

Markus Nicolaus

Profile



I drive profitable growth that lasts!

Benefit from my track record of leading large transformation programs, driving swift execution, creating tangible results, and building high-performing teams in an international environment.

PERSONAL DATA

Date of Birth	1968
Nationality	German
Degree	Master's degree in Business Management & Administration, with distinction
Residence	Seeleiten 14a, 82057 Icking, Germany
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PROFESSIONAL EXPERIENCE (OVERVIEW)

09/2014 – today	Interim Executive Consultant Senior Advisor (independent, Munich, Germany) since 10/2022 Managing Director and founder (BrightVest GmbH, Munich, Germany) Executive interim management advisory services top management consulting
03/2020 – 09/2022	Partner (EIP – Executive Interim Partners GmbH, Munich, Germany) Executive interim management top management consultancy executive advisory
09/2014 – 02/2020	Independent interim manager, consultant, and senior advisor , (Munich, Germany) Professional interim management, consulting, and advisory services
02/2012 – 07/2014	Managing Director Europe (Rodenstock GmbH, Munich, Germany) Consumer goods and retail company
07/2004 – 12/2011	Last position Vice President Strategy & Marketing (Siemens AG, Munich, Germany) High-tech company
05/2000 – 06/2004	Last position Director, Member of the Executive Circle (Sapient GmbH, Dusseldorf) Business and digital transformation consultancy
07/1998 – 04/2000	Associate (A.T. Kearney Deutschland GmbH, Frankfurt am Main, Germany) Top management consultancy
03/1994 – 09/1995	Last position Cash Manager (Dow France S.A., Sophia Antipolis, France) Chemical company
08/1990 – 06/1992	Trainee Apprentice Banker (Deutsche Bank AG, Essen, Germany) Bank Financial institution
07/1988 – 06/1990	1st Lieutenant, Interrogation Officer (Bundeswehr, Diez an der Lahn, Germany) German Armed Forces

EXPERT KNOW-HOW

Industries	<ul style="list-style-type: none">• Consumer goods and retail, high quality products, durables• Capital goods, high-tech, manufacturing• Industrial and professional services
Expertise	<ul style="list-style-type: none">• Transformation, post-merger integration, carve-out, mergers and acquisitions• Restructuring, turnaround, realignment, performance improvement• Growth, international expansion, strategic leadership
Functions	MD / CEO, COO, CSO, Chief Transformation Officer, Project Officer, Senior Advisor

COMPANIES SERVED (SELECTION)



TRETORN
EST. 1874 ZWISCHEN

stichd®

BRANDED
LONDON

BRANDON

R RODENSTOCK



SIEMENS

SIEMENS
Healthineers

KCA/DEUTAG

FERO®
member of GERO EMS Group



BABCOCK BORSIG

HANIEL

REFERENCE ASSIGNMENTS (SELECTION)

- | | |
|---|--|
| Transformation
Post-merger integration
Carve-out
M&A | <ul style="list-style-type: none">• Interim Chief Transformation Officer, PE portfolio company (turnover: € 200 million, 1.500 staff, industrial services), led the carve-out and business transformation of the European cleanroom solutions business, implemented new legal and organizational structure, insourced group activities, defined to-be transitional services from group• Interim Chief Transformation Officer, PE portfolio company (turnover: € 150 million, 700 staff, EMS industry), led the post-merger integration and transformation of two EMS companies with sites in four European countries, introduced new processes, organizational structure, and production transfer, and realized integration synergies• Interim COO of a division of a DAX-company (turnover: € 200 million, 600 staff, consumer goods and retail), led the carve-out, transformation, and PMI of the global sports merchandising business, increased turnover and profit, implemented full rebranding, performance improvement, and established shared IT-landscape• Interim COO and advisor to Group CFO, subsidiary of a DAX-company (turnover: € 25 million, 200 staff, consumer goods and retail) coordinated and supervised the sale of an international outdoor fashion and sneaker company to a US-investor, prepared the subsequent carve-out of the subsidiary from the corporate group |
| Restructuring
Turnaround
Realignment
Performance improvement | <ul style="list-style-type: none">• Interim COO and advisor to Group CFO, subsidiary of a DAX-company (turnover: € 50 million, 250 staff, consumer goods and retail), defined strategic realignment, growth and turnaround plan for the subsidiary after its carve-out from the global corporate group, and advised the managing directors on the implementation• Project manager and advisor to the division managing board of a DAX-company (turnover: € 1.3 billion, 4.000 staff, telecoms), led the restructuring and execution of a performance/ cost optimization program in sales, marketing, and service, incl. a new sales approach, organizational set-up, processes, and product portfolio• Project manager and advisor to the managing board of a German regional multi utility (turnover: € 250 million, 1.100 staff, energy), led the restructuring of sales, marketing, and service, incl. a cost reduction and performance improvement program, a new organizational structure, and streamlined business processes• Project manager and advisor to the managing board of a German regional multi utility (turnover: € 2 billion, 2.700 staff, energy), defined and implemented a cost/ performance improvement program, incl. a new organizational structure and business processes for sales and marketing of two newly integrated companies• Project manager and advisor to the division managing board of a DAX-company (turnover: € 11 billion, 34.000 staff, high-tech), led the development of a new global manufacturing footprint to reduce total product cost and increase local content share from low-cost countries, restructured and closed international factories |
| Growth
International expansion
Strategic leadership | <ul style="list-style-type: none">• Project manager and advisor to division executive management of a DAX-company (turnover: € 390 million, 125 staff, energy), led the development and roll-out preparation of a 5-year growth and international expansion masterplan, incl. product portfolio, new sales approach, headcount ramp-up and new market entry• Project manager and advisor to CEO and CFO of a division of a DAX-company (turnover: € 1 billion, 950 staff, high-tech), led the business performance review and development of a multi-year growth and expansion plan, initiated and prepared joint-venture negotiations with a competitor for further international expansion• Project manager and advisor to the managing board of a fast-growth startup (turnover: € 50 million, 280 staff, telecoms), led the build-up and roll-out of the local and international service-provider-business, secured growth financing from several institutional investors with a private placement, and prepared the company's IPO |

PROFESSIONAL EXPERIENCE (DETAILED – SELECTION)

Since 09/2014

Independent Interim Executive | Consultant | Senior Advisor, Munich, Germany

Including:

10/2022 – today Managing Director and founder, BrightVest GmbH, Munich

03/2020 – 09/2022 Partner, EIP – Executive Interim Partners GmbH, Munich

09/2014 – 02/2020 Independent interim manager, consultant, and senior advisor

Supporting international companies by managing large, challenging projects and taking on executive leadership roles in special company situations, e.g., (selection):

- Interim Chief Transformation Officer, PE portfolio company (turnover: € 200 million, 1.500 staff, cleanroom solutions), led the carve-out and business transformation of the cleanroom solutions business from parent company in eight European countries
- Interim Chief Transformation Officer, PE portfolio company (turnover: € 150 million, 700 staff, EMS industry), led the post-merger integration and business transformation of two electronic manufacturing companies with sites in four European countries
- Interim COO, DAX-company division (turnover: € 200 million, 600 staff, consumer goods and retail), led the carve-out, transformation, and post-merger integration of the global sports merchandising business with the body- and legwear business
- Interim COO and advisor to Group CFO, subsidiary of a DAX-company (turnover: € 25 million, 200 staff, consumer goods and retail), coordinated and supervised the sale of an international outdoor fashion and sneaker company to a US-investor
- Interim COO and advisor to Group CFO, subsidiary of a DAX-company (turnover: € 50 million, 250 staff, consumer goods and retail), defined strategic realignment, growth and turnaround plan for the subsidiary after its carve-out from the global corporate group, and advised the managing directors on the implementation

02/2012 – 07/2014

Rodenstock GmbH, Munich, Germany

Consumer goods and retail | € 420 million turnover | 4.900 staff

Managing Director Europe

- Responsible for European business and international key account business
- Responsibility covered € 150 million annual turnover, 650 staff, and 14 countries
- Member of the executive management circle reporting to CEO
- Increased Rodenstock's market share and improved market position in Europe
- Grew sales and profitability of Rodenstock Europe and with global key accounts
- Improved sales efficiency and customer relationships, won new customers
- Restructured Rodenstock's UK retail business and Europe's eyewear business
- Grew international key account business and sales with optical instruments

07/2004 – 12/2011

Siemens AG, Munich and Erlangen, Germany

Capital goods and high-tech | € 85 billion turnover | 380.000 staff

06/2009 – 12/2011 Vice President Strategy & Marketing, Siemens Energy Solutions

- Responsible for global strategy, marketing and communications
- Led a team of 65 staff in Erlangen, Offenbach, Vienna, and Orlando
- Member of the global executive leadership team, reporting to CEO
- Restructured and transformed the division to increase competitiveness
- Introduced a new strategy increasing global order intake and market share
- Drove market launch of new products in close collaboration with sales

07/2004 – 05/2009 Project Manager, Siemens Management Consulting

- Advised Siemens' top management on strategic and operational topics in mission critical corporate, divisional, international and regional projects
- Led international cross-functional growth, expansion, transformation and performance improvement projects with 50+ project team members
- Topics covered strategy development and implementation, restructuring, turnaround, transformation, carve-out, offshoring, growth, performance improvement, cost reduction, benchmarking, and international footprint

05/2000 – 06/2004

Sapient Deutschland GmbH / The Launch Group AG, Düsseldorf, Germany

Business and digital transformation consulting | \$ 1.3 billion turnover | 20.000 staff

Last position Director, Member of the Executive Leadership Circle

11/2001 – 06/2004 Director, Sapient Deutschland GmbH

12/2001 – 11/2001 Lead Strategist, Sapient Deutschland GmbH

05/2000 – 11/2000 Associate, Co-founder The Launch Group AG

- Co-founded the start-up and e-business consultancy The Launch Group AG
- Trade sale of The Launch Group AG to Sapient Corporation in late 2000
- Grew the company from start-up to a profitable business with 150 staff in four years
- Led numerous strategic online and e-commerce projects for global clients

07/1998 – 04/2000

A.T. Kearney Deutschland GmbH, Frankfurt, Germany

Top management consulting | € 1.1 billion turnover | 3.500 staff

Associate

- Performed various strategy projects in the energy and high-tech industry
- Projects covered strategy development, transformation, restructuring, turnaround, post-merger integration, growth, sales efficiency, and performance improvement

03/1994 – 09/1995

Dow Chemicals, France & Germany (part- and full-time employment)

Chemical company

Last position Cash Manager

04/1995 – 09/1995 Cash Manager, Dow France S.A., Sophia Antipolis, France

03/1994 – 03/1995 Assistant Credit Manager, Dow Deutschland GmbH, Frankfurt

- Managed liquidity, cash, and currency exposure of Dow France (full-time)
- Conducted customer credit ratings of Dow's customers in Germany (part-time)

08/1990 – 06/1992

Deutsche Bank AG, Essen, Germany

Bank / financial institution

Trainee / Apprentice private and commercial banking

07/1988 – 06/1990

Bundeswehr, Frontnachrichten Lehrkompanie 300, Diez an der Lahn, Germany

German Armed Forces, Reconnaissance Unit

1st Lieutenant, Interrogation Officer in Russian

EDUCATION

10/1995 – 12/1997

Goethe-Universität, Frankfurt am Main, Germany

Studies of International Business Management and Administration

Master's degree with distinction, among top 5% of the graduating class, final grade: 1,6

10/1992 – 03/1995

Ruhr Universität Bochum, Bochum, Germany

Bachelor's degree in Business Management and Economics

07/1974 – 06/1988

Schooling in Essen, Germany and Oakdale, MN, USA

- Abitur, Helmholtz-Gymnasium, Essen, Germany
- High School Diploma, Tartan High School, Oakdale, MN, USA

Languages

German: native, **English:** fluent, **French:** conversational, **Russian:** conversational