

## BRIEF

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**HC Heinrich Consulting** provides consulting and interim management at both national as well as international industrial companies. It's our main focus to develop operational strategies in a sustainable and result-oriented manner.

## CONTACT

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## BUSINESS

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As an experienced industrial management provider, **HC Heinrich Consulting** offers a very attractive mixture of technical and business expertise. Operational strategy and firm implementation is our passion. Clear operational and financial objectives are our business challenges. It is our proven nature to keep pace with rapid changes in business, even under low budget and tight deadline. Consequently, we succeed in finishing our assignments together with all peers and within the operational and financial scope.

## BUSINESS SECTORS

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- Automotive / Train Industry
- Metal / Electronic Industry
- Boat Building / Plastics Industry

## GUIDING PRINCIPLE

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*Just targets we measure are targets we get!*

## LIST OF PROJECTS

**2025  
3 Months**

### **Automotive Supplier Metall, GmbH, Baden-Baden**

Automotive industry, 34 M€ turnover, 110 employees

Interim Manager

Production Director, responsible for the ramp-up of a new, high-volume product. Simultaneously, ongoing series production for existing customers was ensured. Materials used: aluminium and steel.

A shop floor management routine (Layer 3) with appropriate key performance indicators (SQCD) was agreed upon and implemented with all managers. An OEE board (QLV) was introduced to support the ramp-up. Targeted measures for the continuous improvement of operational key performance indicators were implemented and tracked.

Measurable successes were achieved after just three months: quality > 90%, OEE > 70%, increased output, and reduced scrap.

**2022 – 2024  
21 Months**

### **OEM Boatbuilding, AG, Greifswald**

Boatbuilding industry, 180 M€ turnover, 1,650 employees

Interim Manager

Production Director at the Greifswald site (600 employees) with four final-assembly lines and two pre-assembly lines. Series production of sailing and motor yachts with a hull length of up to 66 feet. Continuous flow production in synchronized lines.

This assignment was particularly marked by the transformation of a shipyard dominated by craftsmanship into industrial series production. To support this, the management routines (QCD) were standardised, a key figure system was introduced, and a quality and productivity offensive was launched.

The number of accidents at work was more than halved. The number of errors per boat has been reduced by 60% and productivity has been increased by 17%. At the same time, the backlog of unfinished boats has been reduced to zero.

The company's EBIT improved from a loss in the low double-digit millions to a profit in the high single-digit millions.

**2019 – 2021  
2 Years**

### **OEM Building Supplier, GmbH, Pirmasens**

Construction industry, 140 M€ turnover, 560 employees

Interim Manager

**Plant Manager** at the site with four production areas: metal sheet metal processing (2 lines), plastic extrusion (38 lines) and injection molding (56 machines) as well as electrical engineering assembly (3 areas).

This deployment was particularly marked by the corona pandemic and at the same time a strong increase in customer demand (+30%) for building technology. The health of the employees could be ensured and the ability to deliver was maintained. At the same time, the management routines (QCD) were standardized, and a Group-wide production system was introduced.

**2019**  
**3 Months**

**Automotive Supplier Metal, GmbH, Hildburghausen**

Automotive industry, 12 M€ turnover, 90 employees

Consultant

**Advisory Support** to the technical plant manager in the preparation of a master plan for the reorganization of the plant.

After a short analysis, a recommendation for action was drawn up and a master plan was developed together with the management group. The implementation of the master plan was supported.

**2018 – 2019**  
**4 Months**

**Automotive Supplier Powertrain, GmbH, Olpe**

Automotive industry, 35 M€ turnover, 300 employees

Interim Manager

**Deputy Plant Manager** at the site. Support of the responsible plant manager during the restart of several products. Ensuring quality and quantity of series delivery to well-known OEMs on time.

Organizing and leading the task force team at the plant. Taking over project management with LOP for an OEM.

**2018**  
**4 Months**

**OEM Material Testing Systems, GmbH, Ulm**

Machine Industry, 195 M€ turnover, 1,350 employees

Interim Manager

**Head of Production** at the Ulm site with production, assembly, industrial engineering, purchasing and logistics. Responsible for a turnover of 85 M€ and disciplinary management of 250 employees.

Vacancy bridging with a focus on quality, productivity and cost-effectiveness in production.

**2018**  
**4 Months**

**Automotive Supplier Interieur, GmbH, Coburg**

Automotive industry, 40 M€ turnover, 350 employees

Interim Manager

**Plant Manager** at the site. Responsible for injection molding, toolmaking, assembly, industrial engineering, quality and logistics. Ensuring quality and quantity of on-time series delivery to well-known OEMs and suppliers.

Create and introduce a concept for group work. Selection and induction of the successor.

**2017 – 2018**  
**5 Months**

**Metal Industry, GmbH, Bamberg**

Metal Industry, GmbH, 39 M€ revenue, 410 employees

Interim Manager

**General Project Manager (PMO)** for 13 projects in all divisions. Responsible for the implementation of the turn-around concept on time and within budget as well as managing 13 project managers.

Goal: Reduced order backlog and restored on-time delivery. Sustainably secured sales growth and profitability.

**2016 – 2017**  
**11 Months**

**OEM Hybrid Sensors, GmbH, Nuremberg**

Electronic Industry, GmbH, 45 M€ revenue, 150 employees

Interim Manager

**Production Director** at the Nuremberg site with clean room production, assembly, final inspection, maintenance and logistics. Responsible for a turnover of 45 M € and disciplinary leadership of 150 employees.

Short-term capacity increase of up to 30% to meet customer demand. Quality and production initiative planned and implemented. Management control and reporting system (MCRS) introduced with operational key performance indicators (KPI).

**2016**  
**5 Months**

**Automotive Supplier of Interior Parts, GmbH, Hanover**

Automotive Industry, GmbH, 33 M€ revenue, 250 employees

Interim Manager

**Plant Director** in Walsrode with injection moulding, tooling, assembly, industrial engineering, quality and logistics. Responsible for a turnover of 33 M € and disciplinary leadership of 250 employees.

Ensuring the timely serial delivery (PRO1) of an OEM in quality and quantity. Create and introduce KPI & MCRS concept. Advancing infrastructure projects and investments for site security. Operational accompaniment of the M & A process.

**2016**  
**1 Month**

**Automotive Supplier of Interior Parts, Ltd., Liverpool**

Automotive Industry, 300 M£ revenue, 400 employees

Consultant

**Logistics Consultant** at GB-Liverpool location with planning, goods, raw material storage, picking and production logistics. Consulting the plant manager and logistics manager for sustainable inventory backup.

A project to reduce and avoid the considerable stock differences was carried out (by date >100 K£/month on target <60 K£/month). Target: inventory / cost reduction and protection to deliver in the JIT / JIS business.

**2015**  
**8 Months**

**OEM Material Testing Systems, GmbH, Ulm**

Metal Industry, 183 M€ revenue, 1,200 employees

Interim Manager

**Production Director** at site with manufacturing, assembly, industrial engineering and logistics. Responsible for sales of 70 M€ and disciplinary management of 240 employees.

Reorganization of the business unit production, in order to become an independent cost center. Implementation of quality program, in terms of lean production and QCD. Increase in turnover of 6.7% above plan.

**2014 – 2015**  
**8 Months**

**Train Industry Supplier, GmbH, Dortmund / Witten**

Transport Industry, 144 M€ revenue, 350 employees

Interim Manager

**Head of Operations** at the site of Witten, with three areas of production, maintenance, industrial engineering and logistics.

Responsible for sales of 125 M € and disciplinary management of 200

employees.

Residue depletion of 9.0 M € to <1.5 M €. Increase the yield of 150% at a consistently high quality of delivery.

**2013 – 2014**  
**11 Months**

**OEM High-Power-Semiconductor, AG Munich**

Electronic Industry, 3,900 M€ revenue, 26,600 employees

Interim Manager

**Vice President** of the high-power semiconductor module division with production sites at Warstein, Germany and Cegléd, Hungary.

Responsible for a turnover of 465 M€ and leading 1,600 employees.

Increased utilization from 65% to 85%, stabilized yield at 92.4%, improved delivery reliability from 87% to 92%, increased overall system efficiency OEEot from 58% to 71%, improved staff efficiency from 84.2% to 91.3%, customer complaints reduced from 10 / month to 3 / month, material WIP reduced from 3.7 days to 3.2 days and sickness rate KQtotal was reduced from 11.2% to 8.9%.

**2011 – 2012**  
**12 Months**

**Automotive Supplier of Filter Systems, Muenster**

Automotive Industry, 340 M€ revenue, 3,000 employees

Interim Manager

**Production Manager** at Nordwalde site, responsible for the plastic injection moulding and assembly of oil and fuel filter modules.

The backlog was reduced by > 15,000 hrs at 0 h and delivery performance was restored to 100%. The overall plant efficiency (OEE) increased on average from 65% to 85%.

**2010 – 2011**  
**9 Months**

**Automotive Supplier of Tank Systems, Graz/Potsdam**

Automotive Industry, 2,160 M€ revenue, 8,800 employees

Interim Manager

**Plant Manager** at Potsdam, responsible for the production of compressed air storage tanks. The successful start-up business has been secured through the development of the safety stock from 0% to 100%, with a delivery quality of <250 ppm and by improving overall equipment efficiency from an initial <10% on final > 75%.

**2010**  
**6 Months**

**OEM for Optical Network Systems, AG Munich/York**

Telecommunication, 218 M€ revenue, 1,014 employees

Interim Manager

**Plant Manager** for a production site and distribution centre.

On time delivery increased from 65% to >90%, inventory level reduced by -50%, shipping accuracy >99%, labour efficiency improved by +130%.

## NETWORK

**XING** – National Network of Professionals

**LinkedIn** – International Network of Professionals

**DDIM** – Dachgesellschaft Deutsches Interim Management e.V.

