



EXECUTIVE INTERIM MANAGER

- Interim CSO
- Head of Sales & After Sales Service
- International Sales & Service Transformation
- Expert Market Expansion

Interim CSO for International Sales and After-Sales in Mechanical- and Plant Engineering

My name is **Thomas Wüst**. I am an Interim CSO with more than 30 years of experience in international sales and after-sales service within the mechanical and plant engineering industry.

I provide strategic and operational support to manufacturing companies when international sales processes lack consistency, margins are under pressure, after-sales potential is not fully leveraged, or when subsidiaries and partners fail to present a unified voice to the customer.

Offering

Reorganizing International Sales & After-Sales	Harmonizing international customer communication
▪ Analysis and restructuring of Sales and After-Sales ▪ Harmonization of processes, roles, responsibilities, and KPIs ▪ Alignment of headquarters, subsidiaries, partners, and service organization ▪ Leadership and development of international sales and service teams ▪ Establishment of robust structures for growth, efficiency, and improved governance	▪ Resolution of internal competitive conflicts between country organizations ▪ Improvement of communication between sales, service, engineering, and regional entities ▪ Ensuring cultural fit within international customer and partner structures ▪ Moderation between executive management, owners, subsidiaries, and teams ▪ Development of clear and reliable communication frameworks
Making After-Sales Service Profitable	Developing international business
▪ Development and implementation of international after-sales and service strategies ▪ Structuring of hotline systems, service partners, escalation pathways, and spare parts supply ▪ Business development in retrofit, upgrades, and modernization ▪ Training and development of service and sales personnel ▪ Expansion of after-sales from a support function into a profitable business segment	▪ Establishment and expansion of distributor, dealer, and B2B partner networks ▪ Development of international sales and service strategies for new markets ▪ Realignment and integration of international subsidiaries ▪ Qualification of local partners, teams, and suppliers On-site operational execution, with experience in India, Mexico, the USA, Asia, and Europe

Core Areas of Experience

International Sales and After-Sales Leadership in Mechanical and Plant Engineering

- More than 30 years of experience in international sales and after-sales service organizations, including over 20 years in leadership roles.
- Industry experience includes medical technology, pharmaceuticals, food and beverage, water treatment, dosing technology, process automation, and general mechanical and plant engineering.

Reorganization of international sales and service structures

- Repositioning of sales and after-sales organizations when targets are not met, customers are dissatisfied, or country organizations are not aligned.
- Harmonization of sales processes, roles, KPIs, and communication across countries, subsidiaries, and partners.

„One Voice Towards the Customer“ and International Collaboration

- Resolution of internal competitive conflicts between country organizations, particularly in international customer projects.
- Establishment of clear communication lines between headquarters, subsidiaries, sales, service, partners, and customers, with a strong focus on cultural fit.

Increasing margins and sales profitability

- Optimization of pricing management, dealer agreements, partner structures, and sales processes to improve revenue quality and profitability.
- Proven results: 25–30% improvement in profitability and revenue growth from EUR 90 million to EUR 149 million within two years, with increased EBIT.

Establishing profitable after-sales and service structures

- Development and implementation of international service strategies, including hotline support, service partners, escalation paths, and decentralized spare parts and service supply.
- Development of new after-sales business areas such as retrofit, upgrade solutions, and modernization of existing equipment to meet current technical and regulatory standards.

International expansion, branch development, and partner development

- Establishment and expansion of international sales, service, distributor, and B2B partner structures in markets such as India, Latin America, Asia, the USA, Europe, and Africa.
- Several years of international experience abroad, including 3.5 years in India, 9 months in Mexico, and multiple stays in the USA of 2–4 months each.

Restructuring of international units and on-site operational implementation

- Restructuring of the Indian entity, including the transition from a joint venture to a wholly owned subsidiary, relocation, setup of local manufacturing, and transfer of technology from Germany.
- Implementation of robust structures in purchasing, sales, service, accounting and reporting, manufacturing, supply chain, ERP, and quality management, including ISO 9001.

Key Competencies

Language Skills

- **German:** Native speaker, **English:** Business negotiation level, **Portuguese:** Fluent, **Spanish:** Basic knowledge

IT and Systems Skills

- SAP, Microsoft Office, Microsoft Navision, and various ERP and CRM systems

Professional development

- Process optimization with Lean, Kaizen, and continuous improvement (KVP)
- Agile project management
- Professional Scrum Master (PSM I)
- Business Development, Grundfos Academy
- Change Management, Grundfos Academy
- Leading and Developing International Teams
- Project Management, IHK
- Export Financing, IHK

Summary overview (Further details are set out on the following pages)

Interim Management Assignments

ASSIGNMENT	COMPANY	ROLE
Expansion of the B2B network and development of strategic partnerships to open up new sales opportunities and markets	Manufacturer of bimetal semi-finished products for the electronics industry	Interim Sales Manager
Reorganization and strategic realignment of sales, optimization of sales processes, and expansion of the B2B network to diversify into new industries and markets	Manufacturing service provider for sheet metal processing and welded assemblies	Interim Sales Manager (commercial and technical)
Reorganization of sales and after-sales service in an international organization, with a focus on process harmonization, margin improvement, and service development	Machinery and plant engineering for pharma, medical technology, and food & beverage industries	Interim Head of Sales & Service

Permanent positions

TIME	COMPANY	ROLE
08/2020 – 11/2020	DWA GmbH & Co. KG	Global Director Sales & Service
08/2018 – 07/2020	KSB SE & Co. KGaA	Director Global General Bus. OEM Industry
02/2017 – 03/2018	KST Kraftwerks- und Spezialteile GmbH	Head of Sales
10/2012 – 03/2016	PS Automation India / Automation GmbH	Operations Manager PS Automation India
10/2005 – 09/2012	Grundfos / Alldos International AG	Business Development Manager CEE / Asia
08/1998 – 09/2005	Grundfos / Alldos International AG	Export Manager CEE
03/1996 – 07/1998	Gabler Maschinenbau	Sales Manager
05/1992 – 02/1996	Gabler Maschinenbau	Service Technician

Education and training

TIME	EDUCATION	INSTITUTION	DEGREE
1992 – 1996	Part-time training as a certified mechanical engineering technician, specializing in production technology and production planning	Technical College, Germersheim	Certified mechanical engineer
1987 – 1989	Part-time further training as a certified master craftsman in mechanical engineering	Master School, Karlsruhe-Durlach	Master craftsman in mechanical engineering (IHK)
1980 – 1983	Apprenticeship as a plant mechanic / industrial fitter	E. Holtzmann Papier	Plant mechanic
1971 – 1980	Secondary School, Hagenbach		Secondary School

Interim Management Assignments (Detailed description)

Expansion of the B2B network and development of new strategic partnerships to unlock additional sales opportunities and new markets.	
The Client	The Assignment
Company: - Inovan GmbH & Co. KG - Part of the Prym Group Industry: - Manufacturer of bimetal semi-finished products for the electronics industry Revenue - approx. 40 Mio. € Employees: - approx. 700 in the group Situation: - Declining sales - consulting needs in identifying and developing new sales markets	Role: Interim Sales Manager Period: 08/2024 – 09/2024 TASK: - Expansion of the B2B network and development of new strategic partnerships to unlock additional sales opportunities and new markets ACTIONS: - Identified and approached potential B2B clients and partners - Expanded existing contacts within the market environment - Developed new strategic partnerships - Conducted customer and market meetings mainly in the field - Supported the development of new sales opportunities RESULTS: - B2B network expanded in a targeted way - New strategic partnerships initiated - Additional market and sales potential identified - Stronger customer presence through direct market engagement
Reorganization and realignment of sales, optimization of sales processes, and expansion of the B2B network to diversify into new industries and sectors.	
The Client	The Assignment
Company: - MAP Maschinen- und Apparatebau Produktions GmbH - Part of Neuenhauser Group Industry: Manufacturing service provider for sheet metal processing and welded assemblies made of steel and stainless steel, including for power plant construction, mechanical engineering, medical technology, and pharma Revenue: - approx. 24 Mio. € Situation: - Sales without structure - no proactive customer management and no prospecting	Role: Interim Sales Manager (commercial and technical) Period: 05/23 – 12/23 TASK: - Reorganization and realignment of sales, optimization of sales processes, and expansion of the B2B network to diversify into new industries and sectors. ACTION: - Professional leadership and coaching of three sales employees. - Analysis and optimization of existing sales processes. - Restructuring and realignment of sales processes and sales activities to improve efficiency. - Facilitation of internal communication between departments. - Expansion of the B2B network, especially in Food & Beverage and Pharma. - Support of Supply Chain Management to improve logistical processes.

▪ Business with existing customers depended largely on chance ▪ the sales manager went on parental leave, leaving only one day for handover	RESULTS: ▪ Sales processes were structured and made more efficient ▪ Internal collaboration between departments was improved ▪ New business partners were gained in additional industries ▪ The customer base was diversified toward Food & Beverage and Pharma ▪ Logistical processes were supported, and bottlenecks were reduced ▪ The sales team was strengthened through coaching and prof. leadership
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Reorganization of sales and after-sales service in an international organization, focusing on process standardization, margin improvement, service setup, improved collaboration among subsidiaries, and stronger customer orientation.

The Client	The Assignment
Company: ▪ Mechanical engineering and plant construction company (Name confidential, under NDA)) Industry: ▪ Pharma, medical technology, and food & beverage sector Situation: ▪ Competition between country subsidiaries on projects ▪ Inconsistent handling of customer inquiries ▪ No unified sales and service strategy. ▪ Communication between headquarters and subsidiaries was sometimes contradictory. (Cultural difference)	Role: Interim Head of Sales & Service Period: 11/2022 – 04/2023 TASK: ▪ Reorganization of sales and after-sales service in an international organization, focusing on process standardization, margin improvement, service development, improved collaboration among subsidiaries, and stronger customer orientation ACTION: ▪ Professional leadership, coaching, and development of 30 employees ▪ Restructuring and realignment of sales ▪ Review and adjustment of existing processes and KPIs ▪ Expansion of the B2B network and development of strategic partnerships ▪ Renegotiation and adjustment of existing dealer agreements ▪ Harmonization of sales processes across country subsidiaries ▪ Development and implementation of a global service strategy, including a hotline ▪ Conflict management and improvement of communication between country subsidiaries ▪ Implementation of a compensation policy for cross-border projects ▪ Support in building a decentralized spare parts supply through service partners RESULTS: ▪ Significant margin improvement through renegotiation of existing dealer agreements ▪ Contribution to revenue growth and higher profitability ▪ Created more standardized sales processes across international operations ▪ Implemented a global service strategy, including a functioning hotline ▪ Improved communication and collaboration between country subsidiaries ▪ Defused conflicts between countries and locations ▪ Created the foundation for better service availability and stronger customer retention

Permanent Positions

DWA GmbH & Co. KG	
▪ Mechanical and plant engineering ▪ Water treatment, pharmaceuticals, and medical technology ▪ Part of the Pollet Group ▪ Revenue: EUR 12 million	
08/2020 – 11/2020	Global Director Sales & Service
Key responsibilities	▪ P&L responsibility for EUR 12 million in revenue ▪ Leadership and development of sales, marketing, project team, and service, including hotline support ▪ Expansion and internationalization of the B2B sales and service network ▪ Contract drafting and negotiation with existing and new sales partners ▪ Pricing management to increase revenue and profitability ▪ Management of major key accounts at C-level ▪ Reporting to senior management on KPIs, developments, and recommended actions
Key success factors	▪ Combination of P&L responsibility, strategic business development, and operational leadership ▪ Expansion of international sales partnerships and service offerings ▪ Optimization of pricing strategies and sales control mechanisms ▪ Confident key account management at decision-maker level ▪ Entrepreneurial mindset, negotiation skills, and clear communication

KSB SE & Co. KGaA	
▪ Pumps and valves ▪ 15,000 employees ▪ Over 80 locations worldwide ▪ EUR 2.3 billion in revenue	
08/2018 – 07/2020	Director Global General Business OEM Industry
Key responsibilities	▪ Responsibility for a revenue volume of EUR 149 million ▪ Strategic OEM development for standard products ▪ Coordination of international sales companies in customer projects ▪ Development of new business relationships, especially in F & B and Pharma ▪ International key account management across various industries ▪ Development of customer-specific solutions for B2B clients ▪ Reporting to business unit management
Key success factors	▪ Strategic thinking combined with international key account management ▪ Ability to coordinate different sales companies in international customer projects ▪ Development of new business potential in F & B, Pharma, plant engineering, e.g. ▪ Industry-specific expertise and technical solution competence ▪ Strong communication skills, diplomatic tact, and a clear customer focus

KST Kraftwerks- und Spezialteile GmbH	
- Special parts for the power plant industry 75 employees EUR 20 million in revenue	
02/2017 – 03/2018	Head of Sales
Key responsibilities	- P&L responsibility for EUR 20 million in the sales area - Development of new business areas outside power plant technology - Building business relationships with machinery manufacturers in the pharmaceutical and food industries - Development and implem. of a marketing strategy for new target industries - Organization and participation in trade fairs and industry events - Project management in sales - Implementation of a CRM system - Reporting to owners and shareholders
Key success factors	- Entrepreneurial mindset in building new business areas - Ability to transfer technical expertise to new target markets - Clear sales structuring through CRM, reporting, and project management - Strong communication and persuasive skills with customers, partners, and shareholders - Drive, team leadership, and a high level of execution focus

PS Automation India / PS Automation GmbH	
- Process automation / actuators - Germany and India - EUR 8 million in revenue 10 direct reports in India	
10/2012 – 03/2016	Operations Manager PS Automation India
Key responsibilities	- P&L responsibility for the Indian subsidiary - Restructuring and realignment of the Indian entity - Conversion of the joint venture into a wholly owned subsidiary - Relocation to a new company building and setup of local manufacturing - Technology transfer from Germany to India - Establishment of a functioning supply chain management system, including supplier qualification, import, customs, and warehousing - Introduction of an ERP system and new corporate structures - Build-up of a sales and service network, including a hotline in India - Development of strategic customers in Southeast Asia and the Middle East - Leadership and development of a local team - Introduction of ISO 9001
Key success factors	- Turnaround of the Indian subsidiary within two years - Combination of operational restructuring, sales, service, supply chain, and local leadership - Intercultural competence in working with Indian teams, B2B and B2C partners - Building resilient local structures instead of merely managing from Germany - Decisiveness, focus on quality, and strong hands-on execution on site

Grundfos / Alldos International AG	
▪ Pumps, control systems, dosing and disinfection systems ▪ Approximately 17,000 employees ▪ Approximately 120 locations worldwide ▪ EUR 3.5 billion in revenue	
10/2005 – 09/2012	Business Development Manager CEE / Central Asia
Key responsibilities	▪ P&L responsibility for EUR 18 million in the dosing and disinfection business ▪ Functional leadership of 15 international employees ▪ Development of business in CEE and Central Asia ▪ Identification of growth opportunities and development of new markets ▪ Organization of marketing, customer, and training events ▪ Consulting on water treatment customer projects together with sales companies ▪ Training of local sales and service staff as well as customers ▪ Reporting to the Regional Director
Key success factors	▪ Combination of market knowledge, technical consulting, and international sales management ▪ Build-up and development of a high-performing international team ▪ Development of new market opportunities in the dosing and disinfection business ▪ Strong didactic skills in training sales, service, and customers ▪ Clear goal orientation, assertiveness, and entrepreneurial mindset
08/1998 – 09/2005	Export Manager CEE
Key responsibilities	▪ P&L responsibility for EUR 4 million in Central and Eastern Europe ▪ Leadership and development of a small team ▪ Search, selection, and development of new B2B partners and distributors ▪ Further development of existing partner structures ▪ Organization of marketing activities, seminars, and customer events ▪ Consulting on customer projects in water treatment ▪ Expansion of market share in CEE ▪ Reporting to the CEO/CFO
Key success factors	▪ In-depth understanding of B2B markets in Central and Eastern Europe ▪ Building strategic partnerships and long-term customer relationships ▪ Strengthening market share through partner development and technical consulting ▪ Strong communication skills with top management, partners, and customers ▪ Flexibility, determination, and consistent goal orientation

Gabler Maschinenbau	
▪ Machines and equipment for the food industry, pharma, and medical technology ▪ 45 employees ▪ EUR 15 million in revenue	
03/1996 – 07/1998	Sales Manager
Key responsibilities	▪ Worldwide project sales for machines and equipment ▪ Technical customer consulting on feasibility and process optimization ▪ Worldwide customer visits for acquiring new clients and supporting existing ones ▪ Development and implementation of international sales strategies. ▪ Key account management and negotiation ▪ Market analysis and competitor monitoring ▪ Trade fair participation and international customer outreach ▪ Team leadership, reporting, and sales controlling
Key success factors	▪ Combination of technical mechanical engineering understanding and international sales ▪ Ability to develop custom solutions for complex, explanation-intensive equipment ▪ Strong negotiation skills and long-term relationship building ▪ Analytical understanding of markets, customer needs, and competition ▪ Customer focus, assertiveness, and strong communication skills
05/1992 – 02/1996	Service Technician
Key responsibilities	▪ Worldwide commissioning of machines and equipment ▪ Service visits, repairs, and on-site technical troubleshooting ▪ Technical support by phone and email ▪ Spare parts coordination for international service assignments ▪ Documentation of service activities and technical measures ▪ Quality assurance, especially for systems in the pharmaceutical industry ▪ Training and instruction of customer operators ▪ Continuous improvement of service processes
Key success factors	▪ Solid technical understanding gained from assembly, commissioning, and service ▪ Fast problem analysis and solution-oriented work at customer sites ▪ Ability to reduce downtime and ensure customer satisfaction ▪ Structured planning and coordination of worldwide assignments ▪ Service experience as an important foundation for later sales and after-sales roles