

Dr. Arne Walter

**Interim Manager | Supply Chain Executive |
Digital Transformation | AI Expert (PhD)**

**"Navigator for Change: Turnaround and Restructuring of
complex Supply Chains"**

Älmhult, Schweden - 1,5 hrs. to Copenhagen airport
+46 79 344 2432
arne@other-directions.com
linkedin.com/in/arne-walter
www.other-directions.com



PROFILE

International Supply Chain Executive and Interim Manager with over 20 years of leadership experience in Europe, Asia and Australia. Has been working in interim management for >5 years. Growing up in the port of Hamburg (father: captain and stevedoring entrepreneur) - logistics was internalised from an early age. Career in IT consulting (SAP, LH Systems) and classic SCM (Mitsubishi Heavy Industries, London/Rotterdam/Sydney) to managing 3PL companies in Australia. PhD in Supply Chain Management / AI from RMIT University Melbourne (graduated in 2025). Expert in combining operational excellence with digital innovation. Available for management and project mandates in restructuring, transformation and 3PL/4PL development and management.

KEY FIGURES AT A GLANCE

20+ years <i>Int. Leadership Experience</i>	EUR 35 million <i>Revenue Responsibility</i>	27 countries <i>Supply chain responsibility</i>	150 FTE <i>Employees managed</i>
80,000 m² <i>Warehouse operations responsible</i>	25% <i>Reduction in personnel costs</i>	35% <i>Inventory reduction</i>	PhD 2025 <i>AI & Supply Chain</i>

COMPETENCIES

- **Interim Management & Turnaround:** Restructuring of loss-making units, crisis stabilisation
- **Supply Chain Management:** End-to-End Supply Chain Control, S&OP, Demand Planning, Global Distribution Networks
- **3PL/4PL Setup & Operations:** Greenfield Warehouse Setup, Scaling, Service Provider and Shipper Perspective
- **Digital Transformation, ERP & WMS**
- **AI & Predictive Analytics (PhD)**
- **Increasing information transparency in supply chains**
- Logistics contracts: RFI/RFP & contract negotiation, logistics provider selection, international contract drafting (Anglo-Saxon law)
- Process and layout optimisation
- Intercultural leadership: teams led in AU/UK/NL/DE/JP; German-Australian background
- Sales & Customer Acquisition

TARGET INDUSTRIES

3PL / 4PL Logistics Service Providers | Capital Goods | Mechanical Engineering | Consumer Electronics | FMCG | Pharmaceutical / Medical Technology | Automotive industry

PROJECT TYPES

Management Mandates (GF/MD/VP/Director) | Restructuring & Turnaround | Post-Merger Integration | Digital Transformation | Strategy Consulting | Project management

AREAS OF IMPACT

- Leadership vacuum, low profitability, demoralized team, dissatisfied customers
- The supply chain has become too complex and difficult to manage
- Supply chain digitalisation is overdue (ERP migration, WMS implementation, AI-based planning, etc.)
- Supply chain outsourcing and insourcing is required
- Companies are planning to grow internationally

PROFESSIONAL AND CLIENT EXPERIENCE

Nov 2025 - Apr 2026 Tale International Language services provider Self-employed	Consulting mandate – Business planning and market entry strategy Industry: Language services · Self-employed / consulting mandate Generic training data is no longer sufficient for specialised AI applications. Highly qualified experts (medicine, law, defence, finance) are required to evaluate complex AI outputs in order to precisely train specialised models. Developing a European market entry strategy and an investor-ready business plan for a private equity-backed startup. The project also involved designing an operational and sourcing model for scaling expert recruitment and creating a go-to-market and financial plans. The result: <i>Completion of the validated business plan as a basis for investment and decision-making for the European market launch.</i>
Feb 2025 - May 2025 [Pharmaceutical Wholesale] Pharma customer (via CargoWise / 3PL) Self-employed	Consulting mandate - Inventory Transparency & Available to Promise (ATP) Industry: Pharma (Wholesale / Distribution) · Self-employed / consulting mandate Pharmaceutical wholesaler had classic ATP problems: purchase orders and inventory not displayed in real time. Customer service and field service could not provide pharmacies with reliable information on stock availability. Solution: Real-time ATP is set up for the customer via CargoWise and web interface in the 3PL – order entry and inventory query directly via the web interface. The result: <i>increased transparency and reliable ATP information for sales representatives and pharmacies. Improve customer service.</i>
Apr 2023 - Nov 2024 Supply Chain & Trade Solutions (Santova Group, listed ZA) Self-employed	Management mandate as Managing Director Supply Chain & Trade Solutions, Industry: International Logistics Services / Customs Clearance · Self-employed / Interim Vacancy after GF departure in the Australian subsidiary of a listed South African logistics group. Background: After the Corona high-margin phase, freight rates collapsed - profitability fell sharply, team spirit at an all-time low, customer complaints and recourse claims. At the same time: recently acquired customs broker not yet integrated. Measures: Stabilisation of team and customer base; One-on-one meetings with key customers; Contract adjustments; IT harmonisation (CargoWise as an operational platform; global data lake Snowflake for corporate reporting); Integration of customs broker into ICS (Australian customs system); Opening of Melbourne branch; active acquisition of new customers. Result: <i>Operational turnaround in 12 months. Return to profitable growth. Global Data Lake (Snowflake) implemented. Customs broker fully integrated. Melbourne branch opened.</i>
Jan - Mar 2023 Logwin (international logistics group) Self-employed	Consulting mandate: Project management WMS-Migration CargoWise (Australian subproject) Industry: 3PL / Logistics Services · Self-employed / project mandate Logwin migrated all warehouse management systems within the group to CargoWise. Project management of the Australian sub-project: conceptual design, data migration, test phase, go-live coordination with the Logwin global team. Result: <i>Successful go-live without operational interruption. Australian sub-project completed on schedule.</i>

Aug 2022 - Feb 2023 Well-known parcel service provider (parcel service provider / AI platform) Self-employed	AI Consulting mandate – Predictive Planning Tool Package Volume Industry: Parcel Service / AI Technology · Self-employed / consulting mandate The customer had high personnel costs for temporary staff that were difficult to plan due to high parcel volume fluctuations in the sorting centers. Using the AI platform ParetoS (Hanover) - created as part of the PhD thesis - conception and implementation of a predictive decision-making tool for the 48-hour prediction of parcel volumes per parcel center. Methods: Isolation of influencing factors, data analysis, model training (3 months), backtest (6 weeks), DACH-wide rollout. Platform automatically selects optimal algorithms. Result: <i>Reduction of personnel costs for temporary work by 25%. DACH-wide rollout of the decision-making tool completed.</i>
Feb 2021 - Mar 2022 Amcor Flexibles Global FMCG Manufacturer (Food Packaging Solutions) Self-employed	Consulting mandate: Supply Chain Strategy – Cross-Dock Solution & 3PL Integration Industry: FMCG / Packaging · Self-employed / Strategy Mandate Global manufacturer of food packaging solutions with 5 internal production sites and more than 50 external manufacturing plants. Complex supply chain with high inventories, obsolete inventory and inefficient transport processes. Measures: Development of a new supply chain strategy based on a 3PL cross-dock solution. Full project management of ERP integration (customer ERP (SAP), ↔ 3PL goods management system). Handover and commissioning to 3PL partners. Result: <i>35% reduction in inventories. Improved route planning and transport cost reduction. Increased delivery reliability. Full ERP integration during ongoing operations.</i>
Jun 2016 - Dec 2020 AirRoad Logistics Pty Ltd Permanent position	Managing Director AirRoad Logistics Pty Ltd, Sydney · 3PL Logistics Service Provider · EUR 35 million turnover · 150–200 mA · 7 locations · 80,000m² Recruited in 2015/2016; in mid-2016. AirRoad had won a new 20,000 m² warehouse in Sydney (leased from the plan) and major customer Fuji-Film, but no structure to implement it. Total responsibility (P&L) for EUR 35 million, up to 200 employees, 80,000 m² of warehouse space at 7 locations in 5 cities. Turnaround: Loss-making unit restructures customer contracts through cost management and renegotiation. Greenfield expansion: 20,000 m² Sydney - high-bay warehouse system, cold chain logistics, Dematic/Kardex AS/RS, pick-to-voice, 4,000 m² cold room. Major customer Fuji-Film (7 business units, 15,000 SKUs, temperature controlled, retail interfaces via middleware). Major customer Konica Minolta: Completely new packaging process for multifunction printers + web-based stakeholder platform + 25,000 spare parts SKUs in Kardex paternoster. Further expansion: Amcor Flexibles Melbourne (cross-dock up to 1,500 pallets/day), Brisbane, Perth, Adelaide. Result: <i>EBITDA positive (AUD 1.5 million) in 2 years. 7 locations in 5 cities established. Implemented several major customers and tied them down for the long term.</i>
Mar 2012 - Jun 2016 Logwin Air & Ocean Australia Permanent position	General Manager Contract Logistics (Managing Director) Logwin Air & Ocean Australia, Sydney · 3PL / 4PL Logistics Service Providers · Permanent position Strategic development and management of an independent contract logistics division Phase 1 - Greenfield construction: First own logistics center 12,000 m² Sydney; high-bay storage system (up to 8 levels); Narrow-aisle trucks; Staffing (selection, recruitment, leadership); Crystal WMS (from Logwin Singapore). 6 existing customers each individually implemented (picking strategies, system integration, at least 4 interfaces per customer in/outbound). Special areas: multi-level small order picking, hanging garment (GOH), carton and pallet processes. Phase 2 - Growth: Active new customer acquisition; including Deutsche Extrakt Kaffee GmbH (Aldi supplier), Eppendorf (medical, small picking dust-free), Van Laak (fashion). Expansion to Melbourne. Result: <i>Revenue doubled within 24 months of changing strategy. Profitable 3PL operations established in Australia. Acquired and implemented several well-known customers. Expansion to Melbourne.</i>
Apr 2011 - Feb 2012 AirRoad Logistics Melbourne Self-employed	Implementation mandate AirRoad Logistics Melbourne · Supply Chain Implementation · Self-employed Full implementation of Philips household appliances as new customers: warehouse processes, system integration, interface development to Philips Australia and Philips Netherlands. Introduction and national rollout of Infor SCM10 as the new WMS. Innovation: Lean Pick-and-Pack – freight label printing directly at the picking station, without intermediate processes. Result: <i>Philips successfully implemented. Infor SCM10 rolled out at the site.</i>

Dec 2010 - Feb 2012 Logwin, Sydney Self-employed	Advisory mandate Logwin Air & Ocean Australia, Sydney · Logistics service provider · Self-employed Feasibility study for the development of contract logistics in Australia for Logwin (financial analysis, NPV 10 years, customer potential analysis, real estate and equipment planning) - Presentation to the Logwin Management Board in Aschaffenburg - green light. Result: <i>Logwin feasibility study approved – direct basis for permanent employment as GM.</i>
Jun 2006 - Oct 2010 Mitsubishi Heavy Industries Permanent position	Supply Chain Manager Europe Mitsubishi Heavy Industries, London / Rotterdam · Capital Goods / Air Conditioning / Mechanical Engineering Responsibility for European supply chains across 27 countries (focus: Eastern Europe, Russia/Ukraine/CIS, Western Europe). Exclusive network of distributors per country (1-2 per country). Management of a 3-person planning team in London as well as close cooperation with Japanese logistics partners. In addition to air conditioning units, the company also looks after other divisions: chillers, gas turbines, mechanical engineering, printing presses, Airbus wings (Dreamliner). Core projects: (1) Establishment of central European distribution hub Rotterdam 30,000 m ² with DSV (according to RFI/RFP); fiscal representation; ERP connection Microsoft Dynamics; Eastern Europe/Russia transport logistics. (2) Web-based demand management system for over 30 distributors in 27 countries with Frozen Zone mechanics and real-time factory connection (JP/TH/CN). (3) Spare parts logistics London. Challenge: Very hierarchical Japanese decision-making structure - Standing and trust built through Japanese colleagues. Result: <i>Central European hub in Rotterdam successfully established. Integrated S&OP process for 27 countries. Web-based demand system as the favourite project of the career - for the first time, real-time transparency for the factory.</i>
Sep 2003 - Jun 2006 Mitsubishi Heavy Industries Permanent position	Supply Chain Manager Australia Mitsubishi Heavy Industries Australia, Sydney · Capital Goods / Air Conditioning Technology Management of the supply chain for the Australian market. Classic on-carriage logistics: coordination with factories in Asia (Japan, Thailand, China) to distributors and installation companies in Australia and New Zealand. Introduction of the ERP system Navision (Microsoft Dynamics) for order processing and supply chain processes. Team: 3 employees (order processing for products and spare parts; At that time, orders were still received mainly by fax). Development of structured planning processes. High-availability spare parts for reefer container units (same-day repair). Setup of 3PL control with KPI system and bonus/malus clauses. Regular factory visits in Japan (Nagoya) - network building as a basis for later London calling.] Result: <i>Navision/Dynamics successfully implemented. Stable planning and order processing processes established. Appointment to London in 2006 through established Japan network.</i>
Aug 1998 - Jun 2001 Integrata, IT-Beratung Hamburg] Permanent position	IT Consultant / SAP Consultant Integrata, Hamburg · IT Consulting / SAP After graduating (VWA Stuttgart 1998), he started his career in an IT consultancy in Hamburg with a focus on SAP. Major project: Collaboration on what was then the largest SAP development project at Lufthansa Revenue Service GmbH (LRS) - development of a revenue accounting system for the airline industry with over 180 consultants. Highly complex system based on SAP R/3. Result: <i>Successful large-scale project LH Revenue Systems completed. In-depth SAP and IT project experience built up as a basis for later digitization mandates.</i>

QUALIFICATIONS & PERSONAL AFFAIRS

EDUCATION

2021 - 2025 RMIT University, Melbourne	Doctor of Philosophy (PhD) - Supply Chain Management / AI <i>Thesis: "Artificial Intelligence in Demand Planning for German Electric Vehicle Supply Chains"</i>
2001 - 2003 University of Sydney	Master of Commerce (Economics) & Master of Logistics Management
1995 - 1998 VWA Stuttgart	Diploma in Business Administration (BA)

CERTIFICATIONS & TRAINING

- Six Sigma Black Belt
- APICS CSCP

IT SYSTEMS, TOOLS & METHODS

ERP: SAP S4/H / R3, JD Edwards, Microsoft Dynamics 365 / Navision, CargoWise

WMS / TMS: Infor SCM10, Manhattan, EPG One, CargoWise, Crystal WMS (Singapore), SAP EWM

Data & AI: Snowflake, Pareto's AI platform, AI-based predictive planning (development & implementation)

Automation: Dematic AS/RS, Kardex storage and retrieval systems, pick-to-voice, narrow-aisle trucks (flexi-trucks), picking strategies

Methods: Six Sigma Black Belt, Lean Management, S&OP, RFI/RFP, NPV/Financial Planning, Frozen Zone Planning, Warehouse Layout Design

PERSONAL LIFE

Nationality: German & Australian (dual citizenship)

Languages: German (mother tongue) | English (Business Fluent / Native Level) | Swedish (basic)

Mobility: Fully mobile. Location: Älmhult, Sweden (1.5 hrs to Copenhagen). DACH and Scandinavia, international mandates (esp. APAC/UK).

LEADERSHIP PHILOSOPHY - IN ITS OWN WORDS

"I am a thoroughbred logistician. As a managing director and supply chain manager, I am at home on both the shipper side and the 3PL provider side - and very familiar with the process and system side. My strength lies in scaling: I have built structures that have grown - through sales, through processes and through the right people. I always run at 120%. That was the case in London, that was the case in Sydney and it still is today. I take the team with me in this process through enthusiasm, delegation and creating common goals."