

# JONOTHAN R. HOLMBERG, MBA

Gurnee, IL Available for on-site, hybrid, and remote opportunities

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## Supply Chain & Operations Executive

**A results-driven professional** passionate about supply chain excellence and team development, offering expertise in staff development, strategy, operational excellence, and process optimization. A people-focused and authentic leader with a proven track record who delivers value by:

- Providing a comprehensive understanding of corporate strategy and assessing supply chain health to support and enhance objectives, driving transformational change.
- Building robust supply chain strategies, optimizing processes, ensuring seamless coordination, and improving efficiency.
- Assembling and developing high-performance teams through coaching, mentoring, candidate qualification, and utilization of lean techniques.

### AREAS OF EXPERTISE

Supply Chain Strategy, Sales & Operations Planning (S&OP), Financial Performance, Demand Planning, Enterprise Resource Planning (ERP) Implementation, Inventory Management, KPIs, Lean Six Sigma, Logistics, Materials Requirement Planning (MRP), Production Planning, Root Cause Analysis, Change Management

### EDUCATION | CERTIFICATIONS | INDUSTRIES INSIGHTS

**DEGREES:** Master of Business Administration (**MBA Business Strategy**), Lake Forest Graduate School of Management-Lake Forest, IL; Bachelor of Science (**BS Business Management**): Integrated Supply Chain & Operations Management, University of Phoenix-Phoenix, AZ

**CERTIFICATIONS:** Certified Lean Six Sigma Green Belt-Villanova University; *Strategy & Execution, Management Analytics, and Change Management*, Lake Forest Graduate School of Management

**PROFESSIONAL DEVELOPMENT:** Oliver Wight IBP training, Blockchain in Supply Chain, ChatGPT Application

**INDUSTRY EXPERIENCE:** Textiles & Apparel, Industrial Machinery & Equipment, Medical Devices & Equipment, Pharmaceuticals, Food & Beverage, Plastic, Packaging & Containers, Consumer Packaged Goods (CPG)

**KNOWLEDGE OF OTHER BUSINESS CULTURES:** Managed plants in Canada, sewing facilities in Costa Rica and the Yucatan, and worked extensively with teams in Ireland and France. Conversational in Spanish.

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## PROFESSIONAL EXPERIENCE & SELECT ACHIEVEMENTS

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**BATORY FOODS**-Rosemont, IL *Distributor of sweeteners and ingredients*

Aug 2023-Aug 2024

### Vice President – Supply Chain & Logistics

Developed strategic plan for standardized supply chain structure, digitalization assessment, including end-to-end tactical execution for Demand Planning, Supply Planning, Distribution, and Logistics (including fleet). Developed a team of six direct reports and 123 indirect reports, with oversight of four manufacturing sites and seven distribution sites.

**FUNCTIONS & KEY SKILLS:** *Strategy, talent development, organizational change, negotiation, KPI exception management, transformational communication, process improvement, capacity management, logistics, warehousing, S&OP, ERP*

### ACHIEVEMENTS

- Mended supply chain relationships with commercial teams, fostering collaboration and partnership.
- Instituted “mini” S&OP processes for two business segments, where team drove service improvements by 15%.
- Created inventory improvement plan, empowering team to drive a **\$10M improvement** in five months.
- Implemented Master Production Scheduling (MPS) and capacity planning strategy for four manufacturing plants, creating **\$5M in efficiency gains** in six months.
- Improved labor efficiency in distribution, providing a six month **cost improvement of 20%**.
- Developed distribution footprint and capacity modeling that stretched across North America for ambient and cold storage. This including strategic partnerships with third-party logistics (3PL) and carriers.

- Began development of eCommerce distribution model by region.
- Conducted digitalization and electronic data warehouse assessment and strategy with Chief Technology Officer, designed to optimize resources and decision accountability.
- Created 3PL services in Batory-owned sites that strengthened relationships and will generate over **\$10M annually**.

**GRAHAM PACKAGING-Lancaster, PA** *Producer of consumer-packaged goods - CPG*

Mar 2022-Mar 2023

#### Senior Director, Global Supply Chain-Remote

Developed and implemented sales and operations planning (S&OP) processes, digitalization strategy, demand planning, and a supply chain standardization plan across the global supply chain (57 manufacturing sites). Developed a team of 27 people to manage \$4B in revenue. Managed three direct reports and 24 indirect reports, with additional indirect oversight of 57 plant supply chain managers.

**FUNCTIONS & KEY SKILLS:** *demand planning, KPI exception management, transformational communication, process improvement, recovery paths, manufacturing efficiency, capacity management, logistics, warehousing, finance metrics*

#### ACHIEVEMENTS

- **Created \$4.5M in logistics revenue** and redefined contract freight quoting in changing market conditions.
- **Increased overall equipment effectiveness (OEE) by 15%**, implementing material requirements planning (MRP) and creating run rules that promoted efficiency and reduced downtime.
- **Developed warehouse strategy and capacity modeling** creating over \$3M savings in third-party logistics (3PL) and leased space savings.

**M. HOLLAND COMPANY-Northbrook, IL** *Resin distributor*

Aug 2019-Mar 2022

#### Director, Supply Chain

Created inventory management practices, developed a supply chain strategy and roadmap, and designed and integrated S&OP processes. Managed five direct reports and 24 indirect reports.

**FUNCTIONS & KEY SKILLS:** *supply planning, KPI exception management, organizational communication, continuous process improvement, productivity gaps, finance metrics, export documentation, procurement, inventory management*

#### ACHIEVEMENTS

- **Developed MRP process that reduced inventory by 20%** increasing inventory turns from five to nine in 18 months.
- **Created and round-table process enabling the senior leadership team to react to global pandemic changes.**
- **Orchestrated ERP go-live remotely**, overseeing the development of onboarding and new employee training.
- **Recipient of the Top Collaboration Award** thrice: First in 2020 for establishing a rapid response team to address stakeholder needs during the pandemic, and twice in 2021 for creating an allocation team to ration inventory during a *force majeure* industry event, and for work on the completion of ERP implementation.
- **Reduced financial risk by \$10M**, achieving forecast accuracy of >70% during the pandemic to optimize cash flow.

**KERRY GROUP-Beloit, WI** *International leader in taste and nutrition innovation*

Jul 2016-Aug 2019

#### Director, Supply Chain

Designed and integrated supply chain strategy and S&OP processes, developing a team of 19. Responsible for inventory budget of \$500M, 4K SKUs, eight plants, and four DCs. Served as the only supply chain advisor for eight plants, supporting \$800M in revenue and turning inventory 12-18 times annually. Managed three direct reports and 16 indirect reports.

**FUNCTIONS & KEY SKILLS:** *supply management systems, performance metrics, operations management, supply chain management, supply planning, finance metrics, cost reduction, maintaining service levels, plant operations*

#### ACHIEVEMENTS

- **Architected total supply chain redevelopment for the business unit**, including one and three-year end-to-end supply chain strategy.
- **Achieved 10% service improvement, \$4M in obsolete inventory reduction, and over \$15M in new CAPEX**, constructing KPIs and exception-based tools & dashboards for tracking service level, inventory risk, and capacity/scenario planning.
- **Increased forecast accuracy by 45%**, cultivating strategic account relationships through supply chain collaboration.
- **Attained \$5M in waste and inventory reduction in the first year** by corrective action/root cause analysis processes.

**THE KRAFT HEINZ COMPANY-Chicago, IL** *Third largest food and beverage company in North America - CPG* Apr 2012-Jul 2016**Senior Manager, Sales & Operations Planning** (Apr 2014-Jul 2016)

Orchestrated and led change management/merger initiatives and integrated business planning, influencing cross-functional teams to gain alignment on demand and inventory. Constructed supply chain strategy and annual inventory portfolio budget of \$4.5B. Managed 17 direct reports.

**FUNCTIONS & KEY SKILLS:** *S&OP, IBP processes, cross-functional team management, budget management, operations management, supply chain management, inventory management, business operations management, inventory planning*

**ACHIEVEMENTS**

- **Optimized inventory by \$5M and achieved >98.5% service level/fill rate.**
- **Established a centralized strategy** that increased fill rates to 99%, reduced waste by over \$500k, and lowered inventory turnaround by seven days.

**Planning Manager** (Apr 2012-Apr 2014)

Formulated production strategy to optimize capacity and inventory and increase fill rate with one direct report.

**FUNCTIONS & KEY SKILLS:** *root cause analysis, Ae, 5-Why, lean principles, process improvement, capacity building, project management, commercialization, inventory management, production planning, supply planning*

**ACHIEVEMENTS**

- **Slashed annual inventory target by six days and outperformed the 98.5% service target** while diminishing waste by designing *Repetitive Flexible Scheduling* planning for manufacturing.
- **Achieved an annual service target (98.5%)**, surpassing the waste goal by \$300K by fashioning a co-manufacturing process focused on optimizing safety stock and consignment utilization.

**MEDLINE INDUSTRIES-Mundelein, IL** *American medical device, and pharma manufacturing company* Aug 1998 -Apr 2012**Supply Chain Manager** (Jan 2011-Apr 2012)

Promoted to lead team and craft supply chain strategies for one, three, and five-year plans for a \$70M division with a 20% compound annual growth rate (CAGR). Managed two direct and three indirect reports.

**FUNCTIONS & KEY SKILLS:** *distribution oversight, warehousing, purchasing, logistics, strategic planning, budgets, strategic planning, profitability, procurement, strategic sourcing, inventory management, project management*

**ACHIEVEMENTS**

- **Streamlined operations, purchasing, and warehousing costs by \$8M** utilizing value stream management concepts.
- **Reduced cost of goods sold (COGS) by 15%**, returning offshore production to the US and outsourcing non-strategic products to toll processors.

**Plant Manager** (Jan 2004-Jan 2011)

Constructed green-field wet-wipe over the counter (OTC) pharma manufacturing site, maturing capacity, capital expenditure, and resources as the business grew from \$25M to \$70M and a staff of 40, including four supervisors. Managed four direct and 36 indirect reports.

**FUNCTIONS & KEY SKILLS:** *facility oversight, revenue growth, capacity management, commercialization, coaching, leadership development, leadership, budgets, Kanban, 5S, kaizen, good manufacturing practices (GMP), regulatory approvals*

**ACHIEVEMENTS**

- **Partnered with the VP of Manufacturing to develop and negotiate multi-million capital plans**, including depreciation, break-even analysis, and ROI of long-term assets.
- **Increased efficiencies by 15% and reduced variable costs by 20%** with lean manufacturing methodologies.

**ADDITIONAL CORE COMPETENCIES****TECHNOLOGIES:**

**Systems:** SAP, JDA, AS400, D365, Epicor, Logility **Software & Applications:** Microsoft Office (Word, Excel, PowerPoint), Visio, Project, ForecastPro, Qlikview, Power BI **Methodologies:** Lean Six Sigma, S&OP, S&OE, IBP, EOS

**SOFT SKILLS:** *leadership development, mentoring, ethics, integrity, excellent written and verbal communication skills, budget, relationship builder, problem resolution, staff development, project management, hands-on, accountability, providing leadership, customer service, organizational structure, Operational Excellence, process mapping, value streaming, business processes, negotiation*