

Curriculum vitae



CFO's right hand for critical projects

Interim manager in the areas of purchasing, transformation and controlling

France/ Germany Gatekeeper

- Entrepreneurial personality and change manager with extensive and long-standing project management experience in audit/finance and procurement
- Broad experience in procurement transformation, digitalization of the procure-to-pay process, make-or-buy, transfer of work, carve-out and capex management
- Successfully initiated and implemented strategic realignment and new processes
- Diverse life experiences in France, Germany and the USA, understanding of multicultural challenges in cross-border projects

Profile

Roles and responsibilities:

- Interim Manager Purchasing Manager
- Interim Project Manager
- Key Account Manager, Country Manager
- Business Controller
- Lead Auditor

Main focus of my activities:

- Transformation
- Restructuring & Turnaround
- Sales & Procurement Management
- Business Controlling
- Audit

Industry experience:

- Aerospace
- Defense
- Construction
- Telecommunications
- Energy

Regional and country experience

- France
- Germany
- North America
- Europe (EU)
- Georgia

Education and languages

- 2023: IFMT - Certification Interim Management (100 hours)
- 2022: Harvard - Certification Negotiation (70 hours)
- 2013: Wharton - CFO: Developing a Strategic Partner Program (100 hours)
- 2011: HEC - Value creation through strategic financial management (30 hours)
- **2004: ESSEC Grande Ecole - Master in Management** - Admission through competitive examination <https://www.essec.edu/fr/programme/grande-ecole/grande-ecole-concours/>
- French (native speaker), English (bilingual), German (bilingual)

Miscellaneous

- Member of DDIM - Dachgesellschaft Deutsches Interim Management, Cologne (DE)
- Member of the Business Excellence Association, Zurich (CH)
- Finalist Les Négociales Pro 2022 (3rd place), French-language sales competition, Epinal (FR)
- Contract teacher: negotiation, change management, Nancy (FR)

Interim management projects (self-employment)

- 11.2023 - Today Key Account Manager France, Interim Manager
Medium-sized start-up FinTech company, USA (sales EUR 10.0 million, 30 employees)
Sales/ customer acquisition, development of business in Europe
- Definition of market segments and determination of sales targets (20/80)
 - Configuration of the CRM system and communication with the management
 - Conducting interviews and negotiations with stakeholders
 - Participation in conferences and trade fairs
- 10.2022 - 02.2024 Key Account Manager Germany, Interim Manager
Medium-sized start-up IT company, France (turnover EUR 70.0 million, 30 employees)
Sales/ customer acquisition as part of the foundation of the German subsidiary
- Definition of market segments and determination of sales targets (20/80)
 - Configuration of the CRM system and communication with the management
 - Conducting interviews and negotiations with stakeholders
 - Participation in conferences and trade fairs
- 07.2022 - 01.2023 Key Account Manager, Interim Manager
Chamber of Commerce and Industry, France (turnover EUR 5.0 million, 80 employees)
Building relationships with institutional players in the region
- Conducting interviews and negotiations with stakeholders
 - Conception of a joint operational business model
 - Communication with the management
 - Conclusion of business agreements with 4 competitive clusters in the region
- 10.2021 - 05.2022 Purchasing Manager Germany, Interim Manager
Sogetrel, medium-sized telecommunications company (sales EUR 750.0 million, 5000 employees)
Establishment of the supply chain as part of the foundation of the German subsidiary
- Preparation and review of framework agreements with the legal department
 - Digitalization of purchase-to-pay and compliance processes
 - Change management with the stakeholders
 - Selection of local and international subcontractors (civil engineering, assembly)
 - Shorter delivery times for turnkey projects to the customer
- 04.2021 - 09.2021 Senior Sales Manager Industry & Sustainability, C-Level, Interim Manager
Chamber of Commerce and Industry, France (turnover EUR 5.0 million, 80 employees)
Vacancy bridging/ transition from public to private service provider
- Development of a strategy, simplification of the commercial offer
 - Advising the management about the new organization
 - Change management with the 15 employees, definition of personnel objectives
 - Handover of the new organization with creation of synergies
- 06.2019 - 03.2021 Training manager
EIPM, Institute for Vocational Training in Purchasing (turnover EUR 2.0 million, 10 employees)
Conducting purchasing training seminars in German and English
- Contracts and legal aspects
 - Conducting negotiations with suppliers
 - Key Category Management, Supplier Relationship Management
 - Advanced tools to reduce costs

03.2018 - 07.2018 Consultancy, purchasing manager
 Alstom subsidiary, railroad technology, France (turnover EUR 20.0 million, 200 employees)
Carve-out/ renegotiation of purchase agreements

- Risk analysis, communication, change management
- Consolidation of requirements, transition from series production to after-sales service
- Review and renegotiation of purchasing contracts
- Various measures as part of the transition phase
- Reduction of supply chain risks during a critical change

10.2016 - 04.2017 Setting up a business
 Sebastien Kuhn SAS, simplified joint stock company
Interim management, management consulting, training

Career (permanent position)

09.2013 - 09.2016 Head of Purchasing Controlling, Senior Manager, employed
 Premium Aerotec, Airbus Group, Germany (sales EUR 1600.0 million, 5000 employees)
Restructuring/controller for the transformation of the supply chain

- Creating business cases for purchasing (material, assembly, detail parts)
- Management of make or buy and production relocation projects
- Implementation of various cash optimization projects
- Employee management (6 employees), motivation, communication
- Significant contribution to cost savings programs (25-50%)

03.2012 - 08.2013 Project Manager Controlling, employed
 Airbus Group, aerospace (turnover EUR 65000.0 million, 135000 employees)
Senior management development program in finance, support of the CFO

- Conception of a process cost controlling approach for the assembly lines of airplanes
- Review of helicopter product costs, optimization of inventories
- Carve-out of the cybersecurity business with focus on business case and capitalization
- Supporting the CFO in day-to-day business, participating in training courses

03.2009 - 02.2012 Auditor, Manager, employed
 Airbus Group, aerospace (turnover EUR 65000.0 million, 135000 employees)
Corporate audit/ review of key risks, functions and programs

- Causal analysis of main risks, functions and programs
- Communication with the management together with the Corporate Audit Director
- Focus on programs, subsidiaries, purchasing, finance, CAPEX, export control
- Supporting the department in defining effective corrective measures

01.2006 - 02.2009 Senior auditor, employed
 Deloitte France, auditing (turnover EUR 300.0 million, 10,000 employees)
Financial audit/ review of annual and consolidated financial statements under French Gaap/IFRS

- Advising the CFO on the correction of financial documents
- Development of expertise on long-term contracts (IFRS 11)
- Review of the accounting of financial instruments
- Due diligence audits for acquisitions