



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 Operational Excellence tools (LEAN, et al).

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 this 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 – (Interim) Management Roles:

2022 - 2024 Hallmark Greeting Cards – Central Europe (CE), Capelle aan den IJssel (NL) Manager S&OP

- Company Greeting Cards for Retail and End Consumers with various locations in Western Europe. 200 employees.
- Challenge Close and outsource own production and redesign Sales & Operations Planning (S&OP) process.
- Key results Significantly lower cost prices, less stock outs, higher serviceability and clear KPI dashboard.
- Activities Production closed in line with original timeline and below budget. Activities outsourced to various European and Asian suppliers. Developed and implemented Excel-based Supply and Demand tool for 6,000 SKUs, with better demand forecasting and controlled supply planning. Redesigned and implemented new S&OP process from product management to customer delivery.

Testimonial “under construction”

Name – Title of Company

2018 - 2020 MGG International, Venlo (NL) Chief Operations Officer (COO)

- Company Aluminium sand casting company with 24/7 factories in NL, D, A and CZ. € 250 million revenue, 1,600 employees.
- Challenge Integrate new subsidiaries after several take-overs since 2016.
- Key results Multi-site strategy defined, partially implemented (Covid) and handed over. Raised Operations Excellence level from 1 to 2/3.
- Activities Initiated and managed integration program: operational strategy; footprint; processes (APQP; VPM); best practices; purchasing; ICT, score cards; certifications; management systems; and rebranding. Initiated and managed implementation of Operational Excellence (LEAN, 6-Sigma, KPI-rooms with daily meetings, Kaizen, 5S/6S, Value Stream Mapping) in all 7 factories.

Testimonial “Being part of the OpEx Council, I was impressed by how Joep led the team. He set and communicated common goals and gave continuous and extremely strong support to all functions. Within months there was a tool kit for OpEx tools and behavioral change, supported by training and coaching. Joep has the power to optimize any organization to its best performance with high speed!”

Dr. Ing. Frank Schröder – Geschäftsführer / Managing Director of Eurotech Schwäbisch Gmünd GmbH, subsidiary of MGG International

2011 - 2017 Technology Garden, Mijdrecht (NL) Chief Executive Officer (CEO) / Co-owner

- Company Professional services for hybrid data storage solutions. € 2+ million revenue, 11-50 employees.
- Challenge Expand fast growing company.
- Key result Doubled revenue while maintaining EBITDA. Winner of 2011 FD Gazelle Award.
- Activities Developed and implemented strategy based on multi-customer, expanded services, international approach and additional technologies. Developed partnerships with major market players for hybrid cloud solutions (NetApp, IBM, Microsoft, Amazon, Equinix and Interxion). Company sold end of 2016.

Testimonial “Joep is one of the best managers I’ve ever had. He provides clear directions and gives you all the freedom to perform the job to the best of your abilities – while keeping you accountable in a straight and fair way. His trust in people created a clear sense of belonging and made the team fly.”
ir. Maarten Bijster – IT Architect, Technology Garden, Mijdrecht

2009 - 2010 XPS, Venray (NL)

Chief Executive Officer a.i. (CEO) & Chief Operations Officer a.i. (COO)

Company Cartridge remanufacturing with operations in NL, SK, D, USA and China (2x).
€ 25 million revenue, 600+ employees.

Challenge Restructured worldwide organization after owner passed away.

Key result Improved EBITDA from 9% loss to 5% profit.

Activities Key focus areas: closed German location; reduced stocks; reduced supply chain costs; implemented new remanufacturing concept in Slovakia; improved performance of Chinese manufacturing locations; setup purchasing department; optimized sales and customer portfolio; implemented internal reporting (KPI's). Developed strategy and business plan 2010-2012 prior to handover.

Testimonial “Plain and simple: X.P.S. wouldn’t be where it is today if I hadn’t had Joep on my side – initially as my colleague at Rank Xerox and later as ad hoc consultant, interim manager, chairman of the advisory board and friend. Hire Joep and you will never be disappointed!”
Jan van der Steen – Owner/Director, X.P.S. bv, Venray (2006)

2004 - 2008 Avandis CV, Zoetermeer (NL)

Director / General Manager

Company Bottling company, joint venture between Lucas Bols, Royal De Kuyper, UTO.
€ 36 million revenue, 200+ employees.

Challenge Restructure company after 3 years of heavy and increasing losses.

Key result Improved EBITDA from 11% loss to 6% profit.

Activities Defined and implemented Survival Plan.
Key focus areas: reduced headcount; implemented Navision ERP-system; outsourced various production processes; sold property; outsourced warehousing, distribution and export; setup partnership with Van Uden for on-site warehousing; renegotiated pension plan with unions; transferred company pension fund to industry fund; simplified and optimized product portfolio; optimized internal processes and organization; initiated LEAN manufacturing program (TPM and 5S). Significant improvements on all key KPI's.

Testimonial “Our production joint-venture Avandis got into trouble shortly after being founded in 2001. Joep accomplished what his predecessors could not achieve. After a successful period of restructuring Avandis is now in good shape and awaits – thanks to Joep – a successful future.”
Bob de Kuyper – Director, Royal De Kuyper, Schiedam

1999 - 2003 Orange Nederland (formerly Dutchtone), Den Haag (NL)

Director Supply Operations

Company Mobile telephones & network operator, subsidiary of France Telecom.
€ 400 million revenue, 1,500 employees.

Challenge Setup and manage operational infrastructure.

Key results Successfully setup operational departments in hectic new telecom market.

Received recognition from NEVI, AT Kearney and France Telecom on benchmark performance in logistics, after sales and purchasing.

Activities Setup and/or improved operations of purchasing (€ 200 million spent), handset supply chain, after sales, network rollout, spare parts management and internal consultancy desk. Managed operations-side of SAP-implementation (IT) and multiple improvement projects. Up to 70 direct reports.

Testimonial "During my years as CIO at Dutchtone in The Netherlands I worked closely with Joep. He continuously impressed me with his to-the-point and quick analyses of problem situations and subsequent development and implementations of solutions. He never failed me! I have no doubt that Joep provides value in any operational setting."

Bertrand Grezes-Besset – Vice-President, France Telecom, Paris

1992 - 1995

Xerox, Venray (NL)

Manager Cartridge Recycling

Company Copiers and printers.

€ 15 billion revenue, 100,000 employees.

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.

Activities Defined & implemented European infrastructure for collection, remanufacturing and redistribution of copier and printer cartridges. Outsourced remanufacturing activity to newly founded company XPS. Supported ISO-certification process.

Testimonial "Joep's success drew well-deserved attention from Executive Leadership at HQ. His strategy got adopted and rolled out globally. The subsequent "Xerox One World Campaign" (later rebranded to "Xerox Green World Alliance") that resulted in millions of returned cartridges world-wide is a tribute to Joep's work."

Frans Stollman, Vice President and Director of Xerox Manufacturing and Supply Chain in Europe, London

1986 - 1990

Philips Lighting, Lynn MA (USA)

Product Development Engineer

Company Worldwide leader in lighting solutions.

€ 5 billion, 50,000 employees.

Challenge Help build product development department for US-lighting products.

Key Result Submitted seven patent disclosures for compact fluorescent lamps.

Activities Developed and implemented new energy saving compact fluorescent lamps for the American market. Liaison between various Dutch and US product development departments. Supported move of department to Fairmont, WV.

Experience – Smaller Projects (up to 1 year):

2003 - today Marblehead Executive, Alphen aan den Rijn (NL)

Owner / Consultant

Company	Management consultancy.	
Projects	Hallmark Cards	Implement new S&OP process (current) Outsource production and close facility.
	Lanxess	Implemented new way of working at Maintenance.
	Emerald Materials	Maintenance Manager (ad interim).
	Zwarthout	Mediate between key stakeholders during transition.
	IMIHGOM	Coach entrepreneur during company startup.
	Sanquin Plasma Products	Reorganize Production Support & Development.
	WarehouseMatch.com	Reposition deteriorated business model.
	Value Flow	Support management buyout.
	Orange International	Define pan-European supply chain strategy.
	XPS	Develop strategy, setup Axapta reporting, supported ISO-certification process.
	Sanquin Blood Bank	Define new warehousing concept.
	Van Issum Techniek	Audit cost reduction and risk analysis.
	Dynafix	Define expansion strategy.
	GreenChem	Develop production/logistics optimization model.
	Bercomex	Coaching of & advice to General Manager.

Experience – Management Consulting:

1995 - 1999 A.T. Kearney, Amstelveen (NL)

Senior Management Consultant

Company	Management consultancy.	
	€ 800 million revenue, 3,000 employees.	
Projects	Dutchtone	Setup and managed logistics during company launch.
	Philips	Developed IT model for Consumer Electronics division.
	KLM Material Services	Achieved 6% cost down on component sourcing and IM.
	KLM CF6 Engines	Shortened turnaround time of engine repair from 100+ days to 38 days in 24/7 overhaul operations.
	Fedex	Achieved 15-25% cost down though improved European 24/7 ground operations in 10 countries.

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, communication 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?**
Thought provoking article: can you plan demand or is this a contradiction in terms?
Published on LinkedIn.
- 2022** **The four V’s – a perspective to trigger self-motivation**
Thought provoking article: create self-motivation by giving trust, freedom and safety while only asking responsible behavior in return.
Published on LinkedIn.
- 2022** **Why motivating people is not motivating them**
Thought provoking article: before you start motivation, first stop demotivating (6S).
Published on LinkedIn.
- 2020** **Why LEAN and 6-Sigma will not bring you Operational Excellence**
Thought provoking article: Operational Excellence is much more than LEAN/6-Sigma.
Published on LinkedIn.
- 1994** **Green marketing at (Rank) Xerox**
Harvard Business School case study (HBS-reference 9-594-047)
Used in Harvard Business School curriculum and published in various marketing and operations books.