

Andrea K Abegg

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PROFILE

Dynamic COO / VP level leader with **+24 years' E2E Strategic and Operational experience** leading Global Logistics, Customer Service, Planning, Procurement, & Final Manufacturing in D2C and B2B channels for global organizations (Apple, Amazon, Fitbit, Snapchat, Intel, PMI, Estee Lauder). +18 yrs APAC Operational experience focused on Singapore, China, Australia, Japan, SEA, S Korea & HK.

Career highlights:

- Designed and Scaled Global Logistics (+400%) during high growth & IPO exit's: Fitbit, Snapchat (E2E Supply Chain + Retail Store mgmt.)
- Built high-performing Global Operations teams delivering continuous improvement and cost savings: Estee Lauder (\$218m), Fitbit (\$83m), Snapchat (+\$10m), Intermec (\$8m)
- Led Fulfillment transformations deploying Fulfillment Strategy Roadmaps: Estee Lauder, Fitbit, Snapchat
- Executed Global Logistics Network Strategy: New partners, countries, sales channels, and product launches: Fitbit, Snapchat, Intermec, PMI
- Reduced Freight losses worldwide through analysis of leaks, critical external law enforcement collaboration and process changes, 350% reduction across 5 yrs: Intel
- Led start up of company 1st Refurbishment program, implemented in 7 wks, 1st Quarter: **2% gross margin** improvement: Fitbit

Educational highlights: MBA and BS in Supply Chain Management, Arizona State University

PROFESSIONAL EXPERIENCE

Estee Lauder Companies

Singapore – US - Switzerland

Vice President Global Logistics

2020 - present

Responsible for design & leadership of ELC's 1st **Global Logistics Organization**, including Fulfillment center (FC) Automation, 3PL Global supplier management (+\$1B annual spend, +60 FC's), business continuity & risk mitigation, logistics capacity management, FC and transport technology implementations. Reporting to COO, 16-person direct team, >1000 indirect global team, **covering Asia, Europe, N. America & LATAM.**

Key accomplishments:

- Designed Global Fulfillment **5-year Strategic roadmap** – delivering improvements to ELC's top Fulfillment/Logistics challenges
- Mentoring next generation of Supply Chain leaders: +20 mentee's across Asia, US, Canada, UK, & EU. Active in the Reverse Mentor program and Women in Supply Chain ERG's.
- Deployed **Global Fulfillment Strategy roadmap**, including:
 - **Supply Chain B2C Acceleration:** Global Peak Holiday Fulfillment Readiness program (10x volume / 10k employees CN 3PL ramp up), Cost to serve, EU/US DOM implementation, unboxing and sustainability enhancements. Perfect Order metric (97% C2D) YOY

- improvements of 6.1%, resulting in 16% reduction in fulfillment customer call center contacts (\$1m savings).
- **Cost Optimization:** Through RFQs, process improvements, and mode changes, achieved transportation cost savings of \$218m.
- **FC Capacity, Network Modeling & Simulation:** capacity model focused by channel, brand, and FC. Resulting in Global FC capacity reviews, gap identification + mitigation of capacity risks. Simulation of peak shipping and Network modeling for optimal 3PL FC center placement based on center of gravity.
- Designed Global Fulfillment Make vs Buy (3PL) framework, resulting in +10 FC decisions in Asia, Europe, LATAM and NA within ELC network of +60 FC's.
- **Transportation Performance & Visibility Improvements:** weekly Transportation performance reviews, OTD improved from 83% (FY22) to 91% (FY23). Transport lead time reduction YOY 14% (10 days), \$65m working capital reduced.
- **Supplier relationship mgmt:** implemented 1st Global Air RFQ with 20% lane carrier changes. Fulfillment SRM Framework established, global governance and joint value creation with fulfillment suppliers; spanning Transportation + Warehousing
- **Sustainability:** responsible for creation of scope 3 emissions glidepath to external target (60% per unit reduction by 2030).

Philip Morris International - IQOS (PMI)

Switzerland

Head of Global D2C (Direct to Consumer) Logistics

2018 - 2020

Responsible for Global D2C Logistics Strategy and final mile delivery Infrastructure for IQOS products. Supporting +50 Logistics country networks across Asia, Europe, Middle East, and N. & S. America. Key accomplishments:

- Scaled B2C infrastructure, achieving critical Logistics KPI's, during **2x volume growth**
- Designed **Global Logistics Supplier Governance Program:**
 - Global B2C Logistics QBR process: significant operational improvements in 6 countries
 - Launched 1st Global standardized B2C Logistics KPI Scorecard (cost & service)
- **Strategy for Regional D2C Logistics Network Design**
 - **Led Asia B2C 3PL RFI:** assessed 15 3PL's across 11 Asia countries on 42 dimensions
 - **B2C Logistics subject matter expert for LSP selection and challenge resolution for Asian markets:** HK, VN, PH, JP, KR, ID, and TW.
 - Led Europe & ME 3PL RFI identified top 2 suppliers for BCP, covering 9 countries. Middle East Logistics network design: selected/awarded regional 3PL for services across six countries (UAE, SA, Arabia, KW, QA, LB and JO).
 - **D2C Logistics MSA Contract and Cost Negotiations:** Led 3PL cost negotiations resulting in **\$3.3M** savings. Negotiated and implemented new **Global MSA's**.
- **Improved B2C & Brand Retail Logistics consumer experience**
 - Improvements per country: transportation visibility (IT), inventory accuracy (SK, CZ), returns processing time (CZ, SK, DE, DK), on-time delivery (PL, IT, FR), LSP system uptime (UK), inbound receiving (DE).
 - Ecom Market Benchmarking study: assessed + launched improvement program for top 20 countries on Ecom Logistics parameters.
- Designed 1st B2C Logistics **New Product readiness process:** preparing 3PL's and regional logistics teams for new product launch activity, implemented globally.
- Created 1st **B2C Logistics Guideline assessment**, defining required capabilities for B2C 3PL's. Guidelines implemented in 14 countries
- Responsible for leading **Logistics technical system requirements:** order placement-delivery, OMS, Marketplaces, future innovation: pick up, click & collect. 18 countries in-scope.

- **COVID-19 Prevention plans** implemented situation tracking system and cross-department SOP to monitor COVID impact on B2C Logistics globally.

SnapLabs (Snap Inc)

Los Angeles, CA

Director Global Logistics, Europe Operations & Retail Programs

2016 – 2018

Responsible for building all global aspects of Distribution center (DC) strategy and operations, Retail Store / GTM strategy, Transportation, and Global Trade Compliance for growing hardware start-up (product: [spectacles](#)). Leadership for Global Logistics, European Operations team, and Global Brand Retail program (+50 people).

- Leadership for **European SC Ops** team: hired Snaplab's first EU operations team, including customer service, logistics forward / reverse, quality, planning/S&OP, and account management. Responsible for all in-region escalations commercially and operationally.
- **SnapBot and Retail Store programs:** Responsible for all fulfillment operations through retail and Bots for [Spectacles](#) product. Created Go-To-Market strategy for Spectacles retail and Bot programs. Including stand-alone Snapchat retail stores & engaging with stores for shelf space (John Lewis, Selfridges, Harrods UK).
- **Implemented US and EU FC Operations**
 - Enabled B2C and B2B fulfillment operations to 19 countries, achieving 99% fulfillment accuracy, completed in 8 weeks (US), 12 weeks (Europe).

Fitbit

San Francisco, CA

Director Global Logistics & Trade Compliance

2013 – 2016

Responsible for building all global aspects of Postponement/Pack-Out, Fulfillment, Transportation, DC management, Global Trade Compliance, Returns, and Refurbishment. Leadership for a team of 15 across US, Asia and EU.

- Successfully managed Start-Up High Growth: **440% unit sales growth** within first 2.5 years
- **Scaled Logistics / Fulfillment function:** Postponement, peak B2B Retail and B2C Ecom Fulfillment volume growth (B2C: 7x growth, B2B: 2x growth), and Transportation capabilities (0-3 global carriers, dual sourced). Supported company revenue growth of 255% in first 1.5 yrs.
- **Implemented new DC's** in China, Canada, and Europe supporting Global Sales growth: daily operations reviews, supplier selection, MSA negotiations, system implementation, tax considerations.
- **Led Expedited Product Postponement transfer from the US to Asia:** avoided \$150M revenue loss due to US DC capacity constraints. Responsible for moving all existing (CAN, EU) in-region pack-out to Asia 3PL DC.
- Sustained **high Logistics Performance** during high growth period in CN, US and Europe DC's: 96% pack-out completion, 98% on-time fulfillment, 99% on-time inbound freight
- **Logistics Cost Savings: \$82.5M** savings (29% reduction), **5.3% Gross Margin** improvement.
Top projects:
 - Transfer in-region Product Postponement to Asia: reduce capacity risk, improved quality & performance, **\$45M**
 - US B2C carrier rate reductions: **\$16.5M**
 - US DC rate negotiation / Tax reversal & Returns improvements: **\$10.4M**
 - Inbound freight rate reductions: **\$8M**
 - Revised US HTS/Duty on new products: **\$6.5M**
 - Ocean vs. Air freight mode change: **\$6M**
 - Direct Ship program from Asia to Asia in-region retailers: **\$1M**
- **Implemented ERP Logistics System** at 4 Distribution Centers
- **Global Trade Compliance:** established processes and procedures to create Fitbit's 1st Global Trade Compliance program.

- **Refurbishment program:** Led the startup of Fitbit's 1st Refurbishment program, implemented in 7 weeks. **2% gross margin** improvement, **\$8.3M** material / logistics savings, **\$18M** cost reduction.

Amazon

Seattle, WA

Transportation Procurement Sr. Manager

2013 – 2013

Responsible for global negotiations and carrier discovery for International Imports / Exports and Domestic Same Day delivery service initiatives. Drove strategic decisions on supplier fit and future strategy. Manage suppliers to deliver to Amazon's future strategic requirements.

Intermec Technologies

Seattle, WA / San Francisco, CA

World Wide (WW) Logistics Sr. Manager

2009 – 2013

Global leadership for all Logistics Strategy & Operations: Negotiation RFQ's, Performance Management, and Data Analytics. Managed team of 10 across Seattle, Singapore, and the Netherlands.

- Key Projects: Global multi-mode RFQ (YOY 19% freight savings), Global analytics Dashboard (\$2m savings identified), executed MSA's with all logistics vendors, expanded Asia 3PL warehouse 70%

Apple Inc

Cupertino, CA

WW Logistics –Global Supply Manager (GSM)

2008 – 2009

GSM for Apple's Global Track & Trace (GTT) IT solution and WW Logistics data reporting owner.

Intel Corporation

Phoenix, AZ

Site Transportation Manager and Freight Security

2001 – 2007

Responsible for the AZ site's inbound and outbound transportation and local warehousing operations, managing six employees. NA rep for Intel's Freight Security: initiatives resulted in a 350% reduction in freight losses worldwide in 2005 (\$7M savings).

EDUCATION

Arizona State University

Tempe, AZ

Masters in Business Administration

2006

B.S Supply Chain Management

2001

Harvard Negotiations Institute

2015, 2012

PUBLICATIONS

"SCs are about people: Exploring complex socio technical systems, collaboration, and firm performance", Academy of Management Proceedings 2018.

"People Over Technology: A Sociotechnical Perspective on Unlocking Collaborative Capability's Performance impact", (In Review) International Journal of Production Economics.