

Curriculum Vitae



Anis Bouyahia
Degree in business administration, MBA

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Management Skills

Supply Chain Management | Transport / logistics management | Strategic purchasing of capital goods / projects, technical products, raw materials, services | Automation / IT-digitization strategies and processes | Material / warehouse management | Sourcing strategies (outsourcing / offshoring / BPO / CMO) | Cost / investment management (CAPEX / OPEX) | Import / Export Governance | Shared Services | Post-merger Integration / carve-out management | Restructuring / Repositioning | Contract negotiations | Project / program management | Change Management | Business mentoring

Industry Expertise

- Pharma/Chemical
- Mechanical/Plant engineering
- Information technology
- Shipbuilding/-equipment

Leadership Style

Entrepreneurial thinking and acting | Leadership through cooperation and mentoring
Result and goal-oriented planning and implementation responsibility | Integrity in action, quality of results

Methodological competence

Total Cost of Ownership (TCO) | Design-to-cost | Benchmarking | Cost-benefit / value analysis | Performance-Value-Based Management | Balanced Scorecard | (IT-)Process re-engineering/optimization | Risk Management | Lean management (KVP / Kaizen) | Project financing models | Negotiation strategies | License strategies / models | Tender strategies (RFI / RFQ / RFP / BAFO) | Management Excellence

Languages

- German native language
- English/French negotiable
- Swedish conversation
- Arabic basic knowledge

Assignments / stays abroad

- USA, England, France, Spain, Italy, Sweden, India, Czech republic, Switzerland

Certifications

- Restructuring / Turnaround Professional (CITuP), 2015
- Swiss Banking Certified (SFI), 2009
- Project Management (PMP / IPMA), 2005 · · · Service Management (ITIL V3), 2003

Accounting / legal expertise

- HGB | IFRS | US GAAP | BGB / AGBG / ZGB / OR | ESUG / InsO

Technology expertise

- Office MS Office, MS Project, MS SharePoint
- Hardware / Server HP, Dell, IBM
- Databases Oracle, DB2, SQL
- ERP systems SAP (MM, PML, FICO, IFS, Ariba), PSI/penta, Navision, sage
- Analysis (MI) SPSS, Hyperion, SAS
- Networks Cisco, Huawei
- Business Intelligence MicroStrategy, Cognos

Interim mandates

01/2022 – 02/2023

Sabbatical

01/2021 – 10/2021

Besins Healthcare Germany GmbH, Berlin (Deutschland)

Pharma

Function: Interim Manager "Carve out" after joint venture; national/international repositioning of the company in global IT, supply chain, purchasing and logistics; integration into the French parent company Budget: EUR 50 m | 90 FTE

Tasks:

- Transfer of intercompany services (in-/outsourcing) from DR. KADE Pharmazeutische Fabrik GmbH (joint venture until 31.12.2020) to the German subsidiary of Besins Healthcare SA, Monaco.
- Repositioning as an independent subsidiary at the Berlin site (GmbH), with all necessary corporate functions/processes (IT, HR, QM, SCM, etc.)
- Planning and implementation of overall restructuring plan – especially IT - and Project Management Board
- Implement and optimise IT process/digitalisation strategy for all core areas, applications and processes with CIO
- Management of staff in the affected areas from the joint venture, German company, and parent company
- Communication with parent company, JV partners, internal and external (international) supplier network and contract manufacturers
- Introduction of central company software and ensuring maximum automation/digitisation, in connection with supplier network
- Establishment/monitoring of external IT services, Mauritius
- 10 departments, 13 sub-projects, 210 work packages, 3,000+ activities
- 25 core team members, plus virtual resources of external service providers

- Identify and realise budget compliance and savings potentials
- Deadline 30.09.21 (end of contract joint venture).

Results:

- **in time:**
 - Handover of operative business according to plan by 30.09.21
- **in budget:**
 - Targets for resources, IT investments and changes met
 - Savings and efficiency increases of approx. 3.5% of annual turnover realised over 2 years (ins. optimised SCM)
- **in Quality:**
 - Local processes established/harmonised with global requirements of parent company and IT service provider Mauritius, incl. functional and technical interfaces to suppliers and contract manufacturers (CDMO)
- Introduction of ERP and cloud solution for payroll accounting; interfaces to payroll manufacturers, distributor, and parent company end-to-end
- Resource optimisation in core business areas and processes, integration and alignment with global organisation
- Contract negotiation/creation with payroll manufacturers and conception for global SCM optimisation strategy 2022

01/2020 - 12/2020

ENGIE Axima Deutschland GmbH, Hamburg (Germany)

Machine / plant Construction

Function: Restructuring Manager IT, Supply Chain & Procurement

Budget EUR 50m | 15 FTE

- Tasks:
- Restructuring and process re-engineering of the supply chain, examination of the structure for effectiveness and efficiency after takeover from bankruptcy, integration into the global SC structure and strategy definition, preparation of SAP integration 2021 [Blueprint].
 - Implement and optimise IT process/digitalisation strategy for all core areas/processes
 - Analysis of weak points, bottlenecks and susceptibility to crises, conception to ensure optimal delivery, distribution and logistics planning and -processes, procurement market analysis and -optimization, as restructuring of current contract and in-house production for all active construction sites of new construction projects. Reorganization of strategic / operational and project purchasing / Change Management initiative

Results: Integration of reorganised supply/logistics chain into the global supply chain structure of ENGIE SA.

- Redundant supply capacities and production in Germany and EU
 - Reduction of global IT and other sourcing partners in Asia
 - Consolidation of warehouse and transport capacities
 - Introduction of standards and methods for strategic/operational IT processes and management
 - Increase automation levels through integration of IT strategies
 - Expansion of ABC suppliers and introduction of contract management (e.g. framework/project agreements)
- framework/project agreements

- Reduction of purchasing and IT costs of EUR 1.2 million over the next 3 years
- Order-to-cash cycle reduced by 10 days; optimised working capital
- Delivery reliability increased by 12% to 95%; OTIF rate increased by 7% to 98.5

Establishment and optimisation of project purchasing, introduction of KPI and strategic purchasing categories

- Introduction of training and development programmes/standards in purchasing and project management
- Recruitment of new resources (junior, senior)
- Integration into global SC/purchasing processes

Design and implementation of supply chain risk management (process, methodology, assessment tool)

Development and implementation of end-to-end production and supply chain process model

- Blueprint for SAP Hana implementation 2022

09/2019 - 12/2019

Zentiva Group as, Prague (Czech Republic, Romania, Slovakia)

Pharma / Generics

- Function: Head of SCM Restructuring and IT (External Manufacturing CZ, RO, SVK)
Budget EUR 84m | 23 FTE
- Tasks: Restructuring and optimization of European purchasing and supply planning including procurement and contract manufacturing. Concept and implementation of savings potential, make-or-buy analyzes, optimization. Establish global IT, procurement and manufacturing processes and partners (CMO). Achieving increased efficiency in supplier and production structures, including automation of purchasing and planning (source to pay, tenders, production, and capacity planning).
- Results: Supply chain for the Czech Republic and Romania "on time" according to Strategy and implementation concept. Increased efficiency in production, logistics and transport [including OTIF, total cycle time, FC accuracy, cash-to-cash cycle]. Effective cost savings of EUR 3.5 million over 2 years, thanks to supplier consolidation, optimum quantities / prices, capacity safeguards. Creation of a "blueprint" for SCM software [2021], new structure and process organization for SCM headquarters, concept and introduction of the SC scorecard in the Czech Republic, Romania, Slovakia [processes, costs, suppliers, production]. Introduction and hand-over to the new Head of SCM and IT. Conception and implementation of a change management project, including coaching / training of employees.

09/2019

LONZA AG, Visp (Switzerland) Industry: Pharma

- Function: Senior CAPEX Buyer
- Assignments: Purchasing responsibility for CDMO project
- Results: Handover to the purchasing organization, as the actual goals and specifications
Preliminary talks and contract content did not correspond.

01/2019 - 07/2019

Design to Production GmbH, Erlenbach (Switzerland)

Digital construction planning and manufacturing

Function: Restructuring Manager & Business Coach, CHF 1.5 million | 14 FTE

Assignment: Planning and implementation of the "D2P 2020" change management program: Conception and implementation of new project management organization (structure / procedure) and processes, as well as cost optimization of the supplier portfolio and improvement in the area of controlling / finance, including the introduction of KPIs, quotation calculations, framework agreements and DB invoicing .

Results: Establishing purchasing and project organization, including methods, tools, and processes. Optimization of purchasing and project controlling with savings from 10% of the annual purchasing volume.
Training/coaching employees in project management standards and - processes. Optimization of purchasing and project controlling with savings of 10% of annual purchasing volume.

11/2016 - 12/2018

AERIUS Marine GmbH, Hamburg (D) / St. Nazaire (France)

Plant engineering / system integration

Function: Restructuring Manager, EUR 45 million | 200 FTE

Assignment: Head of the "Change & IT Process Reengineering" program under the new name after "carve-out" from an insolvent group company:
Restructuring of the entire value chain and processes, including conception and implementation of reorganization of strategic and operational purchasing with a purchasing volume of EUR 30 million with the aim of efficiency increases, cost savings, optimized working capital, increased delivery quality, development of contract and offer management, as well as introduction of a new ERP system for locations

in Germany and France. Establishment and expansion of the production site, logistics and materials / warehouse management in France.

Results: Introduction of category management, key performance indicators, standard analyzes and framework agreements with strategic suppliers; negotiation and optimization of the supplier portfolio (20-25% savings potential pa).

Delivery, performance, and project audits across the entire value chain; complete reorganization of warehouse management, logistics and transport between France and the company's headquarters in Hamburg.

Comprehensive process reengineering of the most important business core processes; reduction of "project lead time", elimination of "overhead", increased planning security. Introduction of a company-wide ERP solution; automation of the entire project cycle for naval and cruise ships.

Planning, conception, and implementation of a change management project, including employee coaching and training.

01/2016 - 08/2016

AstraZeneca GmbH, Hamburg (D)

Pharma

Function: Restructuring Manager, EUR 145 million | 12 FTE

Assignment: Planning and development of supra-regional purchasing organization for services, hardware, software (license purchase), machines, service and technical products in DACH, realignment of supplier portfolio and category management, conception of optimization of production, planning and management of tendering processes (RFI, RFQ, RFP, BAFO). Optimization of the supply chain incl. logistics, introduction, digitization strategy, and restructuring of operational contract management.

Results: Establishment of the DACH purchasing organization "on time", strategic IT supplier portfolio, "dual vendor strategy", flexible supplier structure,

shortening of delivery times, increased process efficiency by overworked digital supply chain for production.

Cost savings of \$ 3.5 million for 2016.

01/2015 - 09/2015

AstraZeneca GmbH, Hamburg (D)

Pharma

Function: Head of Strategic Sourcing, \$ 32M | 9 FTE

Assignment: Strategic outsourcing project (BPO): new digitalization and purchasing strategy for marketing and operations processes. Supply chain processes – e.g., order, logistics processes – with significant high purchasing costs, increasing inefficiencies and low automatization technology.

Results: Outsourcing and relocation of shipping, transport, storage, and logistics processes "on time", internal reorganization, remaining marketing processes, flexible service contracts with IT and global logistics partners. Cost savings of \$ 800k for 2015.

03/2015 - 06/2015

Further education institute for restructuring and reorganization, Kufstein (Austria)

Restructuring & Turnaround Professional (CITuP)

- Insolvency Regulation (InsO) / ESUG

08/2014 - 12/2014

AstraZeneca Holding, Hamburg (D), London (SWE / D / GB)

Pharma

Job PMI Manager, \$ 27M | 12 FTE
Function: Head of Post-Merger Integration (PMI), following takeover of the respiratory diseases business unit from Takeda
Results: Integration "on time", systematisation / optimization of all product groups / IT supplier portfolio (\$ 5.5m), transfer vehicle fleet and acc. § 613a BGB, renegotiation of price / service and license models and contracts. Cost savings of \$ 375k for HY2 2014.

04/2014 - 06/2014

AstraZeneca Holding, Hamburg (D)

Pharma

Function: Head of Indirect Procurement and PMI Manager, \$ 145M | 17 FTE
Assignment: Vacancy bridging and management of post-merger integration after taking over diabetes division of Bristol-Myers Squibb.
Results: Integration "on time", renegotiation and termination of contracts, transfer of vehicle fleet, transfer of personnel in accordance with § 613a BGB, "downsizing" supplier portfolio for marketing, operations, and sales. Cost savings of \$ 425k for HY1 2014.

08/2013 - 03/2014

Roche, Basel (CH)

Pharma / Healthcare

Function: Strategic Sourcing Manager, CHF 12.5 million | 4 FTE
Assignment: Cost reduction in the purchase of services and products, analysis and optimization of product groups, reduction of the supplier portfolio, definition and implementation of strategic purchasing planning, utility value analyzes and revision of existing "total cost of ownership" (TCO).
Results: Consolidation of supplier portfolio, implementation of new shopping and category / product group strategy, introduction of framework contract and purchasing standards and revised governance. Cost savings of CHF 1.3 million for 2013.

03/2013 - 08/2013

TUI AG, Hanover (D)

Tourism / IT

Function: Strategic Advisor IT Transition, EUR 4.5 million | 2 FTE

Assignment: Contract negotiation of a group-wide framework agreement for financing, purchasing, integration and services of new IT infrastructure.
Basis: 6,000 jobs. Contract negotiation with the company's own financing subsidiary (cash pooling) for financing options (sales / lease back).

Results: Contract concluded "on time", integration project including roll-out optimized by 4 weeks, cost savings of EUR 1.35 million over four years.

07/2012 - 12/2012

Federal Administration, Bern (CH)

Public Administration

Function: Strategic Advisor Transformation, budget CHF 1.5m | 4 FTE

Assignment: Conception and planning privatization concept for state ethanol management.

Results: Handover of the implementation plan "on time" with structure and process organization, purchasing, processes, sales as well as assessment of economic and legal implications.

09/2012 - 12/2012

Credit Suisse AG, Zurich (CH)

Banking / Financial Services

Function: Strategic Program Manager, budget CHF 1.5m | 2 FTE
Assignment: Head of program management for the introduction of IT security solutions (access and identity management) for private banking.
Results: Integration "on time" with additional cost savings of CHF 325k for Q42012 through contract renegotiation and an optimized roll-out concept.

01/2010 - 06/2012

weiss group Holding AG, Beromünster (CH)

Holding

Function: Restructuring Manager, CHF 8.5 million | 35 FTE
Assignment: Consolidation and restructuring of eight company holdings in the areas of finance, purchasing, production, sales, IT, and marketing.
Contract negotiation for optimized SME financing in the context of additional growth financing with house banks. Ongoing status reporting and presentations on planned / completed activities to the owner and board of directors.
Results: Refinancing agreed with investors and banks, supplier and customer portfolio adjusted / optimized; overhead and storage costs reduced, new purchasing and contract standards introduced, consolidation of

administrative and production activities, reduction and bundling of sales activities, IT operations relocation, and outsourcing of customer / accounts payable processes. Cost savings of CHF 1.5 million over three years.

06/2009 - 12/2009

Bombasei AG, Uster (CH)

Manufacturing

Function: Restructuring Manager, CHF 3.0m | 8 FTE

Assignment: Reorganization advice and implementation, project and contract management, restructuring of purchasing, IT and processes, consolidation of framework agreements and development of strategic suppliers. Contract negotiation for additional working capital financing with house banks. Reporting to owner and board of directors.

Results: Cost reduction in prices and services of supplier contracts, IT standard processes outsourced, participation in purchasing groups, sales channels bundled and restructured, old booking / controlling and IT systems replaced, purchasing, production and sales processes coordinated and harmonized, standards of contracts , performance and delivery conditions introduced (policies), ABC analysis for established future projects. Cost savings of CHF 380k for 2009, CHF 760k for 2010.

Specialist and Management Positions

Since 2009 Ad temporis | Interim Management, Hamburg (D) / Altendorf (CH)

- Owner and interim manager

08/2009 – 06/2020 Swisscom AG, Zurich (CH)

Head of IT bid management

- Conception, planning and offers of IT service / outsourcing projects > CHF 15 million for international and Swiss large customers SMEs.

03/2008 – 06/2009 Finnova Bankware, Lenzburg (CH)

Senior Partner Manager

- Head of partner management for core banking application

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| 05/2007 - 02/2008 | Credit Suisse AG, Zurich
Global Project Manager <ul style="list-style-type: none"> • Head of global IT consolidation / outsourcing project, including setting up offshore resources / center in Phune, India. |
| 04/2005 - 04/2007 | EMC Corporation, Düsseldorf / London
Program Manager <ul style="list-style-type: none"> • Project portfolio manager for international banking / financial services customers. |
| 01/2002 - 03/2005 | T-Systems GmbH, Stuttgart / Toulouse
Senior Outsourcing Manager <ul style="list-style-type: none"> • Responsible for advice, planning and control of large IT projects > EUR 10 million (including PMO for AIRBUS). |
| 05/2001 - 12/2001 | Debis Systemhaus GmbH, Stuttgart
Management Consultant <ul style="list-style-type: none"> • Consulting, conception, and implementation of new technologies for SME customers and DAIMLER BENZ. |
| 07/2000 - 12/2000 | Ision Internet AG, Hamburg <ul style="list-style-type: none"> • Market analyst for B2C / B2B solutions. |
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Education & Qualifications

- **Degree in business administration (international economic relations)**
 - Studied economics at the University of Applied Sciences, Kiel (Germany)
- **MBA (Management Accounting)**
 - School of Economics and Business at Mälardalen University, Västerås (Sweden)

Memberships /Network

- Umbrella company of German Interim Managers (DDIM)

- Umbrella Association of Swiss Interim Managers (DSIM)
- Swiss Interim Management (SIM)

Credentials

- On demand