



Friedhelm Best

Cross-Border Interim Executive

DDIM.

International complexity is my engine room.

I take full P&L and leadership responsibility for international subsidiaries when performance, structure and leadership are under pressure. As Managing Director and Regional Head in Europe and Asia-Pacific, I have stabilized organizations, restored profitability and built sustainable growth platforms.

My focus is on clear governance of P&L, liquidity and operational performance. I make fast, well-founded decisions, execute rigorously and deliver measurable results within months. I step in where entrepreneurial leadership must create immediate impact.

Strategic Focus Areas

- Internationalization and Scaling
- HQ-Regional Alignment
- KPIs and Performance Management
- Complexity reduction and organizational design
- Process Management

Operational Expertise

- Sales Ops, Key Account Management, Pipeline Management
- Restructuring (Orders, Revenue, EBIT, Working Capital)
- Technology-Driven Industries
- Turnaround & Transformation

Roles & Functions

- Interim CEO / Managing Director
- Interim Regional Head
- Fractional CEO, COO
- General Management
- Reorganization / Restructuring

Delivered Performance - Impact in Numbers

+160%

Increased bid volume
€25m > €65m

+24 pts

EBIT
improvement

€20m

Large-scale project
single order

2x

Revenue doubled
within 4-5 years

400

Digital level crossings
successfully delivered



Headquarters - APAC Bridge Constructors

Seamless integration of European corporate governance with Asian market dynamics



Commercial Performance

Sales Operations, Key Account Management, accurate forecasting and disciplined pipeline control



Operational Stabilization

Structure, execution speed and leadership in complex operating environments



Technology Expertise

Deep industry knowledge in industrial automation, mechanical engineering and electrical engineering



Building a European Sales Organization – Sustainable Order Intake

Role:

Sales Director & MD

Industry:

Industrial Automation

Countries:

France, Italy, Netherlands

Revenue:

> €35m

Employees:

>75

Challenges

Sales organization was fragmented, with limited synergies and strategic alignment. Growth potential remained untapped due to weak integration of local teams and partners. New markets (railway, nuclear) and regions without subsidiaries were underdeveloped.

Actions

Established a regional sales structure; Strengthened local sales teams; Implemented Key Account Management and Sales Channel Management; Expanded local service and training capabilities
Introduced new customer solutions; Close collaboration with distribution partners; Tailored solution strategies to local market needs

Results

Acquisition of new customers and major projects; Strong growth in railway and nuclear markets (28% of total revenue); Expansion into African markets; Achieved sustainable annual growth of 16%, more than twice the market growth rate

OEM Sales Transformation – Shift to Customer-Centric Solutions

Rolle:

Programm Manager

Industry:

Electrical Engineering

Countries:

Germany, France, Italy, Poland, Czech. Republic

Revenue:

> €85m

Project Team:

>65 members

Challenges

Product-centric component sales led to declining market share. Objective was to transition towards a customer-centric, application-driven solution approach focused on selected customer segments.

Actions

Rolled out an OEM sales strategy across 12 countries; Conducted market potential analyses and business planning; Built dedicated OEM sales teams; Delivered training programs and marketing campaigns; Introduced value-added services and product adaptations.

Results

9.1% increase in cross-selling revenue; 10.2% annual growth rate over three years; Strategy adopted as best practice and integrated into a subsequent post-merger integration program

Building Regional APAC Organization – Profitability & Market Growth

Role:

Vice President & MD

Industry:

Industrial Automation

Countries:

Australia, Malaysia, Singapore

Revenue:

> €20m

Employees:

>80

Challenges:

Fragmented subsidiaries, decentralized structures, limited market transparency and inefficient processes resulted in margin erosion and loss of market share. Cultural differences, lack of standardization and communication gaps required a fundamental realignment.

Actions:

Built a strong regional organization and consolidated central functions; Regionalized sales leadership and established a regional marketing team; Harmonized processes across countries; Closed inefficient sites, expanded best-cost locations; Implemented group-wide quality management standards

Results:

Revenue growth of 12% p.a.; Book-to-Bill ratio improved from 1.0 to 1.4; Full repayment of outstanding loans; 28% reduction in administrative costs; Strengthened market position in Asia-Pacific through standardized processes and higher efficiency



Executive Experience

Asia-Connect Executive Partners Pte. Ltd., Singapore

Partner

Supporting companies in Asia through temporary executive-level leadership, hands-on delivery of operational projects, and cross-border transformation initiatives.

since 2025

BEST-inter APAC Pte. Ltd., Singapore

Founder & Interim Manager

BEST-inter supports the growth of German mid-sized companies in Asia-Pacific through trusted interim management, operational excellence and deep cultural understanding.

since 2024

HIMA Asia-Pacific Pte. Ltd., Singapore

Australia, Malaysia, Taiwan, South Korea

Vice President Region Asia Pacific & Managing Director

Built the regional organization and led restructuring initiatives in Australia, South Korea and Malaysia to gain market share and improve profitability. Developed new markets including railway industry and digital solutions for oil & gas and chemical industries.

2016 - 2024

HIMA Paul Hildebrandt GmbH, Brühl - Germany

France, Italy, Benelux, Slovakia

Sales Director Europe & Africa and Managing Director

Established a regional organization and restructured sales & marketing, doubling the core business, winning major projects and significantly expanding service revenues.

2011 - 2016

Eaton Industries GmbH, Bonn - Germany

Director Global Key Account Manager Industry

Built the global Key Account Management function and integrated it into Eaton. Established an OEM sales organization in Europe and aligned it to vertical markets to gain market share and major global customers.

2002 - 2011

HARTING Deutschland GmbH & Co. KG, Minden - Germany

Key Account Manager Automotive Production

Developed Key Account Management for automotive OEMs, achieved supplier approvals and led sales projects for machine and plant engineering customers.

1996 - 2002

Education

Executive Education

2019, INSEAD, Singapore

Leading Business Transformation in Asia

Diploma in Industrial Engineering (FH)

1995, University of Applied Sciences

Ostfriesland, Germany; Thesis at

De Montfort University, Leicester, UK

Diploma in Precision Engineering (FH)

1993, University of Applied Sciences

Wilhelmshaven, Germany, Thesis at BIAS –

Bremen Institute for Applied Beam

Technology

Memberships & Volunteering

Singaporean-German Chamber of Industry and Commerce (AHK Singapur)

since 2018 - Chairman Committee Mittelstand and Regional Markets

2020 - 2024 - Vice President and Board Member

IChemE Safety Center, Australia

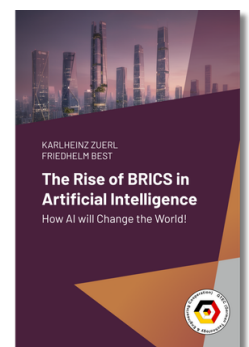
2018 - 2024 - Company Representative

Publication

The Rise of BRICS in Artificial Intelligence -

How AI will Change the World!

Book - Co-Author | [Amazon](#)



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