

Serge MEGAZZINI

Executive Interim Manager

Commercial leadership,
from strategy to implementation



My expertise: Commercial performance and efficiency

- ✓ Designing and implementing strategies across the entire sales cycle and throughout all channels
- ✓ Accelerating organizational efficiency (competencies, processes, tools, and governance)
- ✓ Steering high-stakes strategic projects and complex commercial transformation initiatives

I am an **Interim Manager** specializing in **sales leadership** and **commercial excellence** across **B2B manufacturing industries**.

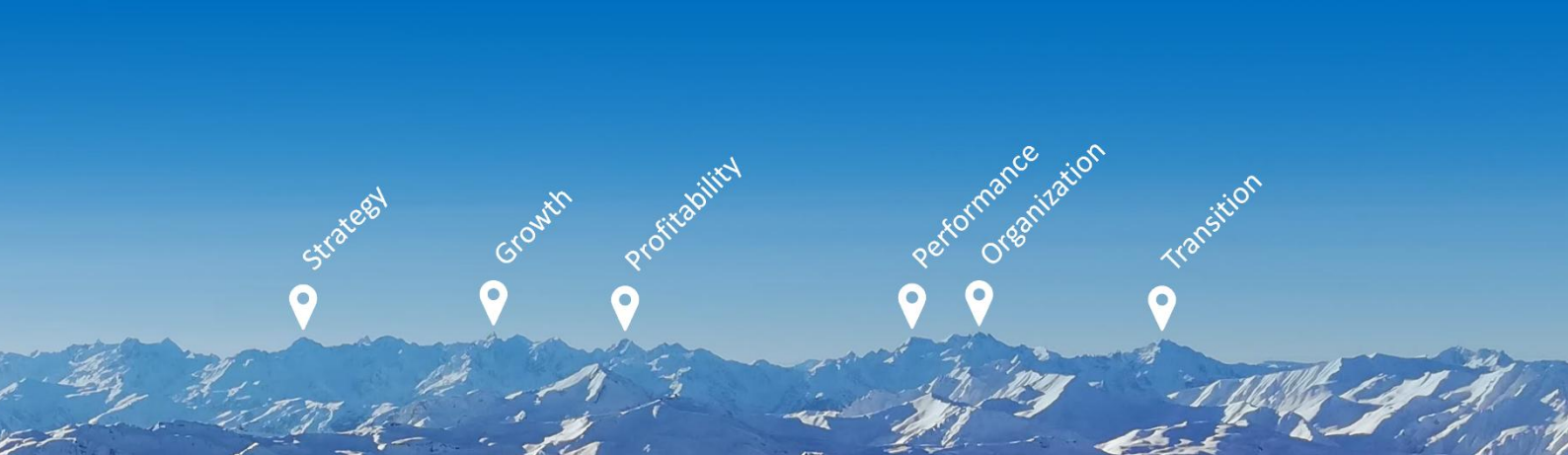
I take on roles as **interim CSO, Head of Sales / Business Development**, or **Strategic Program Lead** to address **commercial challenges** and deliver **growth and transformation objectives**. This also includes **turning critical customer situations around**, with direct intervention when required. My approach is consistently **pragmatic and result oriented**.

I support **mid-sized companies and international groups** through pivotal phases - **transformation, restructuring, growth, M&A transactions** and **post-merger integrations** - ensuring strong alignment between strategic direction, operational execution, and value creation.

Highly mobile, I operate **at the heart of organizations**, working closely with teams to **consolidate results, anchor change** sustainably, and **provide effective knowledge transfer**.

My Services: Sales leadership and interdisciplinary intrapreneurship

Strategy	Growth	Profitability
▪ Evaluating market dynamics ▪ Identifying success factors ▪ Developing commercial strategies and roadmaps	▪ Optimizing existing business ▪ Implementation, refinement, and acceleration of strategies ▪ Energizing sales channels	▪ Securing high-stakes negotiations ▪ Structuring pricing and fostering a profitability culture ▪ Commercial Claim Management
Performance	Organization	Transition
▪ Strengthening resources, processes, and tools ▪ Turning critical situations around with customers	▪ Optimizing the organization, roles, and responsibilities ▪ Structuring and managing KPIs and incentive systems	▪ Steering critical workstreams ▪ Negotiating key agreements ▪ Planning and executing seamless post-acquisition integration



Key elements of my experience:

- **30 years of international B2B sales experience:** including **15 years in executive leadership roles** within global industrial groups and **7 years in interim management**.
- **7 successful interim management assignments:** focused on growth, restructuring, commercial transformation, and M&A Transition.
- Management of **annual revenue ranging from EUR 30m to EUR 900m** and leadership of **international sales teams of up to 90 employees** (Europe, Asia, Americas).
- **Leadership of multicultural and cross-functional teams**, delivering measurable impact on collective performance and business results.
- Deep expertise in business development within the **Automotive, Truck, and Home Appliance Industries**, working with OEMs, Tier 1 suppliers, and component manufacturers across both direct and indirect sales channels.

Selection of completed interim management projects:

DIEHL Controls Wangen 10.2025 to 05.2026 Commercial Transformation Sales restructuring, improvement of the sales processes and practices, steering of price negotiations	KAYSER AUTOMOTIVE SYSTEMS Einbeck 04.2025 to 05.2025 Sales Performance Analysis 360° investigation, identification of levers to improve business acquisition and commercial performance	DIEHL Controls Wangen 09.2023 to 02.2025 Commercial Transformation Realization of restructuring measures, implementation of new business development initiatives
Werther 02.2022 to 08.2023 Business Development Development and implementation of a new strategy, improvement of sales practices and processes	GÜDEL Langenthal 06.2021 to 01.2022 Interim Sales Leadership Management transition, implementation of bottom-up strategies, definition of strategy for indirect sales channels	• APTIV • Wuppertal 06.2020 to 05.2021 Commercial Transformation Improvement of the sales processes and collaboration with distributors, steering of price negotiations

Career path prior to interim management:

Radolfzell 01.2016 to 11.2018 VP Sales & Product Management	KOSTAL Lüdenscheid 09.2011 to 12.2015 VP Sales & Marketing	KOSTAL Guyancourt 02.2008 to 08.2011 Branch office Director
KOSTAL Sentmenat 01.2006 to 01.2008 Sales & Engineering Director	KOSTAL Lüdenscheid 05.2001 to 12.2005 Key Account Manager	STRATEGY & ACTION INTERNATIONAL Saarbrücken 02.1996 to 04.2000 Consultant & Project manager