



**Executive Interim Manager  
and Consultant**

*for Procurement and Supply Chain Management*

***Procurement that drives performance.***

My name is Atilla Özdil. I am an Executive Interim Manager and expert in procurement and supply chain management – an experienced strategist and implementer who rethinks procurement, modernizes it and “*gets things done*”.

Many companies struggle with rising costs, inefficient structures, and supply chain risks. This is precisely where I come in: I help you sustainably reduce costs, secure supply, and future-proof your procurement organization, while creating transparency with appropriate control instruments.

I combine strategic vision with pragmatic implementation. This means I do not only develop concepts but also implement them consistently with the teams – clearly, directly, and measurably.

**My offer**

Procurement strategy & organizational development	Cost & efficiency optimization	Supplier & Risk Management
<ul style="list-style-type: none"> <li>• Development and implementation of sustainable procurement and commodity strategies</li> <li>• Category management (including global / best cost country sourcing, make-or-buy)</li> <li>• Procurement transformation / organizational development</li> <li>• Development of modern structures and roles, including change management and team qualification</li> <li>• Digitalization &amp; process optimization in procurement</li> <li>• Sustainability in procurement and ESG-compliant sourcing</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement potential analysis</li> <li>• Cost optimization through transparency, TCO, value and benchmark analysis, negotiations and bundling</li> <li>• Process optimization &amp; automation of procurement processes</li> <li>• Working capital and inventory optimization (improving liquidity)</li> <li>• Indirect procurement (short-term P&amp;L effects)</li> <li>• Claim and Contract-Management</li> <li>• Introduction of modern control instruments and KPI systems</li> <li>• Introduction of tools for digitalization in procurement / implementation of digitalization measures</li> </ul>	<ul style="list-style-type: none"> <li>• Supplier Relationship Management (selection, qualification, development)</li> <li>• Supplier Audits &amp; Compliance Management</li> <li>• Contractual and framework agreements with suppliers</li> <li>• Risk management (flexible supply chain) &amp; security of supply (including resilience, bottleneck management)</li> <li>• Development of strategic partnerships with suppliers and innovation management</li> </ul>

**Atilla ÖZDIL**

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## Core competencies

- **Strategic procurement**

Over 20 years of experience in procurement and supply chain management, developing and implementing procurement strategies in SMEs and corporations with purchasing volumes up to >€50 million p.a.

- **Organizational development in procurement**

Restructuring and development of modern procurement organizations, introduction of clear roles and processes, and team leadership

- **Cost & Working capital optimization**

Sustainable savings through negotiations, bundling, and process optimizations; improved liquidity through working capital measures and optimized payment terms

- **Supplier management & SRM**

Development and maintenance of strategic supplier relationships, execution of audits and KPI-based evaluations, ensuring quality, innovation, and compliance

- **Risk Management & Supply Security**

Successful bottleneck management, incl. ensuring material availability during the corona pandemic; development of resilient supply chains

- **Global Sourcing & Best Cost Country Sourcing**

International procurement of direct and indirect materials, experience with markets in Europe and Asia, achieving >20% savings in global tenders

- **Leadership & Transformation**

Transformational leadership style: motivating teams to peak performance, combining strategy with hands-on operational execution, multiple mandates with renewed appointments thanks to proven project successes

## Short overview of projects (Details: see following pages)

ROLE	PROJECT TITLE
Interim Manager Procurement	Procurement optimization: strategies, contracts & supplier management for a medium-sized shipbuilding company
Interim Head of Procurement Packaging	Strategic realignment of packaging procurement for a medium-sized chemical company (automotive supplier)
Interim Head of Procurement	Stabilizing procurement and process optimization, as well as cost reduction and professional strengthening of the team for a clinic
Interim Head of Procurement for Commercial Goods and Indirects	Restructuring of procurement and procurement processes for a medium-sized chemical company (automotive supplier)
Interim Global Lead Buyer Electrical Systems	Establishing Cost & Supply Excellence (focus: cost reduction and security of supply) for a machinery and plant engineering group
Consultant, Interim Manager Procurement & SCM	Restoring production / delivery capability through supply chain stabilization, capacity optimization and ensuring material flow

**Brief overview of professional career** (Details: see following pages)

TIMES	ROLE	COMPANY
2018 - 2022	Director Procurement Member of the extended management board	D. Lechner GmbH / Furniture
2011 - 2018	Category Manager Procurement CapEx, investment and technical services, air conditioning / cooling systems	SIEMENS AG Mobility / Infrastructure
2005 - 2011	Strategic buyer for hydraulics, drives and electrical systems	Terex Deutschland GmbH / Mechanical engineering – construction machinery

## Selected projects

<b>Procurement optimization: strategies, contracts &amp; supplier management for a medium-sized shipbuilding company with state participation as Interim Procurement Manager</b>	
<p><b>Company name</b></p> <ul style="list-style-type: none"> <li>• upon request</li> </ul> <p><b>Company type</b></p> <ul style="list-style-type: none"> <li>• Medium-sized (with state participation)</li> </ul> <p><b>Industry</b></p> <ul style="list-style-type: none"> <li>• Shipbuilding</li> </ul> <p><b>Revenue</b></p> <ul style="list-style-type: none"> <li>• 2.5 bn EURO</li> </ul> <p><b>Number of employees</b></p> <ul style="list-style-type: none"> <li>• 3.000</li> </ul> <p><b>Situation at the client</b></p> <ul style="list-style-type: none"> <li>• Inconsistent procurement processes without a consistent procurement strategy</li> <li>• Heterogeneous and insufficiently documented contract design</li> <li>• Lack of structured supplier management</li> <li>• No suitable instruments for cost control and monitoring to identify potential savings</li> </ul> <p><b>Location</b></p> <ul style="list-style-type: none"> <li>• upon request</li> </ul> <p><b>Internet</b></p> <ul style="list-style-type: none"> <li>• upon request</li> </ul>	<p><b>FRAMEWORK PARAMETERS</b></p> <p><b>Role:</b> <b>INTERIM MANAGER PROCUREMENT</b></p> <p><b>Period (duration):</b> 10/2024 until now (months)</p> <p><b>Area of responsibility:</b></p> <ul style="list-style-type: none"> <li>• Manager Procurement purchasing volume 200 m EURO</li> </ul> <p><b>MANDATE</b></p> <p><b>Procurement optimization: strategies, contracts &amp; supplier management</b></p> <p><b>INITIATIVES</b></p> <p><b>Develop and implement a unified procurement strategy</b></p> <ul style="list-style-type: none"> <li>• Creation of a strategic roadmap including market requirements, competitive analysis and company goals</li> <li>• Introduction of standardized processes and instruments for goal definition, progress monitoring and success measurement</li> <li>• Training of procurement employees in modern negotiation and procurement methods</li> </ul> <p><b>Establish standardized contract management</b></p> <ul style="list-style-type: none"> <li>• Development of templates and checklists including risk assessment and compliance criteria</li> <li>• Introduction of a digital contract management tool for transparent filing, tracking and deadline monitoring</li> <li>• Training for procurement and legal departments to ensure uniform contract standards</li> </ul> <p><b>Building a structured supplier relationship management system</b></p> <ul style="list-style-type: none"> <li>• Introduction of clear criteria and scorecards for objective supplier analysis and qualification</li> <li>• Regular assessments and performance reviews to optimize collaboration</li> <li>• Building long-term partnerships through development programs and continuous exchange</li> </ul> <p><b>Implement a monitoring and savings program</b></p> <ul style="list-style-type: none"> <li>• Use of analysis tools to identify cost drivers and potential savings</li> <li>• Establishment of a regular reporting system to monitor the success of the measures</li> </ul> <p><b>ACHIEVEMENTS</b></p> <ul style="list-style-type: none"> <li>• Procurement strategy modernized – clear goals, more efficient processes, better negotiation results</li> <li>• Improved contract quality – standardized, transparent processes with fair conditions and reduced risks</li> <li>• Professionalized supplier management – objective evaluation, better performance and stronger partnerships</li> <li>• Sustainable cost savings achieved – through structured analysis, monitoring and targeted measures</li> </ul>

## Strategic realignment of packaging procurement for a medium-sized chemical company (automotive supplier) in the role of Interim Head of Procurement Packaging

<b>Company name</b> <ul style="list-style-type: none"> <li>• upon request</li> </ul> <b>Company type</b> <ul style="list-style-type: none"> <li>• Medium-sized</li> </ul> <b>Industry</b> <ul style="list-style-type: none"> <li>• Chemical products (private label for automotive)</li> </ul> <b>Revenue</b> <ul style="list-style-type: none"> <li>• 100 m EURO</li> </ul> <b>Number of employees</b> <ul style="list-style-type: none"> <li>• 300</li> </ul> <b>Situation at the client</b> <ul style="list-style-type: none"> <li>• Missing procurement strategy</li> <li>• Weak contract system</li> <li>• Unstructured supplier management</li> <li>• Inefficient organization</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>• upon request</li> </ul> <b>Internet</b> <ul style="list-style-type: none"> <li>• upon request</li> </ul>	<p><b>FRAMEWORK PARAMETERS</b></p> <p><b>Role:</b> INTERIM HEAD OF PROCUREMENT PACKAGING</p> <p><b>Period (duration):</b> 01/2024 until 07/2024 (7 months)</p> <p><b>Area of responsibility:</b></p> <ul style="list-style-type: none"> <li>• Head of Procurement for Packaging, purchasing volume 30 m EURO, 4 employees</li> </ul> <p><b>MANDATE</b></p> <p><b>Strategic realignment of packaging procurement</b></p> <p><b>INITIATIVES</b></p> <p><b>Development and implementation of a holistic procurement strategy</b></p> <ul style="list-style-type: none"> <li>• Analysis of the procurement organization and comparison with company goals</li> <li>• Development of a sustainable strategy taking into account market analysis, risks, costs, quality and innovation</li> <li>• Introduction of strategy reviews and management tools</li> </ul> <p><b>Professionalization of supplier management and contract management</b></p> <ul style="list-style-type: none"> <li>• Development of a structured SRM (selection, evaluation, audits)</li> <li>• Strengthening supplier relationships through standards and clear communication</li> <li>• Analysis, consolidation and re-negotiation of framework agreements, introduction of a contract management system</li> </ul> <p><b>Efficiency and cost optimization along the supply chain</b></p> <ul style="list-style-type: none"> <li>• Identification of cost drivers and implementation of measures (volume bundling, process simplification, packaging innovations)</li> <li>• Introduction of savings targets and KPI-based controlling</li> <li>• Close collaboration with cross-functional departments and strategic suppliers</li> </ul> <p><b>Re-organization and empowerment of the procurement organization</b></p> <ul style="list-style-type: none"> <li>• Re-structuring of roles, processes and responsibilities</li> <li>• Digitization and standardization reduce, lead times</li> <li>• Strategic consulting for management, qualification and change management support for the team</li> </ul> <p><b>ACHIEVEMENTS</b></p> <ul style="list-style-type: none"> <li>• Sustainable procurement strategy implemented with clear effects on costs, quality and innovation</li> <li>• Negotiation position improved through transparent framework agreements with better conditions</li> <li>• Professionalized supplier management – higher quality and compliance achieved</li> <li>• Cost savings achieved through volume bundling, process optimization and packaging innovations</li> <li>• Procurement organization strengthened through clear responsibilities, more efficient processes and better collaboration</li> </ul>
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## Stabilizing procurement and process optimization, as well as cost reduction and professional strengthening of the team for a clinic as Interim Head of Procurement

<b>Company name</b> <ul style="list-style-type: none"> <li>• upon request</li> </ul> <b>Company type</b> <ul style="list-style-type: none"> <li>• Special-purpose-company (public authority)</li> </ul> <b>Industry</b> <ul style="list-style-type: none"> <li>• Healthcare (non-profit organization for hospitals)</li> </ul> <b>Revenue</b> <ul style="list-style-type: none"> <li>• 150 m EURO</li> </ul> <b>Number of employees</b> <ul style="list-style-type: none"> <li>• 1.300</li> </ul> <b>Situation at the client</b> <ul style="list-style-type: none"> <li>• The need for short-term stabilization and process assurance</li> <li>• Potential for optimization in costs, processes and suppliers</li> <li>• Need for leadership and coaching of procurement employees</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>• upon request</li> </ul> <b>Internet</b> <ul style="list-style-type: none"> <li>• upon request</li> </ul>	<p><b>FRAMEWORK PARAMETERS</b></p> <p><b>Role:</b> INTERIM HEAD OF PROCUREMENT</p> <p><b>Period (duration):</b> 09.2023 until 12.2023 (4 months)</p> <p><b>Area of responsibility:</b></p> <ul style="list-style-type: none"> <li>• Head of Procurement, purchasing volume 40 m EURO, 7 employees</li> </ul> <p><b>MANDATE</b></p> <p><b>Short-term stabilization of clinic procurement, process optimization, cost reduction and professional strengthening of the team</b></p> <p><b>INITIATIVES</b></p> <p><b>Stabilize and further develop procurement processes</b></p> <ul style="list-style-type: none"> <li>• Prioritizing critical procurement processes and close coordination with cross-functional departments</li> <li>• Ensuring timely task completion and adherence to standards</li> <li>• Introduction and optimization of standardized ordering and approval processes</li> </ul> <p><b>Ensuring compliance, transparency and control</b></p> <ul style="list-style-type: none"> <li>• Review and implementation of internal guidelines as well as legal / procurement requirements</li> <li>• Documentation and tracking of all procurement and contract decisions</li> <li>• Training the team in processes, regulations and compliance requirements</li> </ul> <p><b>Cost and performance optimization in procurement</b></p> <ul style="list-style-type: none"> <li>• Analysis of expenditure structures and identification of potential savings</li> <li>• Conducting comparisons of offers and terms, deriving and implementing cost reduction measures</li> <li>• Development and use of KPI for process and performance control</li> </ul> <p><b>Supplier and team development</b></p> <ul style="list-style-type: none"> <li>• Development of criteria for supplier selection, conducting market analysis and supplier interviews</li> <li>• Building a transparent supplier portfolio and conducting evaluations</li> <li>• Coaching the procurement team to strengthen methodological, process and communication skills</li> </ul> <p><b>ACHIEVEMENTS</b></p> <ul style="list-style-type: none"> <li>• Stabilization and smooth continuation of procurement processes during the transition phase</li> <li>• Reduction of procurement costs through process optimization and better supplier conditions</li> <li>• Increased efficiency and transparency in operational and strategic processes</li> <li>• Strengthening employees through targeted coaching and skills development</li> </ul>
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## Restructuring of procurement and procurement processes for a medium-sized chemical company (automotive supplier) as Interim Head of Procurement for commercial goods, Indirects and CapEx

<b>Company name</b> <ul style="list-style-type: none"> <li>• upon request</li> </ul> <b>Company type</b> <ul style="list-style-type: none"> <li>• Medium-sized</li> </ul> <b>Industry</b> <ul style="list-style-type: none"> <li>• Chemical products (private label for automotive)</li> </ul> <b>Revenue</b> <ul style="list-style-type: none"> <li>• 100 m EURO</li> </ul> <b>Number of employees</b> <ul style="list-style-type: none"> <li>• 300</li> </ul> <b>Situation at the client</b> <ul style="list-style-type: none"> <li>• High cost pressure and need for efficient goods supply</li> <li>• Procurement processes in need of improvement</li> <li>• Need for a unified supplier management system</li> <li>• Need for a transparent data basis for procurement decisions</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>• upon request</li> </ul> <b>Internet</b> <ul style="list-style-type: none"> <li>• upon request</li> </ul>	<p><b>FRAMEWORK PARAMETERS</b></p> <p><b>Role:</b> <b>INTERIM HEAD OF PROCUREMENT FOR COMMERCIAL GOODS, INDIRECTS AND CAPEX</b></p> <p><b>Period (duration):</b> 01.2023 until 07.2023 (7 months)</p> <p><b>Area of responsibility:</b></p> <ul style="list-style-type: none"> <li>• Head of Procurement for Commercial goods, Indirects and CapEx, purchasing volume 20 m EURO, 3 employees</li> </ul> <p><b>MANDATE</b></p> <p><b>Restructuring of procurement and procurement processes: cost optimization, creation of transparency and supplier-oriented alignment</b></p> <p><b>INITIATIVES</b></p> <p><b>Cost-optimized supply of goods and inventory management</b></p> <ul style="list-style-type: none"> <li>• Analysis and optimization of scheduling, order quantities and warehouse strategies</li> <li>• Coordination of delivery intervals to ensure availability</li> <li>• Avoidance of overstocking through assortment and demand matching with sales</li> </ul> <p><b>Procurement Strategy &amp; supplier management</b></p> <ul style="list-style-type: none"> <li>• Development of commodity strategies and establishment of long-term supplier partnerships</li> <li>• Supplier selection, qualification, audits to minimize risk</li> <li>• Development of alternative sources for supply to secure the supply chain</li> </ul> <p><b>Contract and price management</b></p> <ul style="list-style-type: none"> <li>• Drafting and negotiation framework agreements including pricing and term models</li> <li>• Conducting market and price analysis as well as strategic negotiations</li> <li>• Integration of negotiation results into contracts and ERP documentation</li> </ul> <p><b>Transparency, analysis and control</b></p> <ul style="list-style-type: none"> <li>• Development and use of supplier evaluation systems (KPIs, scorecards)</li> <li>• Creation and maintenance of procurement and delivery statistics for performance monitoring</li> <li>• Benchmarking, price comparisons and trend analysis for continuous strategy adjustment</li> </ul> <p><b>ACHIEVEMENTS</b></p> <ul style="list-style-type: none"> <li>• Reduction of purchasing costs and inventory while maintaining the same delivery quality</li> <li>• Establishing transparent procurement and evaluation processes</li> <li>• Improved supplier reliability and contract conditions</li> <li>• Increased efficiency and decision quality in the procurement system</li> </ul>
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**Establishing cost & supply excellence with a focus on cost reduction and security of supply for an international corporation (mechanical and plant engineering) as Interim Global Lead Buyer Electrical Systems**

<b>Company name</b> • upon request	<b>FRAMEWORK PARAMETERS</b>
<b>Company type</b> • International corporation	<b>Role: INTERIM GLOBAL LEAD BUYER ELECTRICAL SYSTEMS</b>
<b>Industry</b>	<b>Period (duration):</b> 07/2022 until 12/2022 (6 months)
<b>Revenue</b>	<b>Area of responsibility:</b>
• 1.3 bn EURO	• Global Lead Buyer Electrical Systems, purchasing volume 50 m EURO, 6 employees
<b>Number of employees</b>	<b>MANDATE</b>
• 4.500	<b>Establishing cost &amp; supply excellence for electrical and electromechanical components and control cabinets</b>
<b>Situation at the client</b>	<b>INITIATIVES</b>
• Above-average procurement costs and low transparency of the expenditure structure • Missing framework agreements and inadequate supplier evaluation • Lack of a coordinated commodity strategy led to uncertainties in supply • Weak cross-functional coordination and control; strategies were not implemented consistently	<b>Conducting spend analysis and implementing optimization measures</b>
<b>Location</b>	• Recording and analysis of procurement expenditures by commodities and suppliers • Identification of potential savings (bundling, standardization) • Implementation of prioritized measures with savings monitoring
<b>Internet</b>	<b>Introduction of structured framework agreements and supplier evaluation</b>
• upon request	• Conclusion of binding framework agreements with strategic suppliers • Establishment of a KPI-based supplier evaluation process (quality, delivery, reliability, innovation) • Documentation and traceability via the ERP system
• upon request	<b>Commodity strategies for critical components were developed and implemented</b>
	• Analysis of supply chains and bottleneck risks (e.g. in heating technology, sensors, control cabinets) • Strategy development: multiple sourcing, strategic partnerships • Coordination: engineering and production for terminating supply
	<b>Promoting cross-functional collaboration in procurement</b>
	• Regular workshops to leverage synergies • Development and pursuit of cross-functional procurement objectives • Harmonization of procurement processes across locations through the exchange of best practices
	<b>ACHIEVEMENTS</b>
	• Procurement costs sustainably reduced through targeted analysis, negotiations and demand bundling • Improved transparency and control through structured framework agreements and consistent ERP documentation • Increased security of supply and avoided production interruptions through proactive bottleneck management • Supplier relationships strengthened and access to innovations expanded through strategic selection, development and workshops • Optimized collaboration and strategy implementation within the group – synergies utilized, processes harmonized

## Restoring production and delivery capability through supply chain stabilization, capacity optimization and ensuring material flow for a company in the electronics/semiconductor industry as a consultant and Interim Manager

<b>Company name</b> <ul style="list-style-type: none"> <li>• upon request</li> </ul> <b>Company type</b> <ul style="list-style-type: none"> <li>• Electronic Manufacturing Services (EMS)</li> </ul> <b>Industry</b> <ul style="list-style-type: none"> <li>• Electronics/semiconductor industry</li> <li>• Production of electronic cards for test systems</li> </ul> <b>Revenue</b> <ul style="list-style-type: none"> <li>• 2.5 bn EURO</li> </ul> <b>Number of employees</b> <ul style="list-style-type: none"> <li>• 13.000</li> </ul> <b>Situation at the client</b> <ul style="list-style-type: none"> <li>• Supply and production bottlenecks jeopardize the planned output</li> <li>• Time pressure and customer demands require rapid stabilization</li> <li>• Unclear processes and interfaces in procurement and supply chain</li> <li>• Short-term need for expert support for negotiations and optimizations</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>• upon request</li> </ul> <b>Internet</b> <ul style="list-style-type: none"> <li>• upon request</li> </ul>	<p><b>FRAMEWORK PARAMETERS</b></p> <p><b>Role:</b> Consultant + Interim Manager as Subject Matter Expert Procurement &amp; SCM</p> <p><b>Period (duration):</b> 04.2022 until 07.2022 (4 months)</p> <p><b>Area of responsibility:</b></p> <ul style="list-style-type: none"> <li>• Procurement and production of electronic measuring systems</li> </ul> <p><b>MANDATE</b>  <b>In the short term, restore production and delivery capability by stabilizing the supply chain, optimizing capacities and ensuring the flow of materials</b></p> <p><b>INITIATIVES</b></p> <p><b>Ensuring output in production</b></p> <ul style="list-style-type: none"> <li>• Analysis and control of production capacity utilization</li> <li>• Identifying and eliminating bottlenecks</li> <li>• Implementation of daily performance and capacity checks</li> </ul> <p><b>Ensuring the flow of materials</b></p> <ul style="list-style-type: none"> <li>• Close tracking of open shipments and delivery dates</li> <li>• Developing alternative supply sources in case of bottlenecks</li> <li>• Coordination with suppliers to prioritize critical parts</li> </ul> <p><b>Checking orders and escalating issues with suppliers</b></p> <ul style="list-style-type: none"> <li>• Checking order confirmations and delivery quantities</li> <li>• Initiating escalations in case of impending delivery delays</li> <li>• Documentation and tracking of critical cases</li> </ul> <p><b>Review and re-negotiation of purchase contracts</b></p> <ul style="list-style-type: none"> <li>• Evaluation of existing contract terms and prices</li> <li>• Establishment of safeguards for security of supply</li> </ul> <p><b>Creating transparency along the entire supply chain</b></p> <ul style="list-style-type: none"> <li>• Development of structured reporting on inventory and delivery status</li> <li>• Introduction of regular coordination meetings between procurement, production and logistics</li> <li>• Visualization of critical supply chains in clear dashboards</li> </ul> <p><b>ACHIEVEMENTS</b></p> <ul style="list-style-type: none"> <li>• Stabilization of production output through improved capacity planning and bottleneck management</li> <li>• Significant reduction in delivery delays through close coordination with suppliers and targeted escalations</li> <li>• Established transparent supply chain structures that accelerate decision-making processes</li> <li>• Cost optimization in procurement through successful contract renegotiations and improved delivery conditions</li> </ul>
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## Projects from the time of permanent employment

<b>Procurement transformation: strengthening efficiency, strategy and liquidity for a medium-sized family business in the kitchen furniture industry as Director Procurement and member of the extended management board</b>	
<b>Company name</b> <ul style="list-style-type: none"> <li>• D. Lechner GmbH</li> </ul> <b>Company type</b> <ul style="list-style-type: none"> <li>• Medium-sized family business</li> </ul> <b>Industry</b> <ul style="list-style-type: none"> <li>• Furniture (manufacturing of kitchen worktops and backsplashes made of wood, stone and glass)</li> </ul> <b>Revenue</b> <ul style="list-style-type: none"> <li>• 75 m EURO</li> </ul> <b>Number of employees</b> <ul style="list-style-type: none"> <li>• 300</li> </ul> <b>Situation at the employer</b> <ul style="list-style-type: none"> <li>• Outdated organizational structure and lack of clear responsibilities</li> <li>• Inefficient working capital and liquidity management</li> <li>• Inadequate process planning and lack of holistic control</li> <li>• Missing procurement strategy and insufficient transparency through KPIs</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>• Rothenburg ob der Tauber</li> </ul>	<b>FRAMEWORK PARAMETERS</b> <p><b>Role:</b> DIRECTOR PROCUREMENT AND MEMBER OF THE EXTENDED MANAGEMENT BOARD</p> <p><b>Period (duration):</b> 09/2018 until 03/2022 (43 months)</p> <p><b>Area of responsibility:</b></p> <ul style="list-style-type: none"> <li>• Procurement department</li> <li>• Purchasing volume 40 m EURO per annum</li> <li>• 5 employees</li> </ul> <p><b>MANDATE</b></p> <p><b>Procurement transformation: strengthening efficiency, strategy and liquidity</b></p> <p><b>INITIATIVES</b></p> <p><b>Modernize the organizational structure and clarify responsibilities</b></p> <ul style="list-style-type: none"> <li>• Defining clear responsibilities within the procurement department</li> <li>• Development of digital processes for better coordination of strategic and operational procurement</li> <li>• Introduction of regular communication/coordination meetings</li> </ul> <p><b>Optimize working capital and liquidity</b></p> <ul style="list-style-type: none"> <li>• Analysis and re-negotiation of payment terms</li> <li>• Introduction of inventory control to avoid overstocking and shortages</li> <li>• Regular reporting, liquidity ratios, working capital</li> </ul> <p><b>Standardize and control procurement processes</b></p> <ul style="list-style-type: none"> <li>• Documentation of standardized procurement processes</li> <li>• Use of a process management tool for planning, management and control</li> <li>• Training of employees on processes and standards</li> </ul> <p><b>Develop procurement strategies and KPI controlling</b></p> <ul style="list-style-type: none"> <li>• Development of a procurement strategy aligned with company goals and market conditions</li> <li>• Definition of relevant KPIs for measuring performance, costs, quality and supplier management</li> <li>• Development of real-time reporting for performance monitoring and continuous improvement</li> </ul> <p><b>ACHIEVEMENTS</b></p> <ul style="list-style-type: none"> <li>• Increased efficiency through clear role distribution and a modernized organizational structure</li> <li>• Working capital and liquidity improved through optimized payment terms and inventory management</li> <li>• Standardized processes – uniform procedures and better control in procurement</li> <li>• Sharpened strategic focus – procurement consistently aligned with goals and market conditions</li> <li>• Increased transparency through KPI-based reporting and data-driven management</li> </ul>

**Project "Corporate restructuring and preparation for M&A"****Procurement and sub-project manager**

Identification of cost drivers and value creation potential including cost savings and additional courses of action, analysis of potential or new suppliers, evaluation of alternative courses of action, support in the context of legal due diligence, integration process planning (organizational integration, strategic and administrative integration), presentation to top management and consulting companies.

**Project „Working capital optimization and liquidity improvement“****Procurement and project manager**

Optimization / reduction of inventories and changes in planning and ordering behavior without negatively impacting delivery capability and material availability, negotiation of framework agreements and quantity contracts with suppliers and optimization of payment terms to increase and secure liquidity.

**Project „Process optimization / digitization of procurement“****Procurement and project manager**

The company had been operating for decades with a "self-programmed" system lacking automation. This meant that orders and other procurement processes had to be largely entered and processed manually. Order confirmations and invoice verification were also entirely manual. Through collaboration with IT and Finance, processes and systems were established that now automate these processes, freeing up resources for other tasks.

**Project „Re-organization of procurement department“****Procurement and project manager**

The procurement department was not divided into operational and strategic purchasing. Employees were mostly occupied with operational processes (approximately 80% of their time) and lacked sufficient knowledge of the goods and services being procured. The goal, and ultimately the result, was to establish a strategic and operational procurement function with corresponding activities and responsibilities. A commodity management structure was implemented in strategic procurement, and employees continuously develop their skills through training and professional development. This has been very well received both within the company and by the employees. There are now clear boundaries and responsibilities within procurement, ensuring a competent contact person for all internal interfaces.

**Project „Construction of a maintenance depot for the Rhine-Ruhr Express (RRX) in Dortmund“****Commodity Manager (project manager in Procurement)**

In 2016, my employer signed a contract with the operators of the RRX (Rhine-Ruhr Express) for the production, delivery, and complete maintenance of the trains. This major project required the construction of a new maintenance depot in Dortmund and the procurement of the necessary capital goods, such as machinery, spare parts, and initial equipment. The project plan stipulated that all capital goods had to be procured and operational by the end of 2018. I was responsible for preparing the tender documents, negotiating the contracts, and awarding the final contracts (mostly electronically via e-auction). In summary, all deadlines related to the procurement of the capital goods were met, and the procurement budget was exceeded with savings of approximately 8%.

**Professional background (in detail)**

<b>09.2018 - 03.2022</b>	<b>Director Procurement / Member of the extended management board (since 09.2020)</b>
<b>Company name</b> <ul style="list-style-type: none"> <li>• D. Lechner GmbH</li> </ul> <b>Industry</b> <ul style="list-style-type: none"> <li>• Furniture (manufacturing of kitchen worktops and backsplashes made of wood, stone and glass)</li> </ul> <b>Revenue</b> <ul style="list-style-type: none"> <li>• 75 m EURO</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>• Rothenburg ob der Tauber</li> </ul>	<b>Area of responsibility</b> <ul style="list-style-type: none"> <li>• Overall responsibility for direct/indirect spend and services</li> <li>• Purchasing volume 40 m EURO per annum</li> <li>• Professional and disciplinary responsibility for five employees</li> </ul> <b>Tasks</b> <ul style="list-style-type: none"> <li>• Restructuring / Change Management</li> <li>• Working capital optimization and liquidity management</li> <li>• Planning, control and optimization of operational and strategic procurement and supply chain management processes</li> <li>• Development and implementation of procurement strategies</li> <li>• Identification and realization of savings potential for direct/indirect spend and services</li> <li>• Creation and monitoring of procurement-related KPIs</li> </ul>
<b>11.2016 – 08.2018</b>	<b>Category Manager Procurement for CapEx and Invest</b>
<b>Company name</b> <ul style="list-style-type: none"> <li>• Siemens AG / Mobility</li> </ul> <b>Industry</b> <ul style="list-style-type: none"> <li>• Transport &amp; Infrastructure (manufacturing, sales, maintenance and repair of rail vehicles)</li> </ul> <b>Revenue</b> <ul style="list-style-type: none"> <li>• 8.8 bn EURO</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>• Erlangen</li> </ul>	<b>Area of responsibility</b> <ul style="list-style-type: none"> <li>• Strategic procurement responsibility for the European production plants and maintenance depots, purchasing volume approx. 30 m EURO per annum</li> </ul> <b>Tasks</b> <ul style="list-style-type: none"> <li>• Strategy development and implementation in cross-functional collaboration with engineering, plant management and finance</li> <li>• Electronical tender process and contracting</li> <li>• Negotiation of framework agreements, individual contracts and service contracts with suppliers</li> <li>• Supplier management (selection, support, evaluation and development)</li> <li>• Global Value Sourcing</li> <li>• Reporting to Division CPO</li> <li>• Claim- / Contract- and Riskmanagement</li> </ul>

<b>01.2016 – 10.2016</b>	<b>Category Manager Procurement for technical services</b>
<b>Company name</b> <ul style="list-style-type: none"> <li>• Siemens AG / Mobility</li> </ul> <b>Industry</b> <ul style="list-style-type: none"> <li>• Transport &amp; Infrastruktur</li> </ul> <b>Revenue</b> <ul style="list-style-type: none"> <li>• 7.8 bn EURO</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>• Erlangen</li> </ul>	<b>Area of responsibility</b> <ul style="list-style-type: none"> <li>• Strategic procurement responsibility for the service areas of testing, approval and engineering services, purchasing volume approx.. 10 m EURO per annum</li> </ul> <b>Tasks</b> <ul style="list-style-type: none"> <li>• Tenders, contract negotiations and awarding of contracts</li> </ul>
<b>08.2011 – 12.2015</b>	<b>Category Manager Procurement for air conditioning and cooling systems</b>
<b>Company name</b> <ul style="list-style-type: none"> <li>• Siemens AG / Mobility</li> </ul> <b>Industry</b> <ul style="list-style-type: none"> <li>• Transport &amp; Infrastructure (manufacturing, sales, maintenance and repair of rail vehicles)</li> </ul> <b>Revenue</b> <ul style="list-style-type: none"> <li>• 7.5 bn EURO</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>• Erlangen</li> </ul>	<b>Area of responsibility</b> <ul style="list-style-type: none"> <li>• Global procurement responsibility for air conditioning and cooling systems, purchasing volume approx. 25 m EURO per annum</li> <li>• Professional responsibility for three employees</li> </ul> <b>Tasks</b> <ul style="list-style-type: none"> <li>• Negotiation of framework and service contracts with suppliers</li> <li>• Strategy development and implementation</li> <li>• Supplier management (selection, support, evaluation and development)</li> <li>• Bundling and standardization of components</li> <li>• 2nd TIER Management</li> <li>• Supplier audits</li> <li>• Localization projects</li> <li>• Material productivity measures</li> </ul>
<b>08.2007 – 07.2011</b>	<b>Strategic buyer for the commodities hydraulic, drives and electrical</b>
<b>Company name</b> <ul style="list-style-type: none"> <li>• Terex Deutschland GmbH</li> </ul> <b>Industry</b> <ul style="list-style-type: none"> <li>• Mechanical engineering (manufacturing and distribution of construction machinery)</li> </ul> <b>Revenue</b> <ul style="list-style-type: none"> <li>• 250 m EURO</li> </ul> <b>Location</b> <ul style="list-style-type: none"> <li>• Rothenburg ob der Tauber</li> </ul>	<b>Tasks</b> <ul style="list-style-type: none"> <li>• Definition of tendering and awarding strategies</li> <li>• Selection and evaluation of suppliers</li> <li>• Framework agreement negotiations with suppliers</li> <li>• Contract drafting</li> <li>• Development and expansion of new supplier and procurement markets, optimization of the supplier portfolio</li> <li>• Introduction of Terex branding on certain products</li> <li>• Design of a re-manufacturing program for drives</li> <li>• Participation in the implementation of the company-wide ERP system (Oracle) as a subject matter expert for procurement topics</li> </ul>

09.2005 – 07.2007	Purchasing clerk
<b>Company name</b>	
• Terex Deutschland GmbH	
<b>Industry</b>	
• Mechanical engineering (manufacturing and distribution of construction machinery)	
<b>Revenue</b>	
• 250 m EURO	
<b>Location</b>	
• Rothenburg ob der Tauber	
	<b>Tasks</b> <ul style="list-style-type: none"> <li>▪ Checking, selecting and initiating the fastest possible procurement channels, missing parts management</li> <li>▪ Requesting prices and delivery dates as well as checking and ensuring compliance with the order-relevant contractual terms and conditions</li> <li>▪ Invoice verification</li> </ul>

## Studies and continuing education

Period	Organization	Course	Diploma
05.2024 – 10.2024	EBS Universität für Wirtschaft und Recht	Certificate course Interim Executives Programme	Interim Executive (EBS)
03.2021 – 12.2021	Bundesverband Materialwirtschaft, Einkauf u. Logistik	Certificate course (on-the-job)	Diplomierter Einkaufsmanager (BME)
10.2010 – 06.2014	IHK Nürnberg Mittelfranken	Geprüfter Betriebswirt (on-the-job)	Master of Business Management (CCI)
2013		SCM 3 (Supply Chain Management Learning Program)	
2011		Projektmanagement	
2010		Incoterms 2010	
05.2005 – 09.2007	Akademie Handel, Nürnberg	Handelsfachwirt IHK (on-the-job)	Bachelor professional Trade and commerce (CCI)

## School and vocational training

Period	Organization	Course	Diploma
09.2003 – 07.2005	ARtec-elmec GmbH & Co. KG, Markt Erlbach	Re-training as a wholesale and foreign trade merchant	Groß- u. Außenhandelskaufmann (IHK)
09.1997 – 08.2000	Baugesellschaft Moll KG, Rothenburg ob der Tauber	Apprenticeship as mason	Maurer (IHK)

Foreign language skills	Additional skills and knowledge
<ul style="list-style-type: none"> <li>English, fluent in speech and writing</li> <li>Turkish, native language</li> </ul>	<ul style="list-style-type: none"> <li>IT-skills: MS-Office, SAP R3, Oracle, SAGE</li> <li>Driver's license class B</li> </ul>

**Atilla ÖZDIL**

Rothenburg ob der Tauber, 05.12.2025

**Atilla ÖZDIL**