

Heike Schümann
Graduate Engineer
Supply Chain Management
Procurement Manager

Heike Schümann
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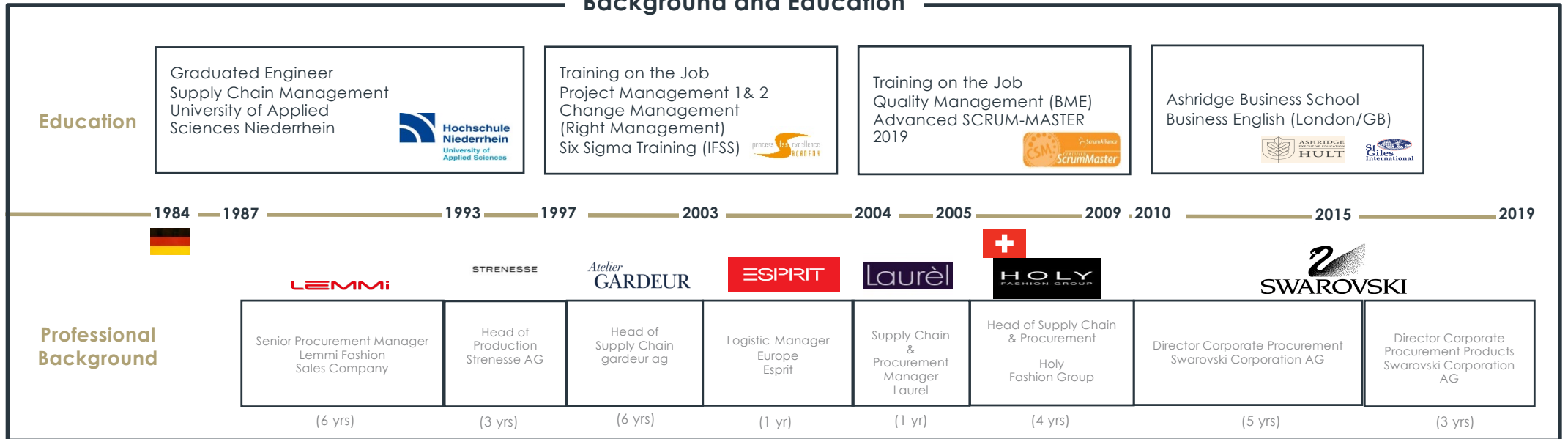
Nationality: German – native language
Language : English – fluent

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Heike Schümann – Core Competencies

Graduated Engineer

Background and Education



Purchasing Portfolio

	Category	Tactical Purchase	Project buying	Category Management	Length
Directs	Packaging & Communication				8 ½ yrs
	Material				
	Fashion				15 yrs
	Accessoires/Leather /Jewelery				9 yrs
Indirects	CAPEX/Facility				5 yrs
	MRO				4 yrs
	Professional services				5 yrs
	CMO				2 yrs

Other purchasing competencies

- Led the organization change and transformation in procurement & Supply Chain Management
- Managed sustainable business solutions and innovation through supplier relationship management and strategic value-added initiatives
- Led the technical production and implemented the design to cost processes (e.g. product mix/modular construction/waste prevention)
- Led the new design of Purchase-to-Pay processes and procurement tool implementation (INTEX/SAP/ARIBA)
- Planned and implemented a diversity of outsourcing projects in different companies (manufacturing & logistic & warehouses)

Additional Information

Industry sectors:	Languages:	IT tools:
<ul style="list-style-type: none"> > FMCG Business > Fashion Industry > Accessoires (jewellery/leather/shoes) > Flow manufacturing 	<ul style="list-style-type: none"> > German (native) > English (fluent) 	<ul style="list-style-type: none"> > Microsoft Office > SAP R3 > Ariba



**Procurement Director Products International
DANIEL SWAROVSKI CORPORATION AG, Switzerland**

→ January 2015 - 2018
4 yrs

Key Achievements - 4 years

- Actively engaged in the Global Procurement Transformation by leading the change of both organization and tools for Europe. Designed and set up regional organization structure, developed the European roadmap, people and team competencies, assessment and development plan.
- Built cross-functional and collaborative relationship to support business growth, foster operational excellence and leverage procurement practices with Business Partners.
- Led in the overall responsibility the design to cost process for new products. Created added value by avoiding unnecessary costs during the entire development cycle of new products.
- Led the Strategic Procurement Team (9 employees) for Direct Material; total spend CHF 250 Mio.
- Ensured pro-active that the requirements for the target business architecture are clearly formulated and documented.
- Established a leadership-culture for Stakeholder Management, Change Request Management, Escalation Management.
- Supported the F&A departments in solving methodological problems and the operational implementation of solutions.
- Secured successfully that process organization and organizational structures are in line with each other and that the necessary changes with regard to feasibility and implementation are monitored.
- Identified reliably the potential risks in relation to changes and development of mitigation measures.
- Planned and carried out a wide range of communication and employee engagement activities to anchor intended changes across several areas.
- Liaised and negotiated with all level of senior stakeholders on a global basis to secure required buy-in, sponsorship, budget and other resources and time commitments.



**Procurement Director International,
DANIEL SWAROVSKI CORPORATION AG, Switzerland**

→ January 2010 - 2014
5 yrs

Key Achievement – 5 years

- Build up (from the scratch) the Corporate Procurement Indirect Organisation including Marketing, HR, Finance, Travel, Packaging & Communication Material.
- Led the assessment of the Procurement function and the Procurement standardization in all main locations worldwide and integrated the automated Purchase-to-Pay-Processes (P2P) in all VG's and IPC's.
- Designed and implemented Source-to-Pay business processes into 20 countries and for 3000 business users - €300 Mio. spend.
- Developed service offering and contracting for global businesses.
- Deployed transferable experience of procurement processes and procedures e.g. supplier identification, self onboarding of suppliers, P2P process improvement.
- Designed the global Purchase to Pay (P2P) Process Review moving toward process efficiency and consistency to deliver added value to the Business.
- Developed and rolled-out the automated sourcing tools (e.g. Wallmedien) with in-depth knowledge of e-RFQ, e-Catalogues, contracting, and account payable related tools.
- Developed the Procurement vision and strategy for Indirect Procurement, for e.g. given current market conditions, competitive scenarios, regulatory environment and organization structure.
- Set up an efficient and compliant Procurement indirect organization including S2P, P2P, e-Sourcing, Make or buy decisions and and delivery processes.



**Logistics & Supply Chain Manager,
HOLY FASHION GROUP, Switzerland**

→ February 2006 - 2009
4 yrs

Key Achievements – 4 years

- Led the global Supply Chain and Procurement transformation in Asia & Europe.
- Focused on organizational change and implementation of SAP for Procurement.
- Managed the worldwide launch of the new supply chain process and integrated a new warehouse in Germany. Established the first sourcing office in Hong Kong.
- Defined sourcing strategies recommendation and governance by project. Identify cash/cost target opportunities.
- Delivered to business stakeholders an execution plan recommendation with timing and resource planning.
- Implement bidding strategies with pricing approaches and fit-for-project contracting models.
- Develop a sourcing dashboard including sourcing activities milestones and saving trackers.



Managing Director Procurement & Production, Logistics, LAUREL GMBH, Germany

Leader of the Merger & Acquisition phase and leader of Procurement and Supply Chain.

Key Achievements

- Responsibilities for Procurement, Logistics, Supply Chain Management, Production and Sales and Operations Planning included the main focus: Due Diligence (Mergers and Acquisitions)
- Quality Audits (international)

2004 → 2005



Logistics Manager Europe, ESPRIT EUROPE GMBH, Germany

Key Achievements

- Responsible for the development of strategic project concepts for inbound and outbound logistics. Implementation of network pilot projects with main suppliers, e.g. new nature of cooperation.

2003 → 2004



Manager of Procurement, Sales & Operation Planning, Logistics, Germany

Key Achievements

- Led the strategic decision-making process and implemented the procurement reorganization. Set up a new warehouse including a fully integrated sorter and fully automated logistic process.
- Set up the new trade department; Establishment of an own trading agency in Turkey & Asia (HK).
- Involvement in the Single Business Entity concept development (Principal – Toller – Agent model).
- Implemented and rolled out the INTEX MM Module for SCM and Procurement.
- Compliance - Ensured that all financial transactions are recorded timely and accurately, including full Corporate Policy compliance (External Audit).
- Led multiple areas and workforces which were impacted by the changes, e.g. internal and external circumstances.
- Responsible manager for facilities, machinery, technology, budgets, raw materials.

1997 → 2003



Strenesse AG, Germany

Key Achievements

Managed the production in Nördlingen, 170 employees, diversity of women & men collections

- Controlled and coordinated (Capacity Planning and Quality Assurance) for internal and external suppliers. Central negotiation with all international suppliers in Slovenia, Romania, Poland and Asia. Cost reduction based on collection assortment and strong bottom line contribution.
- Leader of the technical product engineering and the CAD-Department (Computer-Aided design).

1994 → 1997

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& Procurement*

