



I turn supply chains into
profit engines.

25+

years in operations
& supply chain

500+

people managed
across 7 companies

€75M

P&L ownership
annual budgets

6

industries
transformed

What I've seen break — repeatedly.

After 25 years running supply chains across FMCG, 3PL, express logistics, and manufacturing, I've watched the same patterns cost companies millions. Here are the three I fix most often:



Working Capital Trapped in Inventory

Companies hold 30-60% more stock than they need. Planners default to safety stock instead of fixing the root cause: bad forecasting, inflexible supply, or legacy replenishment rules. I've released €1.7M in cash at one company just by adjusting stock policies.



Supplier Spend on Autopilot

Procurement runs on relationships, not data. No competitive bidding, no category strategy, no visibility into what peer companies pay. I've cut 11% off logistics costs and 5-30% across categories at a €600M-turnover operation by simply introducing structured sourcing.



Operations Without a Scoreboard

Teams work hard but can't tell you their OEE, OTIF, or cost-per-unit trend. Without KPIs, improvement is accidental. I implement dashboards and variable pay tied to results — productivity jumps 30%+ because people finally know the score.

WHO I AM

Operational Turnaround Specialist

I don't theorize about supply chains — I've run them. From board rooms to factory floors, across 6 industries and 8 multinational companies. My approach: diagnose fast, fix what matters, measure everything, leave you self-sufficient.

 **25+**

Years in SC & Operations

 **500+**

People Managed

 **€75M**

Annual P&L Ownership

 **6**

Industries

 **€500K+**

Annual Lean Six Sigma Savings

 **40pp**

Working Capital Reduced

FMCG · Third-Party Logistics · Express Courier · Manufacturing · Spirits & Beverages · Reverse Logistics

CASE STUDY

FMCG Turnaround: From 6-Year Losses to Record Profit

Savory Snacks Manufacturer · 300+ employees · Board Member & Operations Director

THE CHALLENGE

A market-leading snack producer had been losing money for six consecutive years. High COGS, weak service levels, aging equipment, and a factory running without a scoreboard. The European HQ needed a turnaround — fast.

WHAT I DID

- Lean Six Sigma program (€500K+ annual savings)
- Redesigned farming strategy: potatoes -8%, sunflower -23%
- KPI dashboards + variable pay tied to results
- Upgraded factory: new line, IFS Higher Level cert.

THE RESULTS

3pp

COGS reduction
vs. net sales

40pp

Working capital
reduction

+8pp

OTIF service
level increase

20%+

Higher turnover,
2× planned profit

CASE STUDY

Multinational Supply Chain: €600M Operation Optimized

Tobacco Manufacturer · 1,000+ employees · Supply Chain Manager · SE Europe Cluster

THE CHALLENGE

A major multinational's Romanian operation managed €60M annual spend with fragmented procurement, no structured sourcing, and logistics costs accepted as fixed. The SC function needed professionalisation — from ad-hoc purchasing to strategic category management.

WHAT I DID

- Category-based procurement with eSourcing + SAP P2P
- Relocated bonded storage from Antwerp to Bucharest
- Switched delivery terms DDU → FCA + competitive bidding
- Outsourced warehouse to 3PL: better SL, zero injuries

THE RESULTS

11%

Logistics cost reduction

\$1M+

Annual savings from storage relocation

99.2%

Service level achieved

5-30%

Savings across all major categories

CASE STUDY

Building Romania's Largest Reverse Logistics Network

Deposit Return Scheme · National Scale · Head of Logistics / Consultant

THE CHALLENGE

Romania's new deposit return legislation required building an entirely new national logistics network from scratch — covering every corner store to every supermarket. No existing infrastructure, no precedent at this scale, and a hard regulatory deadline.

WHAT I DID

- Designed entire reverse logistics network architecture
- Defined software requirements for route optimization
- Built short & mid-term resource planning models
- Coordinated cross-functional team for national rollout

THE RESULTS

80K

Collection points covered nationally

2,000

Daily routes designed

€20M

Annual local turnover

€400M

Managed deposits annually

Three plays. Proven results.



Operational Turnaround

End-to-end diagnosis and transformation of underperforming operations. I take ownership of the problem — from KPI design to process redesign to team restructuring — and stay until profitability is restored.

Typical impact: 10-30% cost reduction · 12-18 months



Supply Chain Optimisation

Inventory rationalisation, supplier consolidation, logistics network redesign, and working capital release. I find the money trapped in your supply chain and build systems so it stays released.

Typical impact: €500K-2M freed · 3-12 months



Network Design & Start-Up

Greenfield operations, logistics network architecture, new business line launches. From site selection and software specs to route planning and team building — I build from zero to operational.

Typical impact: Go-live in 6-12 months · Scalable architecture

How we work together

01

Diagnostic

Week 1-2

On-site assessment of your operations, data, and team. I identify the top 3-5 value levers and size the opportunity. You get a written diagnostic report — no obligation to continue.

02

Action Plan

Week 3-4

Detailed transformation roadmap with prioritized initiatives, timelines, resource needs, and projected ROI. We agree on scope, KPIs, and governance together.

03

Execution

Month 2-12

I embed with your team to drive implementation — not as an advisor on the sideline, but hands-on alongside your people. Weekly progress tracking against agreed KPIs.

04

Handover

Final Month

Knowledge transfer, documentation, and team coaching so improvements stick after I leave. I build your capability, not dependency on me.

Flexible formats: project-based (fixed scope & fee) · retained advisory (monthly) · interim management (embedded)

COMPANIES I'VE WORKED WITH

From multinationals to start-ups — always hands-on.

Intersnack

Operations Director, Board Member
and Administrator,
Restructuring mandate fulfilled,
restoring profitability

Alexandrion Grup

COO, Board Member,
€15M greenfield investment
completed by unlocking working
capital

Philip Morris Int'l

Supply Chain Manager
€600M Multinational,
Centralization and structuring of all
goods and services procurement

Beiersdorf

Materials Management Manager,
Start-up from ground zero,
including team recruitment and
process design

RETURO

Head of Logistics,
Architected the largest national
logistics network with
80K collection points

DHL Express

Sr. Network Ops Director
500+ FTE, Mandate to restructure
and modernize a national network
of 18 locations

DSV Solutions

Logistics Director managing the
Contract Logistics Division,
Responsible for developing a turnover
of EUR 25M and increasing
profitability

Maersk

Account Executive
Customer development

What's broken in your supply chain?

Let's find out together. The diagnostic is on me.

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