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COMPETENCY PROFILE

INDUSTRY FOCUS

- metal production
- metal processing
- mechanical and plant engineering
- automotive
- chemistry
- fire protection
- environmental technology

TECHNICAL FOCUS

- industrial service
- production support
- operating models
- maintenance
- major project business
- machine and plant upgrades
- assembly
- logistics
- industrial cleaning

-> extensive experience at all management levels

MANAGEMENT STYLE / WAY OF WORKING

- strong communicator, reflective and loyal
- entrepreneurial thinking, both at operational and commercial level
- comprehensive methodological expertise
- hands on mentality
- extensive management experience and employee orientation (coaching approach)
- sales and marketing orientation
- constructive and goal-oriented cooperation with owners, management, boards, supervisory boards, advisory boards and work councils
- strong social skills with high implementation skills

EXECUTIVE SUMMARY

- strong communicator, reflective and loyal leader with resilient experience in restructuring, turnaround and expansion
- sole responsibility as a managing director in an owner-managed, corporate and private equity environment
- extensive experience in all relevant management skills and at all management levels, training from the ground up to full C-level manager
- Establishment of new business units and subsidiaries and successful transfer to regular operations
- Strategic realignment of companies and business units
- Development and implementation of necessary change processes in companies (e.g. successful integration of business units and companies as part of acquisitions or successful change management in response to the changing industrial landscape)

WORK EXPERIENCE

May 2024 - Present | CCP Holding GmbH

Headquarters: Mülheim an der Ruhr | **Turnover:** up to 50 m EUR | **Number of Employees:** 50 to 200 |
Ownership Structure: Private Equity | **Industry:** Technical services / engineering services

Head of Business Development

INTERIM

Location: hybrid, Germany

Reporting to (Position)

Management Board

Revenue Responsibility

up to 50m EUR

Cost or Purchasing Budget Responsibility

1 to 5 m EUR

Personnel Responsibility

50 to 200

Number of Direct Reports

3

Context

Restructuring

Core Competences

Business Development, Sales, Process
Optimisation

Description

Selected fields of activity:

- optimisation of business processes and corporate structures
- development of a master plan to overcome changes at key customers (automotive)
- operative sales
- strategic sales management

Achievements:

- successful restructuring of the maintenance division, acquisition of additional sales of around € 1 million p.a., sustainable turnaround of the division with a significant contribution to earnings
- acquisition and negotiation of a high-margin 5-year contract in the fluid management sector with sales in the mid double-digit million range
- expansion of the company's level of digitalization and sustainable increase in employee acceptance of the IT tools used

Experience Abroad

Austria

Months Spent

3 months

Type of Assignment Abroad

occasional visits

Netherlands

3 months

occasional visits

Feb 2023 - May 2024 | Jockel-Bramax GmbH

Headquarters: Gladbeck, Germany | **Turnover:** up to 50 m EUR | **Number of Employees:** 50 to 200 |
Ownership Structure: Family Business | **Industry:** Plant construction

Managing Director

PERMANENT

Location: Gladbeck, Germany

Reporting to (Position)

shareholder

Revenue Responsibility

up to 50m EUR

Cost or Purchasing Budget Responsibility

5 to 20 m EUR

Personnel Responsibility

50 to 200

Number of Direct Reports

5

Context

Strategic Positioning

Core Competences

Project Controlling, Methodical
Competences, Sales

Description

Selected fields of activity:

- implementation of a market-oriented organizational structure
- introduction of professional project and controlling structures
- strategic sales management
- operational sales
- corporate management with full P&L responsibility

Achievements:

- sustainably successful restructuring of corporate structures
- successful transfer of the company from an owner-managed SME to international private equity structures
- acquisition and negotiation of 8 complete orders (planning, production, assembly, service) in the turnover range of € 1 million to 5 million with significant profit contribution
- significant increase in the company's level of digitalization

Experience Abroad

Sweden

Months Spent

12 months

Type of Assignment Abroad

occasional visits

Feb 2023 - May 2024 | CCP Holding GmbH

Headquarters: Mülheim an der Ruhr | **Turnover:** up to 50 m EUR | **Number of Employees:** 200 to 500 |

Ownership Structure: Private Equity

Chairman of the advisory board

BOARD

Location: hybrid, Germany

Reporting to (Position)

shareholder

Context

Strategic Positioning

Core Competences

Methodical Competences, HR Strategy, Coaching

Description

Selected fields of activity:

- consulting in the areas of strategy and corporate development
- advice on legal issues

Achivements:

- successful introduction of professional advisory board structures
- sustainable coaching of the management

Feb 2021 - Jan 2023 | CCP Holding GmbH

Headquarters: Mülheim an der Ruhr | **Turnover:** up to 50 m EUR | **Number of Employees:** 200 to 500 |

Ownership Structure: Private Equity | **Industry:** Technical services / engineering services

Managing Director

PERMANENT

Location: Mülheim an der Ruhr, Germany

Reporting to (Position)

shareholder

Revenue Responsibility

up to 50m EUR

Cost or Purchasing Budget Responsibility

5 to 20 m EUR

Personnel Responsibility

200 to 500

Number of Direct Reports

5

Context

Restructuring

Core Competences

Sales, Business Development, HR Strategy

Description

Selected fields of activity:

- restructuring of the Group as the basis for its continued existence
- sales and marketing offensive
- creation of professional corporate and personnel structures
- management with full P&L responsibility

Achievements:

- sustainable development of professional and market-oriented corporate structures
- significant increase in the company's level of digitalization
- founding of a subsidiary in the field of high-quality machine maintenance together with an international Group and high-margin ramp up of the newly founded company
- successful implementation of a capital increase to stabilize the company in the private equity environment
- acquisition of 3 five-year contracts with sales from € 1 to 5 million p.a.
- turnaround of 3 loss-making major orders with significant contribution to earnings
- significant increase in the company's level of transparency

Experience Abroad	Months Spent	Type of Assignment Abroad
Austria	24 months	occasional visits
Netherlands	24 months	occasional visits

Apr 2019 - Jan 2021 | Schwarz & Schmidhofer Industrieanlagenbau GmbH

Headquarters: Frankenthal, Germany | **Turnover:** up to 50 m EUR | **Number of Employees:** 50 to 200 |

Ownership Structure: Family Business | **Industry:** Plant and machine construction

Managing Director

PERMANENT

Location: Frankenthal, Germany

Reporting to (Position)	Revenue Responsibility	Cost or Purchasing Budget Responsibility
shareholder	up to 50m EUR	5 to 20 m EUR
Personnel Responsibility	Number of Direct Reports	Context
50 to 200	4	Growth

Core Competences

Project Controlling, Sales, Recruiting

Description

Selected fields of activity:

- recruitment of key employees as the basis for sustainable company growth
- professionalization of the company structure
- significant increase in the company's level of digitalization
- strategic sales management
- operational sales
- management of external production and subcontractors
- management with full P&L responsibility

Achievements:

- integration of new team employees into the existing team and significant increase in employee satisfaction and the team's performance level
- sustainable restructuring of the production, assembly and service departments with a significant contribution to earnings
- acquisition and negotiation of 5 major orders in the sales range from € 1 to 7 million with a significant contribution to earnings

Experience Abroad	Months Spent	Type of Assignment Abroad
Belgium	6 months	regular visits
United Kingdom	6 months	regular visits
Netherlands	6 months	regular visits

Oct 2016 - Mar 2019 | Interim Manager (self-employed)

Headquarters: Aachen, Germany | **Turnover:** up to 50 m EUR | **Number of Employees:** 10 to 50 |
Ownership Structure: Others | **Industry:** Management consulting

Managing Director

INTERIM

Location: Aachen, Germany

Revenue Responsibility	Cost or Purchasing Budget Responsibility	Personnel Responsibility
up to 50m EUR	1 to 5 m EUR	10 to 50
Number of Direct Reports	Context	Core Competences
2	Startup	Methodical Competences, Business Development, Sales

Description

Selected fields of activity:

- structuring of small and medium-sized companies as service providers/suppliers for groups/large companies
- ensuring of a market-oriented organizational structure and the necessary certifications
- strategic sales management
- operational sales
- management with full P&L responsibility

Achievements:

- successful restructuring and certification of a medium-sized Dutch company in the field of large appliance maintenance as a basis for order fulfilment for group companies in Germany and Austria
- foundation and successful ramp-up of a service company in the field of large appliance maintenance
- foundation and successful ramp-up of an online sales company in the field of appliance maintenance

Experience Abroad	Months Spent	Type of Assignment Abroad
Netherlands	30 months	regular visits
Austria	30 months	regular visits
Switzerland	30 months	regular visits
Belgium	30 months	regular visits
France	30 months	occasional visits

Jul 2012 - Sep 2016 | thyssenkrupp MillServices & Systems GmbH

Headquarters: Oberhausen, Germany | **Turnover:** 100 to 200 m EUR | **Number of Employees:** 1000 to 2000 |

Ownership Structure: Publicly Listed | **Industry:** Technical services / engineering services

Managing Director

PERMANENT

Location: Oberhausen, Germany

Reporting to (Position)	Revenue Responsibility	Cost or Purchasing Budget Responsibility
executive board	50 to 100 m EUR	20 to 50 m EUR

Personnel Responsibility	Number of Direct Reports	Context
500 to 1000	7	Strategic Positioning

Core Competences

Key Account Management, Controlling, HR Strategy

Description

Selected fields of activity:

- realignment and restructuring of the plant technology business area (large-scale project business)
- optimization of the plant service business area (24/7 business)
- responsibility for occupational safety, quality management and environmental management
- development of the company and the contract structures at thyssenkrupp level
- strategic sales management
- operational sales
- management with full P&L responsibility

Achievements:

- turnaround and internationalization in the plant technology business area with significant contribution to earnings
- high-margin expansion of the plant service business area in Germany and the Netherlands (sales growth of 40 per cent)
- significant increase in the company's level of digitalization
- significant improvement in the company's occupational safety figures
- introduction of a welding platform as the basis for a significant increase in the quality of welding work

Experience Abroad	Months Spent	Type of Assignment Abroad
Brazil	12 months	occasional visits
Netherlands	48 months	regular visits
Taiwan, Province of China	6 months	occasional visits
Belgium	6 months	occasional visits

Oct 2008 - Jun 2012 | thyssenkrupp MillServices & Systems GmbH

Headquarters: Duisburg, Germany | **Turnover:** 100 to 200 m EUR | **Number of Employees:** 1000 to 2000 |

Ownership Structure: Publicly Listed | **Industry:** Technical services / engineering services

Authorized Signatory

PERMANENT

Location: Duisburg, Germany

Reporting to (Position)	Revenue Responsibility	Cost or Purchasing Budget Responsibility
Management Board	up to 50m EUR	20 to 50 m EUR
Personnel Responsibility	Number of Direct Reports	Context
200 to 500	4	Operational management
Core Competences		
Key Account Management, Operational HR, Cost Calculation		

Description

Selected fields of activity:

- divisional management in the production support business area with operational and commercial responsibility
- drafting and negotiation a complex set of contracts in collaboration with the Group legal department
- responsibility for the division's results (monthly report, quarterly report, annual report, annual planning)
- key account management
- sole responsibility for processing investments (large appliances, systems etc.) in the mid single-digit million range
- personnel management
- operational sales
- business process management
- representative of senior executives on the company's Supervisory Board
- Senior Project Manager (Group hire) for the pig iron solidification project in Brasil in parallel to the line function

Achievements:

- extension of the overall service package (8-years-contract, €40 million p.a.) for the company's second-largest customer
 - margin improved by 25 percent
 - successful crisis management during significant production declines in 2008/2009
 - successful completion of the pig iron solidification project with the ramp-up of the steel plant in Brasil
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Experience Abroad	Months Spent	Type of Assignment Abroad
Netherlands	40 months	occasional visits
Brazil	40 months	regular visits

Jan 2007 - Sep 2008 | DSU GmbH & Co. KG

Headquarters: Duisburg, Germany | **Turnover:** 50 to 100 m EUR | **Number of Employees:** 500 to 1000 |
Ownership Structure: Others | **Industry:** Technical services / engineering services

Branch Manager

PERMANENT

Location: Duisburg, Germany

Reporting to (Position)	Revenue Responsibility	Cost or Purchasing Budget Responsibility
Regional Management	up to 50m EUR	1 to 5 m EUR
Personnel Responsibility	Number of Direct Reports	Context
200 to 500	4	Operational management
Core Competences		
Production Setup, Operational Quality Management, Process Optimisation		

Description

Selected fields of activity:

- operational management of the Duisburg-South branch
- personnel management
- key account management
- technical preparation of investments
- equipment maintenance
- production control and scheduling

Successes

- stabilization of the previously weak branch
- increased flexibility in order fulfilment through employee training
- increased flexibility in order fulfilment through the use of innovative technology
- acquisition and negotiation of the high-margin additional street cleaning and winter services contract

Oct 2004 - Dec 2006 | DSU GmbH & Co. KG

Headquarters: Duisburg, Germany | **Turnover:** 50 to 100 m EUR | **Number of Employees:** 500 to 1000 |
Ownership Structure: Others | **Industry:** Technical services / engineering services

Operations Manager

PERMANENT

Location: Duisburg, Germany

Reporting to (Position)	Revenue Responsibility	Cost or Purchasing Budget Responsibility
Branch Management	up to 50m EUR	up to 1 m EUR
Personnel Responsibility	Number of Direct Reports	Context
50 to 200	2	Operational management
Core Competences		
Logistics, Production Planning, Continuous Improvement Process (CIP)		

Description

Selected fields of activity:

- operational management of the transportation and wheel loader operations business
- personnel management
- large equipment selection and large equipment maintenance

- key account management

Achievements:

- turnaround of the business within one year
- introduction of transport control software (SyncroTESS) including training for all employees
- significant increase in customer satisfaction

Nov 2002 - Sep 2004 | DSU GmbH & Co. KG

Headquarters: Duisburg, Germany | **Turnover:** 50 to 100 m EUR | **Number of Employees:** 500 to 1000 |

Ownership Structure: Others | **Industry:** Technical services / engineering services

Project Manager

PERMANENT

Location: Duisburg, Germany

Reporting to (Position)

Branch Management

Context

Operational management

Core Competences

Project Management, Purchasing
Logistics, Manufacturing / Production

Description

Selected fields of activity:

- responsibility for all projects in the Duisburg South branch
- support with procurement processes in the Duisburg South branch

Achievements:

- responsible project manager for the takeover of the overall service package from the previous service provider
- reorganization of the Duisburg-South branch as a basis for taking over orders
- establishment of effective performance controlling in the Duisburg South branch

EDUCATION

Mar 2024 — Mar 2024	Seminar M&A processes, forms and development Frankfurt School of Finance & Management Germany teaching the basics and current developments in the M&A sector
Apr 2019 — Oct 2019	Studies law (IWW) Fernuniversität Hagen Germany part-time postgraduate course at university level
May 2013 — Oct 2015	Studies business economist (IWW) Bachelor Fernuniversität Hagen Germany part-time postgraduate studies at university level
Mar 2014 — Mar 2014	Seminar General Management for Executives St. Galler Business School Switzerland general management seminar on university level with practical examples
Dec 2013 — Dec 2013	Seminar constructive dialogue thyssenkrupp Academy Germany seminar series for top executives at the thyssenkrupp Academy
Oct 2012 — Apr 2013	Studies steel RWTH Aachen Germany part-time postgraduate studies at university level
Apr 2013 — Apr 2013	Seminar evaluation system thyssenkrupp Academy Germany seminar series for top executives at the thyssenkrupp Academy
Aug 2012 — Aug 2012	Seminar on subcontractor management in maintenance Management Circle Germany teaching the organisational and legal basics of subcontractor management
Jul 2006 — Jul 2007	best4best management development program - part 2 thyssenkrupp Academy Germany one-year management training using the example of an optimization project
Mar 2005 — Mar 2006	best4best management development program - part 1 thyssenkrupp Academy Germany one-year mentoring program for junior managers
Oct 1996 — Apr 2002	Studies Dipl.-Ing (TH) waste management engineering Diploma RWTH Aachen Germany interdisciplinary study program of the faculties of civil engineering and mining

LANGUAGE

German, Mother tongue
English, Business fluent

IT-SKILLS

General, Application Systems, CAD Systems, Web Systems, Content Management Systems, BI Systems, IT Outsourcing, Other general IT skills, CRM / xCRM, SAP CRM, Salesforce, Databases, Microsoft, Microsoft Access, ERP Systems, SAP, Other ERP Systems

OTHER ACTIVITIES

Der Circel e.V.: mentoring for university students, career starters and junior managers