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VP / Head / GM Operations and COO-Track — Supply Chain, Logistics and Operations Transformation — Southeast Asia

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Professional Summary

Operations executive with 22+ years building and scaling end-to-end supply chain, logistics, and operations functions across five Southeast Asian markets: Indonesia, Malaysia, Thailand, Vietnam, and Singapore, serving retail, e-grocery, pharmaceutical distribution, e-commerce, and mobility organizations. Track record spans the full operations stack: demand planning, inventory and stock availability, last-mile and middle-mile execution, 3PL strategy and API integration, Transportation Management Systems, Sales and Operations Planning (S&OP), and the KPI architectures that make operational trade-offs visible to executive leadership.

Equally comfortable as the domain-expert partner to Product and Engineering, authoring BRDs, epics, and user stories in JIRA and Confluence, and translating fleet, routing, and SLA logic into production-ready specifications, bringing a combination of product craftsmanship and operational credibility uncommon in either discipline alone.

Recent executive engagements have centered on transformation, capability building, and operating model redesign, through permanent, interim, and fractional leadership assignments. Builds operating frameworks that withstand growth, develops leaders who operate independently, and makes disciplined calls on where to invest, standardize, outsource, or remove complexity, while partnering with C-suite leadership to translate operational and supply chain realities into business strategy.

Career Highlights

- Delivered EUR 2.7M in combined annual economic impact at ZALORA across 7 markets, through 3PL shipping savings, automation-driven headcount reduction, reconciliation productivity, and faster billing, as the Senior Product Manager who authored the BRDs and owned the roadmap
- Lifted on-time delivery by 17 percentage points at SwipeRx in 6 months while expanding distribution coverage 20 percent and holding logistics cost at 5 percent of revenue, across 16,000+ pharmacies
- Consolidated 35 percent of last-mile trips into multi-drop orders at AlloFresh via a TMS transformation, cutting cost-per-order from IDR 28,000 to IDR 12,000 while holding SLA above 95 percent
- Cleared approximately 3,000 of a 14,500-document proof-of-delivery backlog in week one of standing up Blitz Electronic Mobility's first Control Tower function
- Built the Center of Logistics Excellence and PMO function from zero at Kamadjaja Logistics, leading a team of 18 and achieving a 100 percent national logistics certification pass rate
- Managed an annual commercial portfolio of USD 1.4M at UPS while opening a new export trade lane from Central Java to the United States
- Enabled instant-delivery service at 90 percent availability across 3 countries at HappyFresh through regional OKR orchestration
- Operated across 5 Southeast Asian countries; reporting lines have included COO, VP of Operations, VP of Product, and Senior Director of Operations

Skills

Operations Transformation: Operating Model Design, Operational Excellence, Business Process Improvement, PMO and Governance, Performance Management, Change Management

Supply Chain and Logistics: End-to-End Supply Chain, Transportation Management, Network Design, Distribution, Last-Mile and Middle-Mile, Inventory Management, Demand Planning, Sales and Operations Planning (S&OP)

Product and Technology: Product Management, BRDs, Epics and User Stories, API Integration, OMS, TMS, Control Tower Design, JIRA, Confluence, SQL, Metabase, Tableau

Commercial Leadership: P&L Management, Strategic Account Management, Pricing Strategy, Contract Negotiation

Leadership: Cross-Functional Leadership, Executive Stakeholder Management, Capability Building, Team Development and Coaching

Professional Experience

Head of Operations, Rainmaker (Build.ai, Indonesia) — November 2026 (Trial Engagement)
Engaged to design the national field-equipment inventory and circulation system, covering wearables, SD-card data logistics, and a PUDO network, behind a large-scale field data-collection operation. Built a Sales and Operations capacity-planning model translating commercial targets directly into wearable, consumable, and headcount requirements, and scoped the PUDO network execution approach (heat-mapping, SLA zoning, isochrone analysis, 3PL partner selection), within a one-week engagement.

Head of Control Tower and Product Operations, Blitz Electronic Mobility, Jakarta — February 2026 - May 2026
Established the company's first Control Tower function connecting demand planning, rider capacity, operational monitoring, and business decision-making across four client verticals. Cleared approximately 3,000 of a 14,500-document proof-of-delivery backlog in the first week, protecting invoice integrity and creating the operational foundation for disciplined execution.

Head of Logistics, AlloFresh, Jakarta — February 2025 - December 2025
Owned national last-mile and middle-mile operations across 5 cities. Designed TMS decision logic and optimization hierarchy, and introduced isochrone-based delivery commitments using historical demand heatmaps, consolidating 35 percent of last-mile trips into multi-drop orders, cutting cost-per-order from IDR 28,000 to IDR 12,000, and holding SLA above 95 percent.

Senior Manager, Branches Sales, RPX One Stop Logistics, Surabaya — September 2024 - February 2025
Led commercial expansion across 9+ cities and embedded an OKR cadence with structured pipeline hygiene and deal qualification standards, securing approximately 80 percent of new pipeline within the engagement window.

Fractional Chief of Staff and Head of PMO, Sevima — October 2023 - December 2023
Stood up JIRA-based program governance across 100 percent of active projects and deployed automated uptime monitoring, giving leadership real-time visibility into delivery and platform reliability for this EdTech SaaS organization.

Director of Logistics, SwipeRx, Jakarta and across 2 countries — September 2022 - September 2023
Owned end-to-end pharma distribution logistics to 16,000+ pharmacies. Redesigned national SLA architecture and stood up nationwide logistics dashboards and governance, lifting on-time delivery 17 points in 6 months, expanding coverage 20 percent, and holding logistics cost at 5 percent of revenue.

Senior Manager, Regional Logistics, HappyFresh, Indonesia, Malaysia, Thailand — January 2021 - June 2022
Ran a 3-person regional team orchestrating OKRs across three countries; introduced Instant Delivery capability and improved cold-chain standards, enabling instant-delivery service at 90 percent availability.

Senior Product Manager, Logistics, ZALORA, Jakarta, Kuala Lumpur, Ho Chi Minh City, Singapore — March 2019 - December 2021
Owned the logistics product roadmap across 7 ZALORA markets, independently authoring BRDs and leading the 3PL API integration program, translating operational requirements into standardized, scalable product architecture and delivering EUR 2.7M in combined annual economic impact through 3PL shipping savings, automation-driven headcount reduction, reconciliation productivity, and faster billing.

Head of Center of Logistics Excellence and PMO, Kamadjaja Logistics, Surabaya — January 2018 - March 2019
Built the company's first Center of Excellence and project-governance framework from zero, including competency frameworks, training curricula, and instructor standards, achieving a 100 percent national logistics certification pass rate across a team of 18. Subsequently led the operational and commercial turnaround of the courier and air-freight subsidiary, restoring profitability and service performance to approximately 1,500-2,000 shipments per day.

Trade Advisory Consultant, Foreign Government Trade Agency, Indonesia — October 2017 - October 2018
Facilitated cross-border business cooperation between Singapore and Indonesian companies for a foreign government trade agency, across tourism, municipal development, and port and logistics projects in East Indonesia.

Fractional Branch Leader, JAS Worldwide, Surabaya — November 2016 - October 2017
Fractional leadership to establish and run JAS Worldwide's first Surabaya branch, including operations and financial controls (accounts receivable, accounts payable), growing operating profit from an average of IDR 28-30 million to IDR 36-42 million within 3 months.

Earlier Career: UPS, Kintetsu World Express, TNT Express, K-Line Logistics, DHL Express, Singapore Airlines, Surabaya, Jakarta, Singapore — 2004 - 2016
Commercial and branch leadership across Surabaya, Jakarta, and Singapore. Managed an annual commercial portfolio of USD 1.4M at UPS while opening a new export trade lane from Central Java to the United States; turned a branch from a monthly loss of approximately USD 7,000 to a monthly profit of approximately USD 13,500 at Kintetsu; implemented DHL Express Indonesia's GEMA customer-service and shipment-tracking platform as Customer Care Manager; and began as an Airport Customer Service Manager at Singapore Airlines, maintaining 100 percent on-time departures over a six-month stretch. This period built the commercial and operational foundation for everything since.

Concurrent fractional and advisory work has included AI and large language model evaluation research, and adjunct lecturing in logistics and industrial engineering at Universitas Internasional Semen Indonesia (UISI).

Education

Master of Technology Management, Institut Teknologi Sepuluh Nopember (ITS), Surabaya, Indonesia, 2012 - 2015

Bachelor of Industrial Engineering, Institut Teknologi Sepuluh Nopember (ITS), Surabaya, Indonesia, 1998 - 2004

Certifications

Certified Professional in Logistics Management (CPLM), 2023

Certified Supply Chain Manager (CSCM), 2020

IATA Dangerous Goods Regulation, 2004 and 2012

Export, Import and Indonesian Customs Regulations

Tools and Languages

Systems: TMS, OMS, WMS Concepts, ERP Exposure. Software: JIRA, Confluence, Miro, Trello, SQL, Metabase, Tableau.

Methodologies: Agile, Scrum, OKR, Kaizen, Lean, PDCA. Languages: Bahasa Indonesia (Native), English (Professional Working Proficiency).