

## PERSONAL DATA

Name **Ronald van Marrewijk M.Sc.**  
Birth date 27 May 1975  
Nationality Dutch  
Status Married, 3 children. Living in Delft, Netherlands  
Education Master's degree Mechanical Engineering  
Delft University of Technology (1993-1999)  
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## KEY QUALIFICATIONS

- Sr. Project Manager IPMA level B certified. [www.ipma.world](http://www.ipma.world)
- Proven ability to control all life cycles of projects from Front End Loading to Construction and Start-up
- Effective team leader that delivers result in technical complex projects
- Used to manage large and multiple teams with engineers, maintenance liaisons, operation liaisons, buyers (procurement), supervisors, external engineering contractors and construction contractors
- Strong (financial) reporting skills and Cost estimating skills
- Experienced in stakeholder management on senior level
- Able to overcome and simplify problems
- Interests: renewables, coach junior football team, wood working, running, tennis
- Native Dutch. Advanced English. Basic French

## WORK EXPERIENCE

**May/2024 – current**

### **Project Manager a.i. VRUMONA**

Vrumona is manufacturing softdrinks like Pepsi, 7up, Sourcy, Sisi.

I took over a running project to replace ½ of returnable bottling line and install a new full automatic bottle sorting. There are three equipment vendors that need to work together. The previous project manager could not handle the complexity and had not prepared the civil works and utility piping. The project had a strict deadline because we had to replace a running line in low season with minimal downtime. My team succeeded to deliver the project on time. I reported to management in the Netherlands and Denmark (Unibrew).

**Nov/2021 – Apr/2024**

### **Project Manager a.i. DANONE NUTRICIA**

Nutricia Zoetermeer is manufacturing medical nutrition on a 125 year old site. I was one of the sr. project managers that modernize and expand the production facility. I worked on conceptual master planning, design and permitting for construction of two buildings, build a new piperack, and new electrical and process utilities. Extra complexity was the factory has no space free, new buildings are constructed in middle of existing production with high hygienic requirements. I hired and managed multiple contractors and coordinated the work between them with active coordination toward production and maintenance. I contracted and supervised engineering companies and organized review of their designs with Nutricia and Danone Global. I reported to management in the Netherlands and France.

**Oct/2020 – Dec/2023**

**Project Manager a.i. Delrin (former Dupont)**

Delrin Netherlands is manufacturing polyoxymethylene (POM). I managed 3-4 capex projects with value 16 million euro with different stages from conceptual to execution and commissioning. Responsible for technical design, procurement/contracting, construction, commissioning and safety. Reporting to management in Dordrecht and Global Business Engineering based in the US. Project execution in 24/7 running chemical factory means careful planning is required. I work independently and hire resources if needed. I prepared business cases, held Gate reviews and successfully delivered projects from idea/concept to a running installation.

**Nov/2014 - May/2020**

**Project Manager a.i. HEINEKEN**

I managed 8-9 projects for Heineken with total more than 100 million euro capex to upgrade breweries across the world. The projects were expansions of existing breweries in developing countries. I lead the technical design, procurement/contracting, construction, and safety from begin to start-up. Reporting to local management in several countries and Global Supply Chain based in the Netherlands. Managing projects in 3<sup>rd</sup> world countries without industrial infrastructure and in addition the cultural and time zone aspects made it quite challenging. I hired local site construction management and safety supervisors. I hired engineering activities to companies like Fugro and RHDHV and held review sessions with the maintenance and operations and safety team. I developed Masterplans for multiple breweries.

**Nov/2018 - Nov/2019**

**Project Consultant a.i. TAQA**

I supported TAQA NL to redesign their project management procedures. In close cooperation with TAQA Project Team leader, I re-introduced the stage gated project process to ensure that stakeholders approve the project objective, the cost and planning before execution starts. We organized workshops and developed tools to train the project managers and engineers.

**Jan/2013 - Feb/2015**

**Project Manager a.i. DUPONT**

I lead three major projects in Turn Around of 2014 and 2015. Precise preparation and planning required to execute multimillion-euro scope in few weeks. Being part of Turn Around adds another layer of stakeholder management to coordinate with other projects all happening simultaneous. I subcontract engineering activities to companies like Antea and Worley. I lead the team to design and construct and I hired additional staff when needed.

**Jun/2006 - Dec/2012**

**Lead Mechanical and Project Manager TEBODIN BILFINGER**

At Tebodin I started as Lead Mechanical engineer and developed myself into Project Manager responsible for team of engineers working on basic and detail designs. In later years also leading site management for construction of 4 small gas exploration facilities. I worked several years on site for DSM and Maatschap Europoort Terminal.

**Sept/2000 - Jun/2006 Sales Engineer ENGIE SERVICES**

As Sales engineer responsible for preparation of tenders or quotations for industrial clients like Campina, Akzo Nobel, Masterfoods, Hero, Nestle.

I was responsible for preliminary designs and cost estimates for food and pharmaceutical installations.

**PROJECTS PORTFOLIO**

**Replacement returnable bottle line and automatic bottle sorting, Vrumona bunnik**

*May 2024 – current*

- I lead the team to replace ½ of returnable bottle line and install fully automatic bottle soring centre. My team of 10 engineers, buyers, maintenance and production liaison is responsible for design, permitting, subcontracting the works, supervision of construction. Three main suppliers and 5 smaller contractors.
- I had to jump on a running train and finish a job started by another project manager



**UHT 12 & 13, Nutricia Danone Zoetermeer**

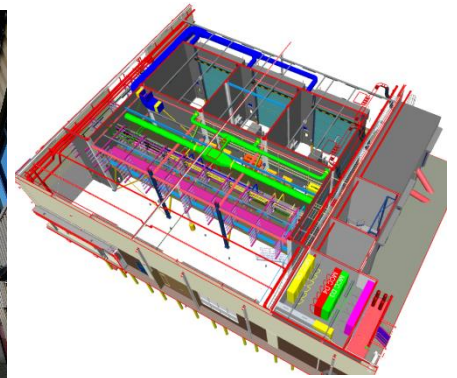
*Oct 2021 – Oct 2023*

- I lead the renovation of multiple story building with a new pipe rack and MCC room. My team of 15 engineers, buyers, maintenance and production liaison is responsible for design, permitting, subcontracting the works, supervision of construction.
- I had to terminate the contract with design firm due their underperformance and hire another engineering company to finish the design.

## Dissolving line D4 & D5, Nutricia Danone Zoetermeer

June 2022 – Apr 2024

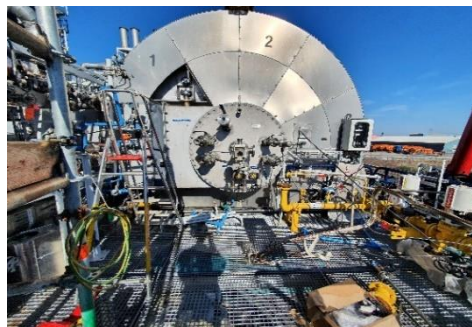
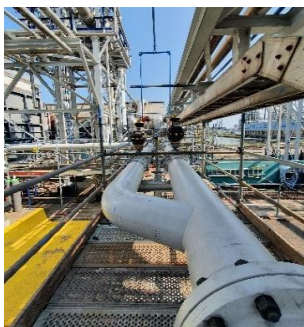
- I supported the plant manager to get financial approval for this project. I lead team of designers, architects and contractors to create multiple designs and cost estimates.
- After approval I lead the detail design and tendering and permitting of the building
- Before construction could start I lead the pre-project relocation of Raw Material machines and storage 1000m<sup>2</sup>.
- The construction of the new building started in Feb 23 and will be finished in April 2024.
- More than 40.000 manhour without LTI



## Formaldehyde Emission Reduction, Dupont Dordrecht

Oct 2020 – Dec 2021

- I took over a project that had serious problems. The previous project manager left months earlier with burn-out symptoms. The detail design was delayed 6 months and there was a serious risk for more delay and higher cost. Hard deadline to finish before end 2021 due to environmental legislation.  
After a few months and increasing cost forecasts I took the step to break up the EPC contract. This generated a saving of 700,000 euro and got the project back under control. I managed the team that successfully finished the project.
- Managing 8 contractors incl. own construction supervisors. Scope: Steel construction, Stainless steel piping, blower equipment, electrical wiring, automation



## Concentrator Elimination, Steam Reduction project, Dupont Dordrecht

Jan 2021 – dec 2023

- I started this project with conceptual design (FEL1) where we investigated several technologies with cost estimates and IRR calculation. The objective is to reduce the site steam consumption with 30%.  
I lead an international team of researchers (R&D), engineers and contractors. Part of the design is pilot plant

testing to prove the process technology works. I worked out several business cases taking into account the ETS CO2 levies, natural gas cost reductions, capex investment and future opex cost.

### **Replacement Human Machine Interface Control Room, Dupont Dordrecht**

*June 2021 – Jan 2023*

- Objective of this project was to replace outdated servers and screens in the central control room. The software is ABB 800xA. The difficulties were to replace software that controls a chemical plant running 24/7 and the change management for the operators.



### **Extension Brewery Heineken Gisenyi Rwanda**

*June 2018 – May 2020*

- Project manager of CAPEX project approx. 23 million euros, includes all technical disciplines, procurement, and safety.
- Managing a team 20 engineers/buyer/supervisor direct. I hired External engineering contractor, Construction and Safety manager. Reporting to an international steering team.
- Managed 5 EPC contractors with 30-50 people labor onsite
- Main challenge was the remote location and absence of local contractors.
- Scope: Energy Recovery System, Packaging line, Beer Fermentation Tanks, Brewhouse Expansion, Process Automation replacement, Wastewater Treatment plant, Civil foundations, and Power Distribution



### **Extension Brewery Heineken Myanmar**

*Jan 2019 – May 2020*

- Project manager of extension of brewery to double capacity. CAPEX value approx. 15 mio euros. Over 80.000 manhours without LTI (lost time incident)
- Managing activities to obtain building and environmental permits from authorities.
- Leading a team 15 engineers, buyers, and construction supervisors. I hired External civil engineering consultant for EPCm services and the local site team of construction and safety supervisors.
- Managed 5 EPC contractors with onsite 50-100 people labor.
- Scope: Heat recuperation system, Bottling and canning equipment, Expansion Brewhouse, High voltage power generation and distribution, Beer Fermentation Tanks, Beer Filtration, Wastewater Treatment plant, 4,500m2 Warehouse and various slabs and roads.



## Wastewater Treatment Heineken Bujumbura & Gitega in Burundi

Sept 2019 – May 2020

- Leading small team to design 2 Wastewater Treatment plants. Cost estimate 10 mio euro
- Executed site survey, prepared Basis of Design including Cost estimates
- Due political instability and lack of hard currency (euro) the project wasn't approved.

## Masterplan Revamp Heineken Brewery Tango Algeria

Mar 2015 – May 2020

- Developed and managed construction teams on site for 5 years in a brownfield Brewery revamp.
- CAPEX value approx. 13 mio euros. I managed team 15 engineers/buyers direct. I hired construction and safety manager. 5 EPC contractors and external engineering consultant.
- Scope: Well Water Treatment Plant, Malt Silos, Waste Water Treatment plant and CO2 recovery.
- The WWTP project was joint venture between Heineken and neighbor Coca-Cola.
- Difficult and complex to construct a brewery in an Islamic country.



## Masterplan Revamp Almaza Brewery Beirut Lebanon

May 2019 – May 2020

- I audited the site, a 50's brewery in the city of Beirut, with small team. We mapped ways to improve safety, efficiency and reduce energy and water consumption.
- Delivered 5-year Masterplan including Cost estimate to renovate the plant. Capex +/- 20 million euro.
- Due to social unrest in Lebanon and economic situation the execution was postponed.

## Strongbow Apple Cider Sedibeng South Africa

April 2016 – Dec 2017

- Project Manager of two phased project to produce Apple Cider. From principal design until start-up.
- Phase 1: fast production of Cider in South Africa with pre-fermented base. Phase 2: in-house cider fermentation and filtration.
- CAPEX value approx. 15 mio euro.

Due to strong deadlines I executed the project in fast track with parallel design and construction. I advised a single source procurement strategy and clearly communicated pro/con of this approach.

## Extension Brewery Heineken Vietnam, Da Nang

Oct 2016 – Feb 2019

- Succeed to double beer production capacity during uninterrupted operation.
- Leading a team of 40 engineers, buyers. I hired external engineering consultants, construction, and safety managers.
- CAPEX value approx. 45 mio euros Labor onsite 100-200 people. 250.000 manhours without LTI
- Scope included: New 500hl Brewhouse, Control Room and Process Automation, Beer Fermentation cellar, Beer Filtration Unit, 5,000m2 Warehouse, Water plant, various smaller buildings, roads, and parking.
- Surpassed the target and Start-up 6 weeks earlier than scheduled by continuous schedule control



## R&D project, Yeast Production Plant Heineken Zoeterwoude

Sept 2015 – June 2016

- Project manager of Basic Engineering greenfield dried yeast production plant of strategic importance.
- Managing an integrated team of external engineering contractor (DPS), researchers, operator, engineers and buyers.
- CAPEX value approx. 35 mio euros. Stopped at Feasibility Study due cost development/low business case. Complexity by Research & Development and new technology.

## Automation Brewery Cairo, Egypt

Dec 2014 – Sept 2016

- Project manager of replacement process automation and beer filtration during operation.
- From basic design until start-up. CAPEX value approx. 5.5 mio euros.
- Overcome challenges in cultural differences and unfavorable political conditions.

## Fire Protection DuPont Dordrecht

April 2013 – Jan 2015

- Project manager of upgrade of five Fire Protection systems in large Petrochemical Factory. From principal design until formal certification by authorities. Construction partially during 3-week turnaround. Total CAPEX value approx. 6 mio euros.
- Obtaining permits from authorities (province Zuid Holland Zuid) and fire department.
- Managing DuPont team: engineers, designers, fire safety specialist, procurement, cost estimating, operations, maintenance, technology, QA/QC, field supervisors
- Managing contractors: EPC sprinkler contractors, Engineering & Consultancy contractors, Civil, E&I



- Project manager of 2 Turn Arounds (TAR) of a Petrochemical Factory. From Front end loading 2 until start-up. First turnaround was Fluor-chemical furnace with 5 weeks downtime, other was a replacement of Class 1 Storage Tank in 3 weeks. Total CAPEX value approx. 4 mio euros. During TAR every day count. Perfect planning required. High Safety Risk
- Managing Engineering Contractor (Jacobs) team engineers: civil, mechanical, E&I, piping, process, instrumentation and scheduling/planning
- Managing DuPont team: procurement, cost estimating, operations, maintenance, construction supervisors, technology, QA/QC.
- Managing civil, P&M, E&I contractors

#### **EPCm of extension Boiler house VOPAK Europoort**

*May 2010 – Feb 2011*

- Project manager from basic design till start-up
- Managing team of engineers, procurement, and construction management
- Commissioning and quality control (FAT/SAT)

#### **EPCm pipeline project for Air Liquide**

*Jan 2010 – Jan 2011*

- Project manager from detail design incl. construction management of 8 inch Hydrogen and 4 inch Nitrogen pipelines in Rotterdam harbor area.
- Coordination of the route selection, soil survey, stress analysis (NEN3650) of underground pipeline, procurement and contracting of contractor (A.HAK) and materials.
- Obtaining permits from City of Rotterdam, Lloyd's, Port of Rotterdam and Prorail

#### **Extension Maatschap Europoort Terminal (MET) in Rotterdam**

*Feb 2011 – Dec 2012*

- Construction/Project manager on the owner's behalf. CAPEX value approx. 30 mio euros. 250.000 manhours without LTI (lost time incident)
- Managing EPC contractor building two 100.000m<sup>3</sup> crude tanks with pumping- blending facility and 1.5 km underground piping average 36 inch. Civil works for bunt walls, concrete foundations. Firefighting systems. New steam boiler and boiler house.
- I hired and managed team of 5 construction and safety supervisors.
- I lead team of engineers, consultants, and buyers. I managed all documentation to obtaining permits from City of Rotterdam and Lloyd's





## **FEED and EPCm realization four gas fields Northern Petroleum**

*Jan 2009 - Mar 2011 (execution) Oct 2007 - April 2008 (design/procurement)*

- EPCm Engineering manager from Detail engineering till Start-up Four gas fields in the Netherlands. Investment excluding well approx. 40 mio euros. Reporting to Project Manager.
- Scope: 10 km underground pipeline, Crude, Condensate pump skids with 16 pumps, Off gas Compressor skid, Production Separator skid, Fuel gas treatment unit, Vent/Flare skid, Vapor Control system, 6 storage tanks.
- Managing team of engineers: underground pipeline designers, mechanical, electrical, piping, process, instrumentation, civil and HSE consultants
- Management of procurement 'on-behalf' of NPN. Selection of vendors and evaluation of quotes
- Organizing and chairing meetings between suppliers and contractors (bouw-overleg)
- Managing the site supervisor

## **White Biotechnology Production in China & Brazil - DSM Delft**

*June 2008 - Aug 2009*

- Project Engineer in two feasibility studies for Biotechnology manufacturing plants.
- Preparation of Basis of Design, equipment lay-out, requisitions / datasheets for 45 package units
- Evaluation of new available technology / equipment suitable
- Field visit for site selection in China
- Cost estimation +/- 30% (CAPEX 100 mio)

## **Basic Engineering VOPAK Terminal Westpoort Amsterdam**

*April 2008 – May 2008*

- Lead Engineer Mechanical for basic design of a storage, transshipment and blending facility of petrol, gas oil, and biofuels. Storage capacity 1.2 million m<sup>3</sup>
- Preparation of tender packages, Selection of vendors for 41 large storage tanks, 3 Vapor recovery installations and 2 Vapor combustors, Piping, Painting

## **EPE-03 Extension Underground Gas Storage Essent / BAM**

*Aug 2007 - Sept 2007*

- Industrial Buyer (ad interim), I replaced the buyer during summer and executed various tenders.
- Evaluation of tenders, Negotiations, Ordering activities.

## **4th line Waste Incineration Power Plant, Afvalverbranding Zuid Nederland (AZN)**

*Jan 2007 - Oct 2007*

- Lead Engineer Mechanical for an expansion of a waste incineration plant Moerdijk
- Coaching jr. Engineers to specify pumps, filters, heat exchangers, valves, vessels
- Selection of Vendors and Technical evaluation of quotes
- Coordination of Site team for commissioning and start-up

## **FEED Zakum Development (ZADCO), U.A.E. (Oil & Gas)**

*June 2006 – Dec 2006*

- Mechanical Engineer in international team for modification of offshore production facilities, new subsea pipelines and new Processing facilities in Abu Dhabi.
- Project stopped after FEED stage because of cost development.

## COURSES

2023	Project control software
2022	Renewal International Project Management Association (IPMA) level B
2021	Sherpa training project management
2020	Various inhouse training MOC, safety, machine directive, ATEX
2017	PM courses Scrum and Stakeholder management
2017-2016	International Project Management Association (IPMA) level B and (IPMA) level C
2017	FIDIC conditions of Contract
2013 & 2021	DuPont Global Project System (GPS)
2012	Management of Engineering Projects, Delft University of Technology by Prof. Dr. Hans L.M. Bakker 180 hrs., subjects: Front end loading, stake holder management, opportunity framing, contracting strategy, risk management, sustainability, planning, cost estimating
2012	Project Management by the Learning Company & Strategy, 40 hrs. Subjects: Front end loading, OHSE, risk management, contracting strategy, planning, cost control, construction management, building high performance teams
2010	Safety Management Training, 16 hrs.
2008-2009	Management Course Young Talent Program, the Learning Company & Strategy, 120 hrs. Personal effectiveness, leadership, change management, business strategy, team building
2004-2008	Various technical courses: compressors, LNG, PED