



Curriculum Vitae

Joep van Thiel

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“I get excited when confronted with an operational challenge!”

I am a change manager

My key contributions to sustainable change are:

- Think strategically, design tactically and execute operationally.
- Create clarity from chaos and simplicity from complexity.
- Engage employees and stakeholders at all levels.

I am an operations specialist

My experience is based on a very colorful career path in multiple industries, international footprint, diverse functions, layered responsibilities and solid education

My content approach is based on clarity and structure

Together with employees at all levels I start with reflection on and analysis of the current situation. Jointly we then identify key focus areas and create (or adapt to) a new vision and direction. This leads to a clear roadmap with targets, timelines, budget and ownership. Implementation is based on solid program management using OpEx tools like LEAN, 6-sigma, Value Stream Mapping, Kaizen, 5S/6S, Scums (agile).

My people focus is to change mindset as a basis for ownership and accountability

Real and lasting organizational change requires, at the core, a change in mindset. In other words, if the mindset does not change, real change will not last and eventually revert to that was before.

Subsequently, a change in mindset creates a solid base for ownership (“I will do that and the result will be...”) and accountability (“I did it and the result is...”). The latter two go hand in hand.

Key to success

Bottom line, no matter how good the new structure and processes, if people do not change, nothing will change in the end. And let's not forget: true and lasting change is a top-down process, rarely (never?) bottom-up...

Experience – Management Roles:

- 2022 - 2024** **Hallmark Greeting Cards – Central Europe (CE), Capelle aan den IJssel (NL)**
Manager S&OP
Company Greeting Cards for Retail with various locations in Western Europe.
Challenge Close and outsource own production and redesign S&OP process.
Key results Lower cost prices, less stock outs, higher serviceability, clear KPI dashboard.
- 2018 - 2020** **MGG International, Venlo (NL)**
COO
Company Aluminium sand casting company with factories in NL, D, A and CZ.
Challenge Integrate new subsidiaries after several take-overs since 2016.
Key results Multi-site international strategy defined, partially implemented (Covid)..
 Raised Operational Excellence (LEAN) from level 1 to level 2/3.
- 2011 - 2017** **Technology Garden, Mijdrecht (NL)**
CEO / Co-owner
Company Professional services for hybrid data storage solutions.
Challenge Expand fast growing company.
Key result Doubled revenue while maintaining EBITDA. Winner of 2011 FD Gazelle Award.
- 2009 - 2010** **XPS, Venray (NL)**
CEO/COO (a.i.)
Company Cartridge remanufacturing with operations in NL, SK, D, USA and China (2x).
Challenge Restructured worldwide organization after owner passed away.
Key result Improved EBITDA from 9% loss to 5% profit.
- 2004 - 2008** **Avandis CV, Zoetermeer (NL)**
Director / General Manager
Company Bottling company, joint venture between Lucas Bols, Royal De Kuyper, UTO.
Challenge Restructure company after 3 years of heavy and increasing losses.
Key result Improved EBITDA from 11% loss to 6% profit.
- 1999 - 2003** **Orange Nederland (formerly Dutchtone), Den Haag (NL)**
Director Supply Operations
Company Mobile telephones & network operator, subsidiary of France Telecom..
Challenge Setup and manage operational infrastructure.
Key results Successfully setup operational departments in hectic new telecom market.
 Benchmark recognition from NEVI, Kearney and France Telecom.
- 1992 - 1995** **Xerox, Venray (NL)**
Manager Cartridge Recycling
Company Copiers and printers.
Challenge Setup and manage cartridge recycling and remanufacturing operations.
Key results Achieved 20% lower cost (EBITDA level) versus new built cartridges.
 Collection system was adopted by Xerox worldwide.
- 1986 - 1990** **Philips Lighting, Lynn MA (USA)**
Product Development Engineer
Company Worldwide leader in lighting solutions.
Challenge Help build product development department for US-lighting products.
Key Result Submitted seven patent disclosures for compact fluorescent lamps.

Experience – Consultancy Roles:

- 2003 - today** **Marblehead Executive, Alphen aan den Rijn (NL)**
Owner / Consultant
Multiple change management and process improvement (OpEx/LEAN) projects.
- 1995 - 1999** **A.T. Kearney, Amsterdam (NL)**
Senior Management Consultant
Multiple consultancy project to improve operations.

Education:

- 1990 - 1992** **Harvard Business School, Boston MA (USA)**
Master of Business Administration (MBA)
Specialized in Strategy & Operations.
- 1981 - 1986** **Hogeschool (HTS), Eindhoven (NL)**
Bachelor in Physics
Graduated in top-5. Board member of student council SAR.
Internships at Océ Copiers, TU Eindhoven, GasUnie and Philips.

Additional activities:

- 2023 - today** **Harvard Business School – Alumni Club of the Netherlands**
Member of the Executive Board
Responsible for planning events and managing central admin.
- 2016 - 2018** **Harvard Club of the Netherlands**
Member of the Executive Board
Responsible for IT and operations. Developed app “Harvard NL”.
- 2001 - 2008** **XPS bv, Venray (NL)**
Chairman of the Supervisory Board (RvC)
Stepped down from Board to become CEO/COO of XPS in 2009 after founder and majority owner Jan van der Steen passed away in 2007.

Publications:

- 2024** **Demand Planning: the holy grail of Supply Chain Management?**
Published on LinkedIn.
- 2022** **The Four V's – a perspective to trigger self-motivation**
Published on LinkedIn.
- 2022** **Why motivating people is not motivating them**
Published on LinkedIn.
- 2020** **Why LEAN and 6-Sigma will not bring you Operational Excellence**
Published on LinkedIn.
- 1994** **Green marketing at (Rank) Xerox**
Harvard Business School case study (reference 9-594-047).