Projects in core area

Supply Chain Management and Director Operations with Pump Manufacturer

4 projects. Process cost analysis, costs and gross margin by product and complexity. Manage daily meetings for order processing. Improvement of on-time-delivery more than 10 %.

After that, Interim-COO, disciplinary responsible for > 200 employees in milling, purchasing, logistics, assembly, service, quality management, testing, controlling. Manage an expediting project for key suppliers. EBIT increase for about 2 Mio. € (on a level of about 50 Mio. € revenue) without job cuts.

Interim Head of Development

Head of projects for battery and charger development at a premium power tools manufacturer. Worked with Planisware, a multi-project and resource management tool. Expedited a key Polish supplier, on whom the entire team's performance depended.

Project Manager for Production Relocation During the COVID-19 Situation

Mechanical engineering, global market leader. Relocation of all operational activities from a plant in northern Germany to southern Germany. Took over a project delayed by 4 months due to the COVID-19 situation. Production ramp-up in southern Germany achieved within 8 months with 100% on-time-delivery.

Project Manager for Cost Optimization of a Machinery Series

Global market leader in woodworking machines. Turnaround of a critical machinery series involving high-volume, complex machines, with a mix of standard and customized products. Streamlined all process steps from quote generation over production until final acceptance. Relocated labor-intensive modules to a plant in Poland. Led a project team of over 10 employees and monitored progress on approximately 30 measures. Result: increase in gross margin over 1 Mio. € p.a.

Interim Head of Application Engineering, Woodworking Machines

Installed a team to handle sales inquiries with a guaranteed 48-hour response time. Shifted pricing authority from the sales department to this team, overcoming political resistance.

Reorganization of Development Processes at a Software Company

9 projects within a company developing ERP software for insurance providers. Analyzed and optimized all processes, from customer specifications to architecture, clocked software development, testing, training, and customer acceptance. Led strategic, management, and administrative processes.

Project Manager for Design in a Large Project at an Automotive Supplier

Provider of body production technology. Managed a large project for a famous German sports car manufacturer, with equipment valued at approximately 50 Mio. \in , including robots and production machines, and a design budget exceeding 8 Mio. \in .

Interim management with start in unclear project situation. Implemented a change and claim management system. Stabilized design processes related to outsourcing, supply chain, quality assurance, and commissioning. Supervised system assembly and commissioning at the production site. Start of production (SOP) achieved with an exceptionally low number of open issues.

Cost Reduction at a Filling Service

Observed and analyzed production processes in a 3-shift-operation on-site. Developed and implemented cost-saving measures.

Project Manager for Cost Reduction at a Packaging Machine Manufacturer

Global market leader in a narrow segment for complex machinery. Conducted process cost analyses. Developed and implemented cost-saving measures across all business areas. Managed changes and complexity reduction in development and customizing, accelerating order processing and supply chain.

Stabilization of Supply Chain for an Automotive Exhaust System Manufacturer

Analyzed the supply chain during a crisis, 4 hours before belt stop at the OEM. Identified bottlenecks, established a forecasting system, negotiated with suppliers, and implemented optimizations.

<u>Turnaround for a Global Player in Baggage Handling Systems</u>

Division of a global corporation. Conducted cost analyses, developed measures, and managed workshops in Germany and the USA.

<u>Large-Scale Cost-Cutting Project for a Transport Service Provider</u>

Multiple projects for the German market leader. Responsible for all operational processes related to "train operations" as well as administrative processes. Performed process analyses and developed and implemented measures in operational rail services.

Interim Assembly Manager for a Manufacturer of Large Plastic Components

Supplier to the railway industry. Took over in a critical financial situation with an interrupted supply chain. Responsibility for assembly of GFK train heads, stabilizing production through operational ad-hoc measures, supplier visits, and expediting. Documented all assembly processes and relocated assembly operations.

Market Research and Strategy Development for a Systems Manufacturer

Global electronics corporation. division responsible for passenger information systems.

Modularization and Standardization at a Leading Rail Vehicle Manufacturer

Market leader. Interface analysis of all modules of the rail vehicle in collaboration with the responsible teams. Development of a modular system for what is today the world's most successful commuter train.

Business Process Optimization and Restructuring at a Pump Manufacturing Corporation

Analysis and documentation of all order processing steps from quotation till invoicing, modelled in ARIS as an eEPK. Conducted across multiple locations of a pump manufacturing corporation with revenue exceeding 1 Billion €. Process cost analysis, streamlining of the supply chain, and process optimization.

Head of Development and Deputy Head of Production at a Global Electronics Corporation

Permanent position. Responsibility for numerous development projects. Drastic reduction of time-to-market. Planning and controlling from pre-development to SOP. Resolution of resource conflicts. Development, implementation, and utilization of a standardized process for development and pre-series production in Germany, followed by relocation to the Far East and series production there. Transition from suppliers in Germany to those in the Philippines. Supplier visits and approvals on-site, with expediting and analysis of quality assurance processes at the suppliers in cases of issues.

Introduction of structured project management. ISO 9000 certification for development and production.

Projects beside core area

CISO, IT Security Officer (TÜV) at a FinTech Company

BaFin-regulated medium-sized enterprise in Hamburg. Documentation of the ISMS and all processes in Confluence, BCM documentation, risk assessments, guiding the client to a BSI audit.

Preparation of 3 FinTech Companies for DORA

Training in DORA by BaFin and TÜV, preparation of 3 crowdfunding clients for DORA compliance. Compilation of the Register of Information.

Training as a ISO 27001 Auditor (TÜV)

Process Cost Analysis at a Bicycle Retail Chain of Stores

Supporting project for the implementation of a new ERP system. Analysis of the complaints and returns process, including handling in purchasing, logistics, and accounting. Financial evaluation of individual process steps as a basis for decisions about automation (or not) in the ERP project.

Projects and Interim CEO Replacement in IT Security and Data Protection Consulting

10 projects focusing on competitors' analysis, mission and strategy, regionalization, pricing, strategic financial planning, business development, personnel strategy, and employer branding.

Interim Management: Interim CEO replacement during board outage, including power of attorney, responsibility for new orders, and management of the leadership team.

Agile Project Management in Hardware Development

High-Tech Project with a Global Market Leader in Mechanical Engineering: Led a development team to pre-production milestone at record speed.

Implementation of SAP-PS in the Development of a Packaging Machine Manufacturer

Project leadership and decisions about features to be implemented, consulting to key users and controlling.

Time recording and project accounting were already in place. Customization of SAP-PS and data migration completed within just 4 weeks, being necessary because of limited availability of key users. Target met by multi-shift operation and a 24-hour cycle for testing and subsequent customization steps.

Stabilization of Customer Relations for a Life Insurance Provider

Operational management of ad-hoc measures concerning a major broker.

Make-or-Buy Decision for the Development of Radio Systems

Manufacturer of remote control systems for shunting locomotives. Strategic decision to procure subsystems due to backwardness in in-house development.

Certification of Project Management

Alignment of project management within a consulting company with the requirements of the German Automotive Industry. Certification according to VDA 6.2. Principle: Standardized, person-independent project management with interchangeability of project managers. Development of process descriptions and documentation of KPIs.

<u>Software Tool for Project Controlling and Simulation</u>

Testing and quality assurance for a system using MS Project as a frontend and MS Access as backend. Project tracking based on task completion instead of resource consumption as the primary control metric. The client was a global leader in electrical engineering.

Further Projects

Company Foundings: 3x small AG, 2x British Ltd, 2x UG, 1x GmbH, 1x GbR

Concept Development for Improving On-Time-Delivery for a Pump Manufacturer (short project)

IT Security Officer for an Automotive Supplier, Preparation for TISAX certification (short project)

Pricing Project for a Manufacturer of Woodworking Machines

Market Research for a Deep Drilling Company

Ramp-Up of an Engineering Unit for a Packaging Machine Manufacturer

Concept for the Development of a Complex Machinery Manufacturer (short project)

Development of a Key Performance Indicator (KPI) System for a Filling Service Company

Performance Improvement for an Infrastructure Service Provider in the Chemical Industry

Cost Reduction for a Specialized Civil Engineering Company

Preparation of a Valve Manufacturer for a Merger

Productivity Increase in the Sales Department of a Computer Manufacturer