

# Mohanad (Mo) Hashem, CPIM, CLTD, MCIPS, CMA

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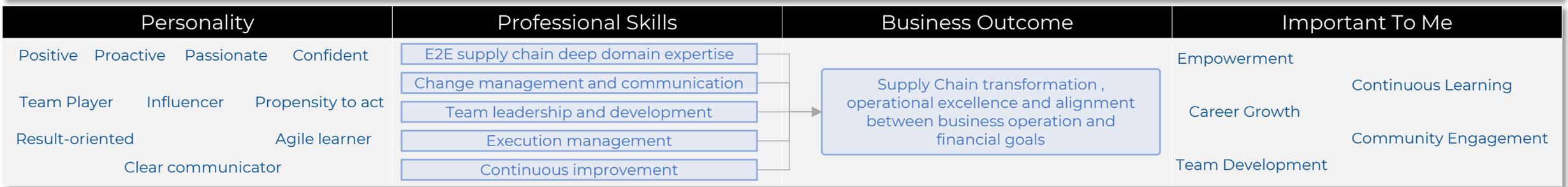
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Strategic enterprise leader with 20+ years transforming global supply chains and driving operational excellence across Fortune 100 companies. Expert in linking strategy to execution—delivering measurable impact through data-driven transformation, agility, and innovation



	'04	'05	'06	'07	'08	'09	'10	'11	'12	'13	'14	'15	'16	'17	'18	'19	'20	'21	'22	'23	'24	'25	'26
<b>Industry</b>	Industrial Machinery								Consulting & Corporate Audit				Energy			Electronics			Pharmaceutical				
<b>Operational Experience</b>	Services Management   Demand Planning   Inventory Management   International Logistics   International Trade Compliance   Warehouse Management								Internal consulting   Cost Optimization   Financial Audit   Compliance Audit   Restructuring				Ext. Manufacturing Planning   Cost Optimization   Make vs Buy   Sourcing & Procurement   Suppliers Localization   Supply Planning   CAPEX			S&OP   Demand & Supply Planning   Inventory Management   Fulfillment   Risk Management   Portfolio Rationalization   Continuous Improvement			Supply Chain Transformation   Global SC hub Creation and Leadership   S&OP implementation   Demand Planning   Supply Planning   Life Cycle Management   Continuous Improvement				
<b>Planning Systems</b>	Oracle   SAP								SAP				Oracle			SAP			SAP   Kinaxis				
<b>Major Highlights</b>	Established Parts & Services Sales program within dealers' network   Set up regional parts depot to support dealers' network   Localization of fulfilment process for order to Remittance   Led logistics cost optimization projects   Improved fleet availability and warranty management   Executed Long Terms Parts Agreement with 0% penalties and 100% OTD								Led base cost   rationalization projects   M&A Integration   Led business restructuring projects				20% Local content improvement   15% Margin expansion   35% Suppliers OTD improvement   Led post merger integration for \$700M combined spend			Led S&OP implementation in \$1B business across 9 global manufacturing locations   15% Portfolio rationalization   20% Inv. turns increase   25% OTD improvement			Led supply chain Transformation   Established Global SC COEs   Led global supply chain hub   Led S&OP implementation for \$44B business with sales in 80 countries   Led life cycle management process redesign   Led advanced planning system implementation				



# Mohanad Hashem

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Problem-solver, strategic, and results-driven End to End supply chain leader with two decades of experience orchestrating global supply chain operations within Fortune 100 companies. Proven expertise in implementing and maturing S&OP/IBP frameworks across diverse industries, balancing supply and demand, optimizing operation for third party manufacturing aligning supply chain strategies with financial goals, enhancing forecast accuracy, accelerating cross-functional collaboration, and driving digital transformation.

Demonstrated success in aligning inventory with demand fluctuations, reducing lead times, and optimizing inventory investments—delivering substantial cost savings and protecting revenue. Recognized for building high-performing teams and resilient supply chain networks that ensure continuity amid global disruptions.

A trusted partner in executing organizational strategies, establishing global supply chain hubs, and deploying advanced planning systems. Adept at driving efficiency across complex, multi-divisional environments, fostering alignment between supply, demand, and financial objectives, and equipping stakeholders with data-driven insights.

Renowned for a proactive leadership style that fosters continuous improvement, operational excellence, and a culture of accountability across the end-to-end supply chain spectrum.

## WORK EXPERIENCE

### Bristol Myers Squibb → GSC Hub Lead & Transformation Realization Leader Mar'25 → Present.

- ❖ **Orchestrate strategic establishment of the Global SC Hub**, integrating the Global Capability Center as a core global site and laying a strong foundation for work transfer, stand-up, and long-term scalability.
- ❖ **Scale and develop a 50+ FTE Center of Excellence**, building Global Capability Center with structured ramp-up /down plans while fostering critical talent to support SC transformation.
- ❖ **Provide integrated site and global leadership**, ensuring alignment with global blueprints, fostering collaboration across end-to-end supply chain capabilities, driving continuous improvement, and embedding AI into daily ways of working.
- ❖ **Establish and integrate global Centers of Excellence** supporting Clinical Supply Chain, Advanced Planning Systems, Master Data Management, Demand Planning, Logistics, and supply chain compliance capabilities.
- ❖ **Strategic Enterprise Transformation**, orchestrate enterprise and GSC transformation by converting strategy into governed, data-driven execution; aligning stakeholders, resources, and technology; and driving change adoption, and measurable outcomes.
- ❖ **End-to-End Supply Chain Transformation**, Lead transformation through deep planning, execution, and analytics expertise, modernizing processes and technology, enabling digital and AI adoption, and delivering scalable, measurable performance improvements globally.

### Bristol Myers Squibb → Director, Sales & Operations Planning Apr'22 → Feb'25.

- ❖ **Architected and implemented the global S&OP process** (Make-To-Stock & Make-To-Order) for a \$44B enterprise, developing a foundational operational blueprint and process models for scalability as well as establishing a continuous improvement mechanism.
- ❖ **Streamlined demand planning for Third Party Manufacturing** by applying process modeling and data insights, optimizing inventory and boosting customer service levels.
- ❖ **Led efforts to redesign cross functional ways of working for Life Cycle Management**, enhancing cross-functional collaboration, and improving launch excellence and LOE through refined process architectures.
- ❖ **Troubleshooted and facilitated design** improvement for demand planning process for the Clinical supply chain operation improving overall cross functional collaboration.
- ❖ **Led digital transformation via Kinaxis implementation**, aligning technical solutions with business capability models to enhance financial transparency and strategic planning.
- ❖ **led impactful change management initiatives**, achieving 95% adoption of new architectural processes and digital technologies across the organization.
- ❖ **Enhanced capacity planning views and decision-making** by evolving information models and analytical frameworks for optimized supply strategies.
- ❖ **Supported Supply Chain organizational redesign and blue printing (+1000 FTE)**, enhancing performance and strategic alignment with commercial objectives.
- ❖ **Refined KPIs by developing precise information models**, improving accuracy in assessing process improvements and digital transformation impacts.

## Skills

- ❖ Supply chain Transformation.
- ❖ S&OP / IBP
- ❖ E2E Supply chain Management
- ❖ Global Process Management
- ❖ Program Management
- ❖ Risk Management
- ❖ Change Management
- ❖ Data-Driven Decision Making
- ❖ Cross Functional Collaboration
- ❖ Supply & Inventory Planning
- ❖ Long-Range & Capacity Planning
- ❖ Risk Modeling and Management
- ❖ Team Development & Leadership
- ❖ Continuous Improvement

## Education & Certification

- ❖ **Bachelor** – Mechanical Engineering 2004.
- ❖ **CPIM** - Certified in Production & Inventory Management.
- ❖ **CLTD** – Certified in Logistics, Transportation and Distribution.
- ❖ **MCIPS** - Member of Chartered Institute of Procurement & Supply
- ❖ **CMA** – Certified Management Accountant.

## Analytics Tools

- ❖ R
- ❖ Python
- ❖ Power BI

## ERP & APS

- ❖ SAP
- ❖ Oracle
- ❖ Kinaxis

## Spoken Languages

- ❖ English
- ❖ French
- ❖ Arabic

# Mohanad Hashem

## WORK EXPERIENCE

**(Previously GE) Baker Hughes – Bentley Nevada → Global Materials and S&OP Leader Jan 19 → Apr 22**

- ❖ **Led Global Materials and Integrated Planning** at Bentley Nevada within a \$1B Make-to-Order (MTO) and Engineer-to-Order (ETO) environment, deploying enterprise S&OP to align operations with commercial strategy and position supply chain as a scalable growth enabler across a 45+ member organization.
- ❖ **Directed global S&OP and Short-Term Execution Management (STEM)** across 9 sites, institutionalizing governance rigor, synchronizing cross-site execution, and elevating operational capabilities within a multi-tier global team.
- ❖ **Transformed Demand Planning** by implementing advanced predictive analytics and enhanced data models, improving forecast accuracy by 20% and increasing customer service levels by 25%.
- ❖ **Established enterprise-wide Capacity Planning framework**, defining vision, governance, and process architecture to optimize resource allocation and enable advanced analytics deployment.
- ❖ **Strengthened supply chain resiliency** during COVID through structured stress-testing, scenario modeling, and third-party manufacturing risk mitigation, preventing significant revenue loss and developing sole/single-source mitigation roadmaps.
- ❖ **Optimized inventory strategy** by rationalizing portfolio complexity and enhancing obsolescence modeling, reducing SKUs by 10% and improving inventory turns by 30%.
- ❖ **Led end-to-end supply planning for a global product launch**, including demand cannibalization modeling and implementation of global returns and reverse logistics infrastructure.

**GE / Baker Hughes → Procurement, Sourcing, and operations Leader Oct 14 → Jan 19**

- ❖ **Led Procurement and Sourcing:** Directed a 20+ member team in procurement, strategic sourcing, and external manufacturing, managing \$200M+ in spending across Artificial Lift, Subsea, and Pressure Control segments.
- ❖ **Drove Post-Merger Synergies:** Spearheaded synergy projects post-GE O&G and BHI merger across 23 countries, rationalizing the supplier base, enhancing cost efficiency, and managing a \$700M+ budget with a team of 40+.
- ❖ **Led Third Party Manufacturing Operation:** Led external manufacturing network planning and Make vs Buy strategy, achieving 20% increase in local content enabling Baker Hughes to win Best Supplier Development Award in 2018 and 2019.
- ❖ **Implemented Margin Improvement:** Developed a Margin Improvement Framework started upstream at Inquire-To-Order phase from customers, boosting gross margin by ~15% and realize more than +200MM of cost avoidance.
- ❖ **Secured Major Contracts:** Led complex multi-year contracts negotiations, including Baker Hughes' largest localization contract (\$50M in Egypt-Zohr Gas Field), enhancing long-term service contract profitability.
- ❖ **Enhanced S&OP Efficiency:** Improved S&OP efficiency with robust external supply planning, increasing capacity utilization, on-time delivery, and inventory turns and improving Suppliers OTD by 35%.

**GE – Corporate → Senior Associate – Corporate Audit Staff Aug 12 → Oct 14**

*Nomination-based leadership program focused on skills enhancement, special projects assignments, financial & compliance audits.*

- ❖ Led financial and compliance audits, presenting key findings and strategic recommendations to C-suite executives.
- ❖ Supported M&A financial integration and post-merger execution drive to realization of M&A financial objectives.
- ❖ Spearheaded the establishment of a 1,000-women Business Process Outsource office in Riyadh as part of GE's localization strategy focused on enterprise standard and scalable Global Center Capability.
- ❖ Led a \$1B cost optimization initiative, streamlining support functions across 80+ P&Ls and impacting 80,000+ employees.

**GE – Transportation → Supply Chain Fulfillment Leader - Order to Remittance Jan 09 → Aug 12**

- ❖ Led a team executing and optimizing Order to Remittance, improving logistics and trade compliance. Managed \$40M+ VMI and executed \$50M+ multi-country parts agreements.
- ❖ Localized fulfillment processes, managing local third-party operations and boosting efficiency and reducing compliance risks.
- ❖ Executed long-term parts agreements across multiple countries totaling +\$50MM including warehousing management.

**Kaeser Kompressoren → Regional Sales Engineer Feb 08 → Dec 08**

- ❖ Directed KAESER Regional Sales and Operations Planning processes, including dealers support, training, competitive analysis, and customer engagement.

**Komatsu → Service Representative Engineer Jun 06 → Feb 08**

- ❖ Enhanced Komatsu distributors support and sales through targeted operational assistance, with a focus on planning & performance analysis for distributor and implemented parts and services sales model.

**Caterpillar → Parts and Services Sales Rep - Field Service Engineer Aug 04 → Jun 06**

- ❖ Delivered field service operation, technical support, and training for Caterpillar equipment, and drove customer support through parts and services sales activities at Caterpillars dealers.