



Philippe SCHMID

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Swiss national

KEY COMPETENCIES

- Interim & Advisory Leadership
- Operations & Operational Excellence
- Transformation & Change Management
- Supply Chain, Logistics & Distribution
- PMO & Portfolio Governance (CHF 150M+)
- Digital Transformation & Data (EPFL CAS)
- Cost Transformation & Cost-to-Serve Optimisation
- Continuous Improvement & Lean (Lean Leader Champion EPFL)
- Full P&L Accountability & Financial Control
- KPI & Performance Management
- Team Leadership & Development (82-person CoE, 30+ countries)
- Stakeholder & Cross-Functional Leadership (all levels)
- Prince2 / MoP / MoR / MoV Certified
- Multinational Experience (CH, DE, FR, USA, UA)
- Trilingual (EN, DE, FR)

LANGUAGES

- German – Fluent (C2) (incl. Swiss German)
- English – Fluent (C2)
- French – Native
- Russian – Beginner (A2)

CERTIFICATIONS

- Lean Leader Champion EPFL
- MoP – Management of Portfolios
- MoR – Management of Risk
- MoV – Management of Value
- Prince2-Practitioner
- APICS / CPIM (in progress)

EDUCATION

École Polytechnique Fédérale (EPFL)
Lausanne (Switzerland)

- MAS (Master of Advanced Studies) in Sustainable & Resilient Supply Chains (2025 – Jan 2027, in progress)

Interim Executive & Advisor Operations, Transformation & Supply Chain

Interim Leadership & Advisory | Operations & Operational Excellence | Transformation & Change | Supply Chain & Logistics | PMO & Portfolio Governance (CHF 150M+) | Digital & Data | Trilingual (EN, DE, FR)

Professional Summary

Interim executive and advisor with thirty years of international leadership at Nestlé across five countries and 30+ markets, spanning operations, supply chain, transformation and portfolio governance. Since 2025, an independent interim manager and advisor partnering with industrial and consumer businesses navigating growth, transformation or cost pressure. I bring full P&L accountability, disciplined execution and a people-first leadership style: hands-on when needed, strategic throughout.

Operations and supply chain leadership. As Regional Supply Chain Director at Nestlé Purina, I owned the end-to-end supply chain of a ten-country region with full P&L across planning, customer service, logistics and inventory. As Director of Logistics & Distribution for Nestlé France, I ran a national network of 18 sites and a national 3PL ecosystem, cutting logistics costs by 16% through modelling, 3PL renegotiation and cost-to-serve analysis. A Lean Leader Champion (EPFL), I have delivered double-digit cost and efficiency gains across diverse markets.

Transformation, PMO and continuous improvement. As Global Senior Portfolio Manager, I governed the CHF 150M+ Group digital-transformation portfolio and led the Digital Transformation Executive Committee across five functional domains; as Head of PMO North America, I ran a USD 100M programme portfolio with standardised governance, delivering USD 30M savings and 22% efficiency gains. I built and led an 82-person international Centre of Excellence across 30+ countries, developing leaders and standardising best practice. Prince2, MoP, MoR and MoV certified; completing an EPFL Master in Sustainable & Resilient Supply Chains.

Work Experience

INDEPENDENT SENIOR ADVISOR

Jan 2025 – Present

Self-Employed

Switzerland

Senior advisory and interim mandates on end-to-end supply chain design, ERP-driven process governance, sourcing integration, Centre of Excellence build-out and continuous improvement, alongside postgraduate study at EPFL Lausanne.

- Advisory engagements on planning and sourcing integration, ERP-based process governance, inventory optimisation, cost-to-serve modelling and executive dashboard architecture across multi-site industrial networks.
- Combines thirty years of Nestlé industrial operational depth with EPFL frameworks in resilient and data-driven supply chains. MAS in progress (2025 – Jan 2027); two CAS completed (Value Chains Data Technologies, Building Resilient Supply Chains); Lean Leader Champion EPFL.

GLOBAL SENIOR PORTFOLIO MANAGER

Jan 2021 – Dec 2024

Nestlé Integrated Business Services

Vevey (Switzerland)

Governed the Group Digital Transformation Portfolio of CHF 150M+, aligning IT and ERP investments with long-term business goals across Supply Chain, Technical and Production, Procurement, Health Sciences and M&A domains. Executive steering, portfolio prioritisation and reporting to the IBS Executive Committee.

- Managed the Group Digital Transformation Portfolio of over CHF 150M through governance, executive steering and standardised portfolio prioritisation across five functional domains, including advanced supply chain planning platforms (OMP).
- Led the Group Digital Transformation Executive Committee across the five functional domains (Supply Chain, Technical & Production, Procurement, Health Sciences and M&A), aligning IT and ERP investment with business strategy and arbitrating priorities.
- Enhanced digital ROI through standardised governance, benefits realisation tracking and enterprise-wide Power BI executive dashboards, providing business transparency on capital allocation, capability priorities and transformation pacing.

HEAD OF PMO NORTH AMERICA

Jan 2018 – Dec 2020

Nestlé Global Business Services

St Louis (USA)

Led the enterprise programme portfolio (USD 100M annually) across Nestlé North America operating companies: industrial transformation, M&A integration, network programmes and operational excellence rollouts.

- o CAS in Value Chains Data Technologies (completed 2025)
thesis: Demand Sensing & Forecast Analytics through Digital Twins
- o CAS in Building Resilient Supply Chains (completed 2026)
- o CAS in Lead Sustainable Operations (Nov 2026)

HEC, University of Lausanne

Officer (Captain), Artillery Unit,
Swiss Army

Command of 150+ soldiers in active service (released, 1989-2013)

INTERESTS

- Mountain sports
- Golf
- Travel
- Reading

EARLIER CAREER

Nestlé Switzerland & Ukraine

- SAP Integration Manager Switzerland (since 2001),
- GLOBE IS/IT Manager Ukraine,
- Business Integration Manager (Novartis Healthcare),
- Change & HR Management Lead,
- Distribution Centre Administration Manager,
- Project Manager.

(1995-2008)

- Led SAP GLOBE deployment for 2,500+ users in Switzerland and Ukraine: 100% adoption, no operational interruption, 18% efficiency gains.
- Directed post-acquisition integration of Novartis Healthcare at Nestlé Switzerland: 17% cost reduction, 22% customer satisfaction improvement.

- Established standardised programme governance and Lean-based continuous improvement discipline across the portfolio, generating USD 30M savings and 22% efficiency gains.
- Directed the deployment of o9 advanced planning capabilities at Nestlé USA, strengthening demand planning and end-to-end decision-making.
- Directed the operational integration of the Starbucks Coffee Partners bolt-on acquisition: multi-site supply chain harmonisation, contractual transfers (TSA/SLA frameworks) and zero operational disruption.

REGIONAL BUSINESS SOLUTIONS MANAGER

SUPPLY CHAIN EMENA

Nestlé Globe Center

Sep 2015 – Dec 2017

Frankfurt (Germany)

Owned the Supply Chain systems landscape for the region and led an 82-person international Centre of Excellence across 30+ countries, harmonising processes and tools to prepare for automation.

- Took charge of all Supply Chain systems across the region and led their harmonisation, simplifying, standardising and sharing processes and tools to prepare the ground for automation.
- Led, coached and developed the international Centre of Excellence across 30+ countries, building capability and embedding ERP-based process discipline, Lean methodology and best-practice sharing.
- Deployed standardised end-to-end supply chain processes, governance frameworks and a harmonised operating model across 30+ markets: 100% on-time delivery, 12% cost reduction, EUR 15M annual savings.

REGIONAL SUPPLY CHAIN DIRECTOR CENTRAL EUROPE

Nestlé Purina Petcare Germany

Oct 2013 – Aug 2015

Euskirchen (Germany)

Full P&L accountability for the regional end-to-end supply chain of Nestlé Purina Central Europe: customer service, distribution, planning, material flows and inventory management.

- Designed the physical flows (raw materials, packaging, semi-finished and finished goods), storage capacity and safety of a greenfield plant and its associated distribution network, enabling 12% annual volume growth through capacity optimisation and 3PL partnership.
- Redesigned the logistics and distribution network, optimising flow and reducing costs by 8% over two fiscal years.

DIRECTOR OF LOGISTICS & DISTRIBUTION

Nestlé France SAS

Jan 2010 – Sep 2013

Paris (France)

End-to-end delivery operations and national network governance for Nestlé France: 18 manufacturing sites, national 3PL and warehousing ecosystem with multi-vendor governance, full distribution cost P&L.

- Restructured the national distribution network, reducing complexity through modelling, 3PL renegotiation and cost-to-serve analysis: 16% logistics cost reduction and 9% network optimisation.
- Embedded KPI-driven performance management and multi-vendor governance across the national 3PL ecosystem: 12% safety improvement.
- Led e-commerce and reverse logistics initiatives (aftermarket flows), delivering scalable solutions and enhancing efficiency by 23%.

SUPPLY CHAIN FINANCE DIRECTOR

Nestlé France SAS

Mar 2008 – Dec 2009

Paris (France)

Full P&L accountability for Nestlé France Supply Chain: finance, procurement, co-packing budget, COGS, working capital and inventory.

- Built an integrated cost-to-serve and profitability framework linking transport, warehousing, inventory and procurement to customer and product margins: 10% cost reduction, EUR 5M annual savings.
- Led inventory reduction programmes and working capital reporting across the Nestlé France Supply Chain, integrating finance and operations to strengthen cash conversion.