing and negotiating with Suppliers and 3 PL's.

2011 - 2013

### **MAKRO Cash & Carry Polska S.A. (Head Office) - METRO Group E-Commerce Merchandising Manager**

- Co-creating from beginning a new sales channel – web shop “MAKRO Biuro Online” – Customers target group: Services, Companies, Offices.
- Creating new processes and rules of communication in the areas: Offer Dept, Sales, Supply Chain Management, Marketing and IT,
- Introduction and assortment management, stock optimization,
- Creation of price strategy as well as sales and marketing activities,
- Cooperating with Customers, external storage and external Companies,
- Stock management, logistics process improvement and reduction of storage costs,
- Negotiating the terms of cooperation with Makro Suppliers and external Companies,
- Prices monitoring, market research and analyzing market trends online and offline,
- Creating marketing campaigns using synergy through multichannel strategy,
- Participation in auctions – negotiating buying price with Suppliers and calculating delivery costs to Customer / Company.

2010 - 2011

### **MAKRO Cash and Carry Polska S.A. – Store in Warsaw (METRO Group) Sales Department Manager – Training for Senior Managers position**

Successful completion of the following projects:

- **Development of a new sales channel in MAKRO C&C - Deliveries to HoReCa Customers.** Creation of "Best Practices" and sub-storage.  
Delivery cost optimization and process improvement. Marketing and promotional activities. Preparation of loyalty program. Cooperation with Franchisees and KAM.  
Monitoring and optimization of delivery processes by visiting 11 Makro Stores (central and northern Poland). Operational activities: Monitoring the timeliness of shipments from the Stores, stock optimizing, preparing control system (HACCP), cooperation with delivery Customers, negotiating overdue payments with Customers.
- **Shrinkage reducing** in Fresh Dept. - introduction over 20 new activities in four areas, which resulted in lower losses 3 times within 6 weeks. Solutions have been introduced in the Central Region and were presented to Directors in South Region.
- **Margin increasing** in 2 Dry Food Department by 2 % points through cross-selling strategy. Margin results were the highest in Makro Poland.

- **Merchandising service improvement** in the Store. Number of hours worked out by Merchandisers has been doubled.
- **Responsibility for 60 Persons** on the shift, as a Sales Department Manager and Manager On Duty

### **MAKRO Cash & Carry Polska S.A. – Head Office (METRO Group)**

**2005 – 2010:**

#### **Internal Audit Department - Auditor**

2003 - 2005:

Junior Auditor – Operation / Commercial / Marketing audits

- **Conducting internal audits in Head Office and Makro Stores** based on risk management maps, approved annual audit plan. Auditing strategic Makro projects ordered by the President of Makro C&C Polska S.A. (Marketing / Operation strategy). Activities to add value, to improve Makro operations by independent, objective assurance and consulting activity to help accomplish Makro goals. Evaluating and improving the effectiveness of risk management, control and governance processes. Reports and recommendations send to Head of Audit Dept, MC&C Poland Board Members involved in audited area and audited Managers.
- **Audited Departments in Head Office:**, Field Operation, Supply Chain Mgmt - optimizing logistics conditions, Marketing, Invoice Control, Purchasing, Hampers.
- **Audited Departments in Makro Stores (all KPI's):** Goods Receiving, Sales, Check-outs, Store Security, Crisis Management, IT/personal data protection, Petrol stations, Customer Contact, Customer Care, external storages. Joint audits with Metro Cash & Carry International Auditors (Store Security, Checkout, Goods Receiving, Stock-takes, Real Estate Management – Repair & Maintenance, CAPEX).

**2000 – 2003:**

### **MAKRO C&C Polska – Store No. 1 in Warsaw (METRO Group)**

**2002 – 2003:**

#### **Dry Food Department - Shift Co-ordinator Sweet and Coffee Dept.**

2000 – 2002:

Dry Food Department - Employee in 3 Dry Food Departments

- Sales maximization based on approved budget in a Store with the highest sales,
- Dept. Employees management,
- Goods ordering and stock management,
- Preparing work schedule for Dept. Employees and Merchandisers,
- Providing high standards of Customer service,
- Cooperation in creating MAKRO as Customer orientated company,
- Assurance of proper Health & Safety conditions.

**September 1998:**

**“Owens Illinois Polska S.A.”** – students practice; Marketing and Sales Department

### **Languages:**

**Polish:**

native

**English:**

advanced in reading and writing

Intensive English Program – Certificate of Business College and NLU

**German:** elementary in reading and writing  
**Mandarin:** elementary in speaking

### **Additional skills - participation in courses and seminars:**

- **Group Procurement Sourcing Process** – *Tesco Academy in Thailand (Nov. 2014)*,
- **Leading and motivating** - *The Knowledge Manager - ICAN Institute, Harvard Business Review Poland (October 2012)*,
- **Leadership - Develop Competences** - *Business Development Institute / Metro House of Training (March 2012)*,
- **Program Executive MBA:** Modern marketing management; Modern HR management; HR techniques: public relations and business etiquette; Modern finance management; Organization: company law, Labor Code, mediation, negotiation; Marketing techniques: advertising, advertising law, electronic marketing; Finance techniques: controlling, budgeting and business-plan; Strategic business management – *The French Institute of management in Warsaw (2009 - 2010)*,
- **Project Management** - *The Institute of Business Developing / Metro House of Training (September 2009)*,
- **METRO Business Program** – *WHU Otto Beisheim School of Management, Koblenz, Germany*,  
**Lecturers: WHU Professors, METRO Directors and Managers:** Intellectual Property, Corporate Controlling, Innovative Retail Logistics, Retail Assortment: A Customer orientated Perspective, Corporate Communication, Trends in Retailing, Advanced Retailing, Metro Group Buying, CRM at real, Store Design (January 2009),
- **Certified Internal Auditor – (part I) The role of internal audit process in range of governance, risk and control** – *Ernst & Young Academy of Business (April 2008)*,
- **“POL CAAT’ 2008” seminar** – *The Institute of Internal Auditors*  
Computer Assisted Audit Techniques (October 2008),
- **Training of EUR pallets identification** - *EPAL Polish National Committee (November 2008)*,
- **Finances for Non-Finance Managers - influence of decision making on finance results in the company** - (November 2007),
- **Personal effectiveness** (December 2005),
- **Problems solving** – *Humen Factor (December 2004)*,
- **Discover course** - *Oracle University - (April 2004)*,
- **Methods of conducting Health&Safety trainings by Managers** (September 2002),
- **Negotiations course** – *WSB-NLU (1999)*,
- **Business English and Effective Speaking course** – *WSB-NLU (1999)*.

**Other activities:** Volunteer in non-profit organization  
Ex-Member of the Institute of Internal Auditors  
Participation in meetings performed for IIA by Managers / Partners  
Ernst&Young, Deloitte, KPMG, PricewaterhouseCoopers.

**IT skills:** MS Office: Word, Excel, Access, Power Point, Outlook, Internet

**Driving License:** Category B - "The safe driving" course – *Academy of Toyota* (2009),

**Personal skills:** Ambitious, leadership, assertive, emotional stability, independent, trustful, responsible, result orientated, analytical ability, ability to understand connections, ability to communicate own vision and perspective, ability to prioritize and makes contacts. Upholds the following principals: integrity, objectivity, confidentiality, competency.

**Personal interests:** Economy, reading, new technology, innovation, traveling, cinema, theater, mountains, skiing, swimming, sailing, windsurfing beginner.