

DANIEL DENKER

MBA | Dipl.-Ing. Food Technology

COO | **Site Manager** | **Operations Manager**



Location
Worldwide

Leadership Experience
+ 20 Years
Food & FMCG

Methodology Expertise
Lean Six Sigma
Master Blackbelt

LANGUAGES
DE | EN

MANAGEMENT SUMMARY

Results-driven Interim Manager with over 20 years of leadership experience in the food industry. Specialized in **transformation, greenfield projects, and production optimization** with proven results in KPI development and digitalization.

The combination of technical expertise as a graduate engineer and trained chef with business acumen (MBA) enables a holistic view of operational challenges. Cooperative, fair yet demanding leadership style with operational presence on the shopfloor.

„Dynamic. Integrative. Reliable. Execution-focused!“

Not a numbers administrator, but an operational designer who implements changes directly on the shopfloor.

CORE COMPETENCIES

LEADERSHIP & TRANSFORMATION

Situational leadership of large teams (up to 1,200 employees), change management, reorientation of leadership cultures, team building, personnel development

KPI DEVELOPMENT & PERFORMANCE METRICS

OEE optimization, production controlling, KPI systems, OKR, visual management, balanced scorecard, benchmarking, performance management

DIGITALIZATION & AUTOMATION

Smart factory, SAP integration, MES/MDE/BDE, full automation, paperless manufacturing, Industry 4.0, IoT integration

PRODUCTION & OPERATIONS

Plant management, operations management, production planning, intralogistics, supply chain management, capacity planning, shift models

PROJECT MANAGEMENT

Greenfield & brownfield projects (up to €150M), Six Sigma projects, ramp-up management, investment planning, TCO analysis, go-live management

PROCESS OPTIMIZATION

Lean management, continuous improvement, value stream analysis, waste reduction, standardization, SMED, 5S, shopfloor management

PROJECT PORTFOLIO & EXPERIENCE

INTERIM MANDATE March – April 2026

OPERATIONS DUE DILIGENCE & KPI ARCHITECTURE

Bösch Boden Spies GmbH & Co. KG | Hamburg | Dried Fruits & Snack Production

Initial situation: Strategic baseline assessment of two portfolio companies of a Hamburg-based food trading house (sites in Germany and Poland) prior to an acquisition decision. Cross-site mandate focused on KPI architecture, capacity and equipment evaluation, as well as organizational and process assessment.

2 Sites

DE & PL

DE / EN / PL

Trilingual BSC

GO / NO GO

Board Submission

Cross-Site

KPI Architecture

- Development of a trilingual Balanced Scorecard (DE/EN/PL) with cascading KPIs for management and advisory board
- Cross-site baseline assessment covering production, supply chain, technology, and organization
- Capacity and equipment evaluation incl. dryer optimization, apple chip line, and mono-production strategy
- Preparation of the strategic decision basis for the advisory board (GO / NO GO German target)

INTERIM MANDATE May – December 2025

OPERATIONS MANAGER

HelloFresh Produktion SE | Magdeburg | Meal Kit Fulfillment & Logistics

Initial situation: High-volume environment with extreme scaling pressure, complex temporary worker management, need for optimization in processes and HSE structures.

24/7

Complex Site

1200 FTE

Multinational Site

120,000 to 160,000

Meal Kits / Week

May – October 2025: Senior Operations Manager

- International and Digital
- Leadership of up to 1,200 employees
- Process optimization in the value chain

October – December 2025: HSE Manager

- Development and optimization of HSE structures
- Implementation of safety standards

SELF-EMPLOYMENT Since May 2025

Founder & Managing Director

Food Consulting GmbH | Recke | www.food-consulting.org

Founding and development of own management consultancy specialized in the food industry. Positioning as **“Management Partner for Excellence”** with focus on interim management, production optimization, and leadership development.

- Technical Lead of the AWF Working Group „Operations Management in the Food Industry”

PERMANENT POSITION October 2022 – May 2025

AUTHORIZED SIGNATORY | PLANT MANAGER | GREENFIELD PROJECT

Solent Rheine GmbH / Schwarz Produktion | Nut Roasting & Packaging

Development of a fully automated production plant from greenfield to successful go-live. Overall responsibility for planning, construction, personnel development, and commissioning.

€200M

Revenue Responsibility

€150M

Project Volume

14 % to 67 %

OEE in 10 Months

10 t/h

Capacity

- Personnel development from employee #1 to 125 permanent staff + 60 temporary workers
- Implementation of full automation and SAP integration
- First (pistachio) roasting in the Schwarz Group with 5 t/h; additionally 5 t/h nut packaging

PERMANENT POSITION August 2019 – September 2022**PLANT MANAGER | TRANSFORMATION**

HiPP Produktion Gmunden GmbH | Austria | Baby Food

Task: Transformation of the management team and modernization of grown structures. Management of production and intralogistics.

€100M

Revenue

€22M

Budget

200

Employees

+17 %

OEE Increase

- Transition from traditional to modern leadership methods
- Introduction of production controlling, KPI-based management and KPI dashboard
- Optimization and further development of OKR, BRC and continuous improvement at the site

PERMANENT POSITION July 2010 – July 2019**HEAD OF PRODUCTION**

Sander Gourmet GmbH | Wiebelsheim | High Convenience Products

Responsibility: Management of production, planning, technical development, scheduling and intralogistics of two production plants. Strategy development, integration of multinational teams, personnel development.

€70M

Production Revenue

400

Employees

1,700+

Product Portfolio

€11M

Budget

+26 %

OEE Increase

-65 %

Staff Turnover

+34 %

Profit Margin

2 Plants

Career development: Technical Developer (2010) → Production Manager (2011) → Head of Production (2013)

- Transition from traditional to modern leadership methods
- LEAN and Six Sigma project management
- Strategy development and implementation (efficiency and effectiveness, quality leadership)
- Integration of multinational teams
- Personnel development and recruiting strategies

QUALIFICATIONS

EDUCATION

MBA – Master of Business Administration

HS Koblenz | Business Administration & Finance | 03/2018 – 04/2022

Dipl.-Ing. Food Technology

FH Fulda | 09/2004 – 10/2008

Certified Chef

Maternushaus, Cologne | Graduated 06/2003

IT & TOOLS

CERTIFICATIONS

Lean Six Sigma Master Black Belt

Six Sigma College Düsseldorf | 12/2016

Train-the-Trainer Certification (AEVO)

IHK Koblenz | 12/2010

Methodology Expertise:

Lean Management, CIP, OKR, Visual Management, Shopfloor Management, SMED, 5S

LEADERSHIP & WORKING STYLE

DYNAMIC

Reliable

Integrative

cooperative & fair

Execution-focused

Hands-on at Shopfloor

LEADERSHIP STYLE

Cooperative, fair, yet demanding. Situational leadership approach with focus on personal responsibility and team empowerment. Operational presence directly on the shopfloor.

WORKING STYLE

Transparent communication, data-driven decision-making, focus on sustainable solutions. Quick familiarization with new environments.



CONTACT

Daniel Denker | Food Consulting GmbH

Holunderweg 15, 49509 Recke

Birth: 17.09.1983

+49 171 942 9573 | daniel.denker@food-consulting.org

www.food-consulting.org | [LinkedIn: daniel-denker-162615171](https://www.linkedin.com/in/daniel-denker-162615171)