



Value creation through operational excellence and digitalization

PROF. DR. MARTIN KOTULA
EXECUTIVE CONSULTING & INTERIM MANAGEMENT

FAST IMPACT. SMART TECHNOLOGIES. REALIZED VALUE.

PROFILE

- Interim Manager and Executive Consultant with over 25 years of experience, specializing in Procurement, Supply Chain Management and Operations, gained in global corporations and leading management consultancies.
- Proven track record in designing future-ready organizational structures, driving operational and digital excellence, and delivering complex efficiency and growth programs.
- Deep expertise in the planning and execution of sustainable cost optimization initiatives and the digitalization of business processes, with a primary focus on Procurement and SCM (Source-to-Pay).
- Experienced leader of international teams with a strong ability to collaborate closely with C-level executives to ensure the achievement of strategic objectives. Decisive, analytical, and execution-driven.



FOCUS

I FOCUS ON EXECUTIVE CONSULTING & INTERIM MANDATES, LEAD TRANSFORMATION PROGRAMS, AND DELIVER RAPID OPERATIONAL EXCELLENCE IMPROVEMENTS.

OPERATIONAL EXCELLENCE

Consulting and interim leadership in CPO and COO mandates, with a strong focus on Supply Chain Management, Strategic Sourcing, and Procurement—driving inventory and warehouse optimization, throughput acceleration, and spare parts management to increase service levels, release working capital, and stabilize operations.

FUTURE-READY OPERATIONS

Building future-ready Procurement and Supply Chain organizations—boosting performance through resilient processes, smart category strategies, optimized supplier portfolios, integrated risk & cost management, effective tail-spend control, robust contracting, and value-driven SRM.

DIGITAL & AI TRANSFORMATION

Driving end-to-end digital transformation across Procurement and SCM—from value-driven use cases and business cases to execution and adoption. Board-level advisory on S/4HANA, sourcing and procurement platforms, and AI-enabled decision-making.

TRAINING & COACHING

Practice-driven training and coaching for Procurement & Supply Chain — from in-house training and digital tools to future roadmaps, negotiation excellence, and executive coaching, driving efficiency, resilience, and strategic impact.

COMPETENCIES

End-to-end expertise uniting practical leadership, consulting experience, and technology—from Sales through Procurement.



EXECUTION

Management Consulting & Interim Management – Focus Procurement & Supply Chain Management

TRANSFORMATION

Operational excellence, digital and AI-Transformation, Advisory and Project Management including functional design

OUTCOMES

Strategic Sourcing, cost reduction, supply resilience, process design and restructuring

LEADERSHIP

Executive leadership and international team development, coaching and training

“LESS TALK,
MORE
ACTION.”



EXPERIENCE



1996 – 2007

ABB

Trainee and operational
Procurement and
Strategic Sourcing,
SAP MM/Ariba



2007 – 2010

Accenture

Management
Consulting
Procurement, SCM,
Sourcing, SAP SRM/MM,
Ariba



2010 – 2013

Kerkhoff Consulting

Management
Consulting
Procurement, SCM,
Sourcing



2013 – 2025

SAP / SAP Ariba

Spend Management Software
Value Advisory, Sales and
thought leadership
SAP S/4HANA, Ariba, Concur,
Fieldglass, SuccessFactors,
Signavio

YEARS

VALUE CONTRIBUTION

01

PROFIT IMPACT

I design and execute cost optimization programs across direct and indirect spend with a clear focus on sustainable P&L impact. Beyond short-term savings, the approach embeds structural cost discipline through category strategies, sourcing excellence, and governance. Results are measurable, repeatable, and board-relevant.

02

DIGITAL EFFICIENCY

I optimize and digitize end-to-end Source-to-Pay and Supply Chain processes to increase transparency, speed, and control. Automation, data governance, and fit-for-purpose digital solutions reduce complexity and manual effort while improving decision quality. The result is scalable efficiency with clear ownership and accountability.

03

CASH RELEASE

I help organizations unlock cash by improving working capital across payment terms, inventory, and DPO/DIO. The focus is on balancing liquidity, supplier stability, and operational performance. This enables immediate cash flow improvements without disrupting the supply base or the business.

04

ARIBA ADOPTION

I ensure SAP Ariba and S/4HANA implementations deliver real business value beyond technical go-live. The focus is on adoption, process integration, and organizational readiness across Procurement and SCM. This turns Ariba into a value-driving platform rather than just another IT system.

CASE STUDIES



Global Supply Base Restructuring (consumer goods)

Turning margin pressure into a competitive edge.

CHALLENGE

Rising input costs and retailer pressure eroded margins.

ACTION

Restructured the global supplier base with make-or-buy, outsourcing and insourcing decisions, cross-functional cost workshops, and diversification strategies.

RESULT

Achieved 5–17% cost savings, improved sustainability of materials, optimized working capital, and secured supply continuity.

Crisis Supply Chain Turnaround (Industrial Automation, Asia)

From supply chain breakdown to resilience in months.

CHALLENGE

Supply chain collapse threatened cash flow and production.

ACTION

Implemented cost optimization across categories, ran structured sourcing and re-specifications, built a control tower to prioritize production and segment orders, and launched product complexity management.

RESULT

Delivered 3–12% savings, secured critical components, safeguarded cash flow, and restored supplier reliability – ensuring business continuity.

WHAT I DELIVER

OPERATIONAL EXCELLENCE

End-to-end optimization across procurement, supply chain, warehousing, and spare-parts management—delivering tangible cash release, service-level improvements, and operational stability.

DIGITALLY ACCELERATED

Pragmatic AI- and SAP-driven transformation programs from roadmap to go-live—fast, structured, and focused on measurable outcomes rather than technology for its own sake.

RESULTS FOCUSED

Clear focus on EBITDA, cash flow, and working capital first—then scaling and embedding improvements sustainably into processes and organizations.

PROVEN LEADERSHIP

Trusted as interim CPO, transformation program lead, or board-level advisor—hands-on, close to the team, and execution-driven.

END-TO-END EXPERIENCE

25+ years across industry, consulting, and technology—bridging strategy, operations, and digital execution from Sales to Procurement.

WHY MARTIN?



CLEAR. COLLABORATIVE. EXECUTION-FOCUSED.

By aligning cutting-edge technology, strategy, and AI-driven innovation, I help organizations transform their supply chains, optimize procurement categories, and deliver measurable business results.

My work combines hands-on operational leadership and deep technology expertise—always focused on execution and value creation.

With over 25 years of experience across industry, consulting, and technology—including 12 years at SAP—I am a trusted advisor to boards and C-level executives on procurement, supply chain, and digital transformation. Having started my career in procurement and progressed through consulting leadership roles at Accenture and as Partner at Kerkhoff Consulting, I bring a uniquely practical and end-to-end perspective.

I have led complex transformation programs covering restructuring, operations, cost reduction, strategic sourcing, supplier portfolio optimization, and supply chain stabilization. My advisory work spans transformation roadmaps, business cases, target architectures, organizational development, and value realization—grounded in a doctoral research focus on risk-oriented strategic sourcing.

REFERENCES

“Martin is a results-driven leader who consistently delivers on his promises with precision and excellence”

Kai F.

“Martin is the rare blend of strategic thought leader and detail-oriented operator in the field of procurement and technology.”

Ben R.

“He combines visionary strategic thinking with a strong client focus, always aiming for pragmatic and actionable outcomes.”

Dr. Marcell V.

TIME TO CONNECT



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