

Markus Nicolaus

## Profile



I drive profitable growth that lasts!

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

**Important notice:** This report is highly confidential and its use must be limited to the executives concerned. No information contained herein may be passed on to third parties without prior consent. It is imperative that (prospective) clients do not check references without specific prior authorisation.

## PERSONAL DATA

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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)

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

## EXPERT KNOW-HOW

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

## COMPANIES SERVED (SELECTION)

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## REFERENCE ASSIGNMENTS (SELECTION)

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|---|--|
| Transformation<br>Post-merger integration<br>Carve-out<br>M&A         | <ul style="list-style-type: none"><li>• Interim Chief Transformation Officer, PE portfolio company (turnover: € 650 million, 1.000 staff, healthcare industry) led the business transformation of the multi-services company, incl. pharmaceutical production, specialty pharma wholesale, medical care centers and hospitals, implemented performance improvement program</li><li>• 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</li><li>• 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, realized integration synergies</li><li>• Interim COO of a division of a DAX-listed 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</li><li>• Interim COO and advisor to Group CFO, subsidiary of a DAX-listed company (turnover: € 50 million, 250 staff, consumer goods and retail), defined the strategic realignment, growth and turnaround plan for the subsidiary after its carve-out from the global group, and advised the managing directors on the swift implementation</li><li>• Interim COO and advisor to Group CFO, subsidiary of a DAX-listed 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 group</li><li>• Interim Chief Transformation Officer, global oil and gas field services company (turnover: € 1,5 billion, 8.000 staff, energy industry), led the integration of two companies, developed and introduced a new company structure, corporate governance, organizational set-up, and business processes for the merged group</li></ul> |
| Restructuring<br>Turnaround<br>Realignment<br>Performance improvement | <ul style="list-style-type: none"><li>• Project manager and advisor to the division managing board of a DAX-listed company (turnover: € 1.3 billion, 4.000 staff, telecoms), led the restructuring and execution of a performance optimization program in sales, marketing, and service, incl. a new sales approach, organizational set-up, processes, and product portfolio</li><li>• 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</li><li>• Project manager and advisor to the division managing board of a DAX-listed company (turnover: € 11 billion, 34.000 staff, high-tech), led the development of a new global manufacturing footprint reducing product cost and increasing local content share from low-cost countries, restructured and closed international plants</li></ul>   |
| Growth<br>International expansion<br>Strategic leadership             | <ul style="list-style-type: none"><li>• Project manager and advisor to division executive management of a DAX-listed 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</li><li>• Project manager and advisor to CEO and CFO of a division of a DAX-listed 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 international expansion</li><li>• 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</li></ul>   |

## PROFESSIONAL EXPERIENCE (DETAILED – SELECTION)

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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: € 650 million, 1.000 staff, healthcare industry), led the business transformation of the multi-services healthcare company, implemented performance improvement program
- 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

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

**1<sup>st</sup> Lieutenant, Interrogation Officer in Russian**

**EDUCATION**

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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