



Kwame Darkwa

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Dual Citizen U.K. Ghana

Well-travelled, fully bilingual written and verbal communicator, editor and data analyst. Proven ability to handle and effectively organize multiple tasks to achieve specific goals, manage projects and work effectively in high pressure professional environments. Result oriented with 15+ years of experience effectively leading large cross-functional teams within a multicultural environment.

Supply Chain Management Competencies

- Customer Service & Order Management
- Warehousing and Distribution Management
- Channel & Business Development
- Import Export and Triangulation
- Supplier Relationship Management
- S&OP Demand & Supply Management
- Project Management
- People Development & Coaching
- Goal Alignment & Lean Tool Application
- Team & Stakeholder Management

CAREER EXPERIENCE

AP Moller - Maersk

Head of FMCG, Africa

Tema, Ghana

Oct'22 to present

Drive aggressive Logistics & Services (L&S) and ocean pipeline growth in the FMCG channel for Africa, providing a regional liaison for Key Customers, Global Leadership and KCDs. Provide regional visibility and assist area leadership in understanding the potential and value propositions for strategic partnerships across Africa. Drive growth via enablement of the sales community, collaboration with product and CX teams, and streamlining of growth strategy across the 5 different Areas of Africa (45 countries).

Key Contributions:

- Develop & validate the FMCG growth Strategy and Roadmap for Africa 2023 -2025
- Assist Global Leadership & KCDs in understanding the regional potential and capabilities that may assist in offering high value solutions for FMCG customers.
- Provide visibility and support to the 5 area managing directors on KC footprints in Africa, business performance, outlook, threats & opportunities. Develop & formalise standard routines, Best Practices for Sales community in dealing with FMCG KCs and support in execution.

FrieslandCampina CD Africa Ltd

Regional Supply Chain Manager, West & Central East Africa

Abidjan, Cote d'Ivoire

Oct'20 to Oct'22

Managed 13 direct reports in 5 functional departments, driving top & bottom line growth via efficient demand & supply planning, ensuring supply for 47+ customers in 33 countries across West Central & East Africa. Manage the supply of raw, packaging and spare parts - Responsible for the management of up to \$21mio in inventory of finished goods, raw and packaging materials and spare parts.

Key Contributions:

- Drove 8% volume growth in 2021 through a robust S&OP process with an annual turnover of 170mio Eur.

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- Support group restructuring change management process with the review of the Abidjan Supply Chain organisation.
- Successful review of End to End Supply Chain processes with change in Business Model and Route to Market from 1 distributor to 25 in Ivory coast.
- Review of sourcing and distribution network and logistics partnerships based on projected growth and warehouse capacity projections to maximise production volumes and optimise cost, in line with annual budget.

Nestlé Central & West Africa Ltd

Accra, Ghana

Regional Customer Solutions Manager,

Oct'17 – Sep'20

Responsible and accountable for the flawless end to end management of local, export customer orders, claims and returns for the region. Manage and lead the centralized Center of Competence Team in each of the 6 Clusters (Nigeria, Coastal, Atlantic, Tropical, Savanna and Angola) covering over 22 countries for a total of 800+ customers processing an average of 6,500 orders per month with a turnover of 1.3 bio CHF/Year. Collaborate cross-functionally with Cluster Management to organize and align all stakeholders with the goal of customer satisfaction, minimizing all waste and complexities in the process flow.

Key Contributions:

- Demand Capture Automation 56% FY 2019 to 98 % YTD 2020, Angola O2C Optimization Project
- Implementation of delivery date scheduling and improvements in On-Time Delivery
- BPAID Replenishment tool implementation 0.4% Jan'20 to 22% Aug'20

Nestlé Central & West Africa Ltd

Accra, Ghana

Regional Customer Facing Supply Chain Manager,

Feb'15 - Oct'17

Drove innovative and sustainable collaborative Supply Chain initiatives and solutions to accelerate commercial success for Nestlé and its distributors across Central & West Africa.

Pushed the downstream Supply Chain vision through collaboration with country management and relevant stakeholders in order to implement VMI CMI and provided real-time distributor inventory visibility shifting the focus from Primary sales to Secondary sales & optimizing the value stream.

Key Contributions:

- Implementation of BPAID Reporting Tool, InShelf App, Open Text App, EWR, Hybris, CMI/VMI
- Optimized Regional NiM stock in trade levels from 4 to 3 weeks in 2016
- Drove reduction of on-shelf freshness from 190 to 115 days over a period of 10 months
- 4 month project in Ndjamenia revamping the E2E Supply Chain for Nestlé Chad

Nestlé Group Headquarters

Vevey, Switzerland

Corporate Logistics Specialist,

Sep '14 – Feb'15

Worked closely with Global Supply Chain, Corporate Physical Logistics Team of experts in Distribution, Warehousing, Transportation, Globe and Warehouse Management Systems, Outsourcing & Management of Service providers, Safety, Sustainability etc. Supported in the development of Global Supply Chain Physical Logistics initiatives (Logistics Excellence Reviews, BIC assessments and Distribution Network Reviews).

Key Contributions:

- Group guideline for logistics outsourcing & LER BIC assessment tools for Group Corporate logistics

Nestlé Burkina Faso

Cluster Customer Service & Distribution Manager,

Implemented and ran a centralized Customer Services and Material Handling Shared Service Centre from Ouagadougou Head Office covering Burkina Faso, Mali, Togo Benin and Niger. Led a team of 15 staff based in responsible for processing, billing and delivery up to \$127million in NPS/year through 6 distribution centres in the cluster countries holding a combined stock level of up to \$20million, 13,450m2, 7,000 Pallet capacity.

Key Contributions:

- Optimized variable distribution costs through review of 3rd party logistics service provider contracts

Ouagadougou, Burkina Faso

Jan'11 – Aug'14

Nestlé Central & West Africa Ltd

Regional IMPEX Customer Service Officer,

Coordinated the end to end order management for triangulation Impex sales as the single point of contact for all non-commercial issues for the 9 distributors covering the Sahel region with a turnover of \$84 million/year. Including customer credit management and analysis and monthly top-line projections to regional management.

Key Contributions:

- Transfer of Shared Services from Dakar to Ouagadougou & SAP implementation project for Sahel Cluster

Accra, Ghana

Jun'06 – Dec'10

EDUCATION AND CREDENTIALS

Bachelor of Arts in Economics, Minor in French, May 2003

UNIVERSITY OF MASSACHUSETTS Amherst, Massachusetts USA

APICS CSCP Certification 2023 - Ongoing