

BOER & CROON

HEMA

DIRECTOR
GLOBAL LOGISTICS



THE COMPANY

The Hollandsche Eenheidsprijzen Maatschappij Amsterdam, or HEMA., is originally a Dutch discount retail chain that opened its first department store in Amsterdam on 4 November 1926. Between 2007 to 2018 it was owned by the British investment firm Lion Capital LLP, when it was sold to Ramphastos Investments, owned by entrepreneur Marcel Boekhoorn.

With a new owner, HEMA can now fully focus on its strategic plans for the coming years. The aim of these strategic plans is to further drive HEMA's (online) growth, international expansion and improving profitability. At the same time, new arrangements, including on e-commerce, have been made with the Association of Affiliated Companies, the HEMA franchisees (approximately 100 in total).

HEMA is one of the most indispensable brands in the Netherlands. In 1984, HEMA opened its first store abroad, in Belgium. Since 2014 HEMA started to branch out to other countries and has now stores in Spain, UK, France, Belgium, Austria, Germany and the United Arab Emirates. The chain is characterized by relatively low pricing of generic housewares, which are mostly made by and for the chain itself, often with original design.

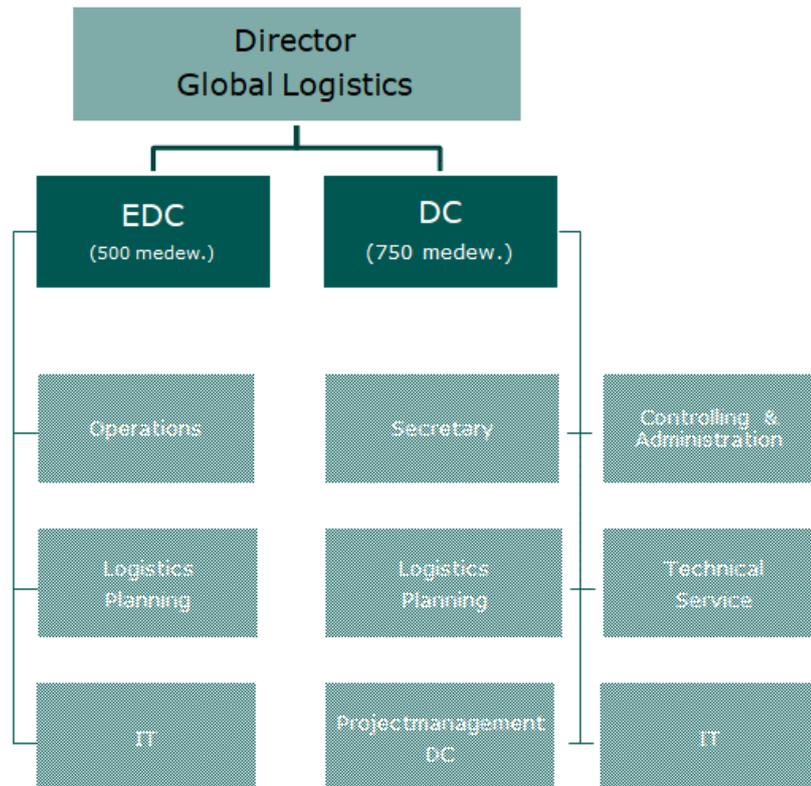
HEMA's net sales is approx. €1.250 million (2017). Today, HEMA has more than 750 stores in nine countries with 19,000 employees serving over six million visitors every week. In addition to their stores, HEMA also offers 24/7 online shopping in all the countries in which they operate.

Everyone at HEMA shares a passion: to make daily life easier and more fun. That is also expressed perfectly in the essence of the HEMA brand, a triangle that symbolises the ideal balance between good quality, good design and great prices.

More info about HEMA's strategy, ambitions and values, see: <https://www.hema.net/about/strategy>

POSITION DESCRIPTION

Title: Director Global Logistics
 Member of the Global Leadership Team
Offices: Amsterdam Headquarters. DC and e-commerce Distribution Center (EDC) are based in Utrecht
Reporting to: CFO, Ivo Vliegen
Leading: DC Manager, EDC Manager, total span of control approx. 1250 employees



Overall objectives

To be able to establish the strategic plans to further drive HEMA's (online) growth, international expansion and improving profitability, the Director will have the following main objectives in the coming years. First an additional DC in Nieuwegein should be up and running in 2020. This DC will manage a part of the assortment (e.g. high-volume goods) that cannot be handled in DC Utrecht due to capacity issues. Parallel to this objective the new Director will be responsible for developing the new global logistics footprint of HEMA and the roll-out of these plans in the coming three to five years. This includes any future developments in the Netherlands which could include green field and fully mechanized/automated options as well as new regional hubs for both store and ecom fulfilment in Europe, Asia or the Middle East).

On a more generic basis the Director is operationally responsible for the daily operations (DC's and distribution) and he/she provides strategic and tactical direction for the group distribution centers, supporting global omni-channel distribution of products. The Director directs the activities and oversees the DC's in the efficient use of labour hours and productivity to meet DC volume expectations.

Specific responsibilities

- Ensures the timely shipment of products within the cost and quality specifications. Ensures distribution capacity is utilized to meet customer/stores demand; accountable for accurate staged and/or finished inventory levels. Key metrics: On time shipping and inventory accuracy percentage.
- Analyses key metrics for the distribution centers and ensures established goals are met in the areas of performance, quality, safety, customer satisfaction and budgetary plan. Improves performance and measures through use and interpretation of continuous improvement tools.
- Applies accountability standards based on key metrics and implements change to continuously improve performance and increase workflow efficiencies to enable long term growth. Ensures effective utilization of space and equipment in the distribution centers
- Continuously works on futureproofing HEMA's distribution capabilities including the successful development of a second DC in the Netherlands (2020) and the development of a DC/hub in Asia to supply the growing network of franchise partners
- Develop & negotiates (new) contracts with logistics service providers and transport companies for outsourced warehousing & distribution activities. Evaluate these contracts based on SLA's to control costs and services levels.
- Develops the annual departmental budget. Determines staffing levels on an ongoing basis. Reviews regular departmental financial reports and takes action where necessary to control costs. Approves all purchases of supplies and equipment. Plans, justifies and submits capital projects for the distribution centers. Implements and communicates countermeasures as required.
- Makes employment decisions and/or recommendations on hiring, improvement plans, transfers, promotions, corrective actions, terminations, pay adjustments, etc. Takes corrective action as necessary in accordance with company policy.
- Drives a proactive approach to safety management through education and reinforcement. Ensures that proper safety methods are used in the department as specified by the corporate loss prevention group. Assures his/her team maintains an orderly and clean department.
- Works with corporate and local vendors to acquire and maintain all material handling equipment, storage, conveyors and related assets.
- Responsible for the accurate and timely processing of all functions necessary for the shipping of global orders. Maintains accurate records of shipping documents and inventory adjustments.
- Insures maximum involvement of the HEMA workforce. Creates an attractive workplace and inclusive culture based on HEMA values and practices. Shows role model leadership behaviour that enforces this, and selects and trains leadership accordingly
- Through coaching, counselling, and instructional resources, provides opportunities for staff to improve technical and managerial skills, through training and education. Recognizes individual team success.
- Builds healthy and constructive employee relations, including works councils and labour unions

Most of these responsibilities are taking care of by a good team of managers at the DC's.

CANDIDATE PROFILE

HEMA offers the Director Global Logistics a role in a challenging sector with exceptional features. The retail sector is changing rapidly and HEMA is heading for (online) growth and international expansion which will have a lot of impact on HEMA's global logistics footprint (greenfield design). The Director will have a lot of influence in transforming HEMA from a local iconic to truly global brand. For an ambitious professional this is a unique moment to step in.

Below the personal attributes, key competences and required experience of the Director are described.

- At least 15 years of senior executive experience in a leading international logistics and/or supply chain management role. Capable of leading an organisation with at least 500 employees.
- Bachelor's or master's degree in Supply Chain, Logistics, Engineering, Economics or another related field, with advanced knowledge of logistics and supply chain management most likely obtained in the retail and/or logistics services sector.
- Shows sincere affinity with warehouse operations and e-commerce return and fulfilment activities. Is proficient in standard logistics software, but also brings something extra in the field of sustainability and innovations (e.g. Blockchain opportunities).
- Demonstrates an inclusive and leadership style that engages and empowers all individuals necessary to the full effectiveness of the organisation and within the style and culture of HEMA
- Sets objectives, goals and policies clearly and is able to implement projects and/or programmes in the organization effectively.
- Strong communicator, good in connecting people and translating the theoretical solution into practice.
- Acts proactive and as a strategic thinker who delivers results, solves problems and makes things happen. With a willingness to go into detail when needed.
- Is responsible, reliable, and trustworthy; high personal integrity
- Ability to work independently and handle multiple projects
- Is open and honest with a good sense of humour
- Experience in effectively managing union and works council relationships
- Willingness to travel, experience in Asia is a pre
- Dutch nationality/speaking
- Excellent verbal and writing skills in English.