

**Norbert A. Gregor**

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**Personal Details:** 06-11-1962 • German • Male • Married

**Interim Business Development Central Europe**

Experienced senior C-level executive and expert in the implementation of promising growth strategies, proven through successful company restructuring, including venture capital, residual restructuring and turnaround with a multilingual background (German, English, Italian, Spanish, French) and extensive expertise in agile management (30 years) and in sales & financial management (>25 years), coupled with a strong focus on strategic corporate development.

More than three decades of increasing value in family businesses and subsidiaries of multinationals, characterized by leadership in Europe, especially Germany, Italy, Great Britain, Spain, Austria and Switzerland, in Latin America (Mexico and Brazil) and Asia (Japan), with a Proven track record in digital and procedural transformation and post-merger integrations according to environmental social governance. Affine for high-tech with creative and result-oriented solutions for complex challenges, hands-on, eager to learn and responsible. As an excellent communicator, skilled in strong leadership and development of multicultural teams with an inspiring, motivating and modern leadership style.

**CORE PROFICIENCIES**

Leadership | Business Development | Sales & Marketing Excellence | CRM Salesforce | Sales Controlling | New Market Entry |

Sales Turnaround | Global Product Launch Management | Shareholder Management | Digital Customer Experience | Merger & Acquisitions | Post Merger Integration | Sustainable Growth | Digital Transformation | ESG | Transformation & Restructuring |

Financial Management | FP&A | Planning, Budgeting & Forecast | Lean Management | Team Inspiring | Cultural Integrator

**PROFESSIONAL EXPERIENCE**

**GREGOR – INTERIM PREMIUM EXECUTIVE ON DEMAND 07/2023 to 12/2023**

**Interim Manager as co-CEO | FMCG Trading Industry**

Interim leadership as co-CEO as Program Manager in an up-coming start-up in the FMCG industry (champagne producer). Conception of a digital strategy for sales and marketing with a focus on sustainability according to environmental social governance. Planning and implementation of new sales structures in premium B2B to optimize customer approach in a new customer journey. Preparing the company for agile expansion and branding by addressing new target groups with new consumption habits and forming a new sales channel in the premium segment. Development of a financing strategy including venture capital.

**HENGST SE Filtration, Münster, Germany 2022 to 2023**

**Group Managing Director | Industrial Air Filtration (High Tech Consumer Goods White Industries)**

Strategic realignment of an acquired carve-out as part of the corporate group. Acquisition and integration of a Brazilian competitor. Post-merger integration (PMI) to ensure efficient integration of this new subsidiary. Management of the subsidiary NORDIC Air Filtration and expansion in the markets of China, the Middle East and the USA. Focusing on the sales and process transformation and the structural, uniform structure of the Industrial Air Filtration (Non-Automotive) segment.

**MANN+HUMMEL Molecular GmbH, Bayreuth, Germany 2019 to 2022**

**Global Vice President Molecular Filtration | Managing Director Germany (High Tech Consumer Goods White Industries)**

Restructuring, reorganization, turnaround and strategic transformation of the helsa Functional Coating group of companies. Responsible for the successful sale of helsatech GmbH and helsacomp GmbH after the restructuring. Coordination of due diligence, contract conclusion and post-merger integration with subsequent name change. Planning and new construction of a modern molecular manufacturing plant taking Lean and Six Sigma methods into account. Organization of employee transfers as part of the relocation without job losses with exemplary constructive coordination of all stakeholders.

• Restoration of profitability in molecular air filtration within 18 months

• Implementation of S4 HANA to increase efficiency in HR, finance, controlling and sales

• Acquisition of four new major customers of kitchen industry (white goods supply) to increase sales

• Formulation of a revenue tripling strategy as a sales basis within five years

**CAMFIL Clean Air Solution, Reinfeld, Germany 2015 to 2018**

**Vice President D-A-CH & Eastern Europe | Managing Director Germany (High Tech Consumer Goods)**

Supported detailed digitalisation initiatives to improve efficiency across finance, HR, sales, and customer experiences, positioning company at forefront of modern business practices. Elevated logistics through outsourcing of central centre while introducing customer-centric tools like Camfil Experience Centre, CamDIGIT, and CamBIT to reinforce new culture focused on innovation.

* Earned 'German Brand Award' in 2017 and 'Top-100-Innovator-Germany Award in 2018 for securing outstanding results in company-wide digitisation and digital sales.
* Accomplished consistent two-digit growth levels by transforming profitability of company through investing in operations, fostering innovation, and targeting new customer segments.
* Spearheaded a strategic initiative to catapult profitability by over 30% and led development and pilot production of high-temperature premium filters for medical appliances, specifically designed for sterilization of pharmaceutical phials.

**DORMA Holding GmbH, Ennepetal, Germany (Fittings/Access solutions for Bath- and Washrooms) 2011 to 2015**

**Interim mandates as program manager for C-level (CEO, CSO, GF Germany)**

**Mandate 1** – Centralization and Transformation Global Group Sales & Marketing DORMA Holding GmbH (one year)

**Mandate 2** - Sales reorganization DORMA Deutschland GmbH (formation of a key account, specialist, generalist and customer service team in three regions with a total of approx. 280 sales employees) taking into account labor law, tax law and corporate law parameters in connection with the conversion of Partnership into a corporation parallel to the change in the generation of shareholders (two years)

**Mandate 3 and 4** – Transformation of DORMA Fittings GmbH from a sales perspective towards turnaround and sustainable growth; Budget 1.8 million euros (1.5 years) and implementation of a global product launch process (change in corporate culture from R&D to a market and customer perspective) of launch projects with a sales value of > 250 million euros in sales (year and a half) with the aim of maximizing sales success locally.

**LAPP Holding AG, Stuttgart, Germany (Electrical wires cable of low voltage) 2008 to 2011**

**Vice President | Commercial Managing Director | Deputy CEO | Member of extended Holding Management Board**

* Realignment of the company in strategic sales, marketing and R&D by defining four megatrends: infrastructure, renewable energies, e-mobility and life science.
* Optimization of working capital and receivables management, as well as liquidity in 2009/2010 during the financial crisis with a far-sighted cost reduction program, combined with a site closure in Hanover and a social plan with a rescue company and staff reductions of > 220 employees in Stuttgart. Successful shareholder management and negotiations with the entire works council committee in an ethical and economic balance according to a points system and social plan criteria.
* Despite a drop in sales of over 35%, the company was able to close 2009 with a profit, a positive operating cash flow and sustainably reduce costs by around 40% on a 12-month basis.
* Personal complete renovation of the subsidiary Lapp do Brasil suburb in Sao Paolo. After creating a new business plan and changing the sales, product range, organization and infrastructure, the basis for a sales potential of 30 million euros was set. This consolidated Lapp's dominance in the BRIC countries. Successful business development sales in Latin America.

**BERNER Group (Albert Berner GmbH), Künzelsau, Germany (Construction Industry) 2007 to 2008**

**Sole Managing Director | Head of Finance**

Reorientation of the D-A-CH region towards sole management; Implementation of strategic staff functions in the holding company and operational line responsibilities in the national companies with a focus on sales, service, marketing & communication, supply chain, human resources, IT and finance.

* Sales, digital transformation of the company with regard to the internal value chain. By reorganizing the internal service, after-sales service, quality assurance and sales, customer and seller satisfaction was significantly improved within a year.
* Transferring the previously uniform sales management into a three-stage sales system according to craft sectors to significantly increase sales efficiency and customer orientation in CONSTRUCTION and AUTOMOTIVE.

**CWS-boco INTERNATIONAL GMBH (HANIEL GROUP), DUISBURG, MILAN) 1999 to 2006**

* **2005 to 2006 CWS-boco Holding, Duisburg, Germany | Vice President Corporate Marketing & Branding**

Formulated and executed international branding strategy for Textile Rental (boco) and Washroom Rental Services (CWS) for impactful market presence. Significant savings potential was achieved by standardizing the country's product portfolios and eight brands to **CWS-boco** worldwide.

* **2001 to 2005 CWS-boco Italia, SpA, Milan, Italy | Vice President Italia, co-CFO, Post Merger Integrator**

Directed Post-Merger Integration (PMI) of four entities in Italy over almost five-year tenure. Achieved profit turnaround within two years to effectively enhance working capital and substantially reduce DSO. Engineered new corporate culture and identity for **CWS-boco Italia** with profound shifts in management guidelines, and processes by ERP SAP, and branding strategy for customer recognition. Controlled merger and technical reengineering efforts in Italy, resulting in organisational consolidation, heightened supply chain efficiency, revamped sales strategy, and optimised product portfolio.

* **1999 to 2001 CWS-boco Holding, Duisburg, Germany | Vice President M&A and PMI**

Demonstrated proficiency in strategic planning, due diligence, and integration to ensure expansion strategy. Directed setup of textile rental operation with 40 employees as Greenfield Investment in Slovakia, supplying staff clothing to major customers with 6K employees, establishing technical service operation within six-week timeframe.

**WELLA AG, Darmstadt, Germany (Cosmetics & Healthcare) 1990 to 1997**

* **1994 to 1997 WELLA de México, Mexico-City, Mexico | Head of Marketing ‘Perm’ & ‘Styling’**

Complete restructuring of OTC Styling with a locally produced, market focused product range, regaining the market leadership lost with imported goods after 2 years. Relaunch of all Perm OTC products in new sizes adjusted to meet the specific national market. This achieved the first new growth after an 8-year period of declining revenues. Extraordinary social-culture life-experience after a 50% devaluation of the local currency and the decline of the whole country, decline of imports, increasing poverty. Management by ‘Maturity’ and emotional intelligence

* **1993 to 1994 WELLA** **España, Madrid, Spain | Assistant to the CEO for one year**

Financial planning & Analyses (FP&A), statistics as a basis for strategic decisions at C-level; presentations for international board meetings; coordination of travel management; decision templates for regular board meetings and time management.

* **1990 – 1993 WELLA AG, Darmstadt, Germany | International Trainee in combination with Family Business**

Product, marketing and sales training and assignment of a responsible sales region in the new federal states in Germany after reunification. Pioneer for new businesses and customers in East Germany by giving advice to start-ups for hairdressers.

**ADDITIONAL EXPERIENCE**

**Managing Director**, Boeder UK Ltd, London & Frankfurt (two years, 1997 to 1999)

**Managing Director**, Gregor GmbH & Co. KG (family business), Coburg (three years parallel to WELLA, 1990 to 1993)

**Military Service,** Medical Service Battalion, Würzburg, Germany, (1981 to 1982)

**EDUCATION & PROFESSIONAL DEVELOPMENT**

**Master in Business Administration,** EBS for Economy & Law, Wiesbaden/Oestrich-Winkel, London and Paris

**Bachelor's Degree in Baccalaureate,** EBS for Economy & Law, Wiesbaden/Oestrich-Winkel, London and Paris

**Scholarship by CARL-DUISBERG-FOUND. In Fukuoka/Japan**, Business Administration for Japan (six months)

**Training & Certifications: Six Sigma Green-Belt** | **Prince2,** Certification as Program Manager

**Management Training**, Franz HANIEL-Academy, Duisburg, German & Fontainebleau, Paris

**PROFESSIONAL ASSOCIATIONS**

**Member of DDIM (German Assoc. for Interim Management),** Cologne, Germany (2023 to Present)

**Member of DÖIM – Austrian Assoc. for Interim Management,** Salzburg, Austria (2023 to Present)

**Awarded Member of DWC Italia,** German/Italian C-Level Club, Milan, Italy (2003 to Present)

**AWARDS & HONOURS**

**German Brand Award,** 2017 for Digital Branding and professional Brand Value Management

**Award ‘Top-100-Innovator of Germany’,** 2018 for Digital Process Innovation

**LONGER-TERM WORK EXPERIENCE ABROAD**

Italy (Milan) – six years | Mexico (Mexico-City) – three years | Great Britain (London) – two years | Spain (Madrid) – one year | Japan (Fukuoka) – eight months | plus internships and university studies abroad – two years

**LANGUAGES**

**German** – Native

**English** - Business Proficiency | **Italian** - Business Proficiency

**Spanish** – Intermediate Level Proficiency

**French** – good

Thursday, February 15, 2024

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