

Manager profile and project list

Interim Manager and Consultant

Person

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**Building bridges, changing perspectives and more.
Achieve sustainable goals consistently!**

With many years of practical and international professional experience, I am an assertive interim manager and consultant. I support companies in bridging longer vacancies in management. For sustainable changes, restructuring or if sales and EBIT need to be increased, I am available as a consultant or project manager and I support the implementation. Success is often based on consistent implementation. The necessary measures are often known, but there is often no plan and therefore no implementation. For consistent implementation, that's what I stand for! I am experienced in achieving the best results with few resources and good planning.

Manager Profile

Expertise

> **30** years sales, marketing, aftermarket, service
> **24** years of **management experience** (3 direct reports, 15 employees; sales of up to EUR 50 million at individual business level (turnkey plants))

6 years in interim management + consulting

Co-author of a specialist book, chapter "Aftermarket business Is Superseding Traditional Sales"

Industry experiences:

- Mechanical and plant engineering (automotive, plastics -, fire protection industry, flow technology)
- Communication technology / ICT
- Electrical engineering

Competencies & Characteristics

Education and experience allow me to **quickly understand companies and business models and to achieve short-term, sustainably results.**

Skills:

- CEO and division management
- Chief Transformation Officer (CTO, i.e. for the strategic restructuring of business models)
- Change-Management
- ESG: CSRD / Corp. Sust. Reporting Dir.
- Market & service-oriented structuring
- Organizational – and process development
- Sparring partner and consultant
- Creative, customer- and solution-oriented in project business and component business
- Experience in intercultural environment
- Proven negotiation skills
- Enthusiasm and persuasion

Examples from my mandates

Activities in the **corporate environment** as well as with **international medium-sized companies**:

- As operational managing director, a special situation stabilized, the company relocated and realigned during ongoing operations.
- CSO: Realignment of a German subsidiary after insolvency: SWOT analysis, strategy development and implementation. Achieved a sustainable turnaround from a negative ROS in one year and created additional new jobs. (Parent company: Italian private equity company)
- Division Manager Aftermarket Sales and Service: Market development for special machines, after takeover from an insolvency. Achieved sustainable sales and high EBIT in the first year for this German subsidiary. (Parent company: American PE company)
- Business development consultant: market analysis, strategy development and implementation. International B2B market development in electrical engineering, for a foreign subsidiary of a German company
- Turnaround management for international, sustainable market development, after change of ownership in the B2B components business. (Parent company: Swiss PE company)

Project list

Desautel GmbH, Jena and after relocation Rüsselsheim, Germany.....08/2022 to 07/2023

Industry	Capital Goods Industry, fire protection technology
Client	Desautel SAS, owner-managed French company with 9 subsidiaries worldwide, 1.500 employees, turnover about EUR 300 m p.a.
Function	Interim Manager as Managing Director of the German subsidiary, Desautel GmbH, and as consultant for sales, human resources, location management, coach
Reported to	CEO of the French parent company
<u>Initial situation</u>	The subsidiary, one office and three warehouses, relocated during ongoing operations and ensured the company's 12-year presence on the German market, in the sensitive B2B market for fire protection technology. All employees had resigned.
<u>Tasks</u>	<ul style="list-style-type: none"> ○ Replace staff in the short term (temporarily for the old office, then for the new office and with at least a good knowledge of French, in the event of a shortage of skilled workers) ○ Secure existing B2B customer relationships and location function ○ Move the sales office with warehouses to a new location to be found.
<u>Operational activities</u>	<ul style="list-style-type: none"> ○ Management of the GmbH with all administrative tasks ○ Work processes analyzed, requirement profiles & job descriptions created, personnel consultants commissioned, job advertisements written and published. ○ Created employment contracts and conducted interviews. ○ SCM strategy developed and implemented for relocation during ongoing operations. ○ New office and warehouse sought, desired adjustments and rental contracts negotiated
<u>Results and successes</u>	<ul style="list-style-type: none"> ○ New managing director and specialist staff hired, trained and always reliably supplied all customers. ○ Founded a new location, refurnished everything, found a warehouse nearby, organized and accompanied all relocations, closed the old location and two warehouses. ○ At the same time, sales increased and, shortly before the end of the project, the largest single order in the 12-year history of the German branch was won.

Beyond Management GmbH, Potsdam, Germany 09/2021 to today

Industry	Interim Management and company consulting
Function	Partner
Tasks	Support of company transitions, potential and productivity increase, business start-ups, development of new business areas, reorganization / restructuring, M&A - specialized in executive interim management and management consulting

Beyond Refinance AG, Bottighofen, Switzerland 09/2021 to today

Industry	Mergers and Acquisitions
Function	Partner
Tasks	International corporate investments / financing for companies in transition situations specialized in restructuring / reorganization, M&A

Company name subject to discretion 05/2019 bis 11/2019

Industry	Capital Goods Industry, Electrical engineering, Focus: Transformers
Client	German PE company with locations worldwide, approx. 4,000 employees, sales of around EUR 1 billion, with a new European subsidiary, with production and distribution
Function	Interim Manager as Consultant for international sales, online sales and team coaching
Reported to	Management board
<u>Situation</u>	The sharp decline in sales of the new products called the new location into question.
<u>Tasks</u>	<ul style="list-style-type: none"> ○ Stabilize sales, international business development and coaching of the sales team ○ Accompany the market launch of new B2B products, analyze market potential and sales channels, and derive goals. ○ Develop a concept for long-term sales increase
<u>Operational activities</u>	<ul style="list-style-type: none"> ○ International power sales initiative developed and launched. ○ Integration of international branches, agents, and OEMs into customer business ○ Provided operational support and coaching for international sales on site abroad. ○ Concept developed for long-term sales increase, with online sales content.
<u>Results and successes</u>	<ul style="list-style-type: none"> ○ Declining sales stabilized in a few weeks - ultimately more than doubled. ○ Location's existence was secured, additional jobs were created through the turnaround. ○ Introduction of the new, long-term sales strategy.

STEFAN ZEISS MANAGEMENT + CONSULTING, Bad Hersfeld, Germany 06/2018 to today

Industry Interim management and company consulting
Function **Entrepreneur**
Tasks Support of company transitions, increasing potential and productivity, start-ups, setting up new business areas, reorganization / restructuring, M&A - specializing in executive interim management and management consulting

mdexx GmbH, Weyhe, Germany 01/2016 to 11/2017

Industry Capital goods industry, mechanical engineering: transformers and industrial fans for transformers, compressors, railroad applications, cooling systems, ...
Employer mdexx GmbH, Chinese PE company, approx. 100 employees, turnover approx. EUR 53 m.
Function **International Key Account Manager** for the international fan business of the company
Reported to Management board / CEO
Situation After a change of ownership, the C-level was replaced, and the company was restructured.
Tasks

- o Conclude B2B trades with international trade representatives, major customers, SMEs.
- o Draw up framework agreement with spare parts business for key accounts and services.
- o Increase sales and EBIT with existing customers.

Operational activities

- o Customer and trade fair visits in Europe, service business developed and established.
- o Framework agreement with spare parts business for customers drawn up and negotiated

Results and successes

- o Framework agreements successfully concluded with key accounts and SMEs.
- o EBIT and sales increased from EUR 10 m to approx. EUR 12 m p.a.

Employees office staff, development, design, order processing, purchasing

mdexx GmbH, Bremen, Germany 12/2012 to 12/2015

Industry Capital goods industry, mechanical engineering: transformers and industrial fans
Employer mdexx GmbH, Swiss PE company, approx. 110 employees, turnover approx. EUR 51 m.
Function **International Key Account Manager** for the company's international fan business
Reported to Management board / CEO
Initial situation A change in company ownership, decreasing sales in a parallel division and constantly rising warranty costs led to a customer-oriented restructuring.
Tasks

- o Conclude B2B trades with international trade representatives, major customers, SMEs.
- o Win back sales and EBIT with former customers and ensure them sustainably.

Operational activities

- o Quality offensive carried out (defect rate + warranty cases down = sales + EBIT up)
- o Organized customer and trade fair visits in Far East Asia, India, Southeast Europe, company presence at trade fairs, presented products and acquired new customers

Results and successes

- o Framework agreements developed and concluded with new SMEs
- o Sales between approx. EUR 10 m and approx. EUR 13 m p.a. – objectives exceeded

Employees office staff, development, design, order processing, purchasing

MicroPoise Measurement Systems Europe GmbH, Lübeck, Germany 10/2011 to 11/2012

Industry Capital goods industry, mechanical engineering: measuring machines for tire manufacturers
Employer Subsidiary of a US PE company, 40 employees, sales approx. EUR 13 million
Function **Head of Aftermarket Sales & Service**, for EMEA region (Member of the Management)
Reported to Management board / CEO
Initial situation MicroPoise was created in 2012 from the insolvency of Collmann GmbH and the integration of the Dutch MicroPoise BV. Company sales was the Aftermarket S&S approx. EUR 3 m.
Tasks

- o Migrate the Dutch employees to the new company structure.
- o Analyze market and employee potential and derive business potential.
- o Increase sales to at least EUR 9 m to ensure the existence of the GmbH in the first year.

Operational activities

- o Customer visits in EMEA, including Russia, Moscow
- o Developing an employee competency matrix for aftermarket sales & service
- o Restructuring of the service department to integrate a new business area "Rebuilds"
- o Deployment and training of a service manager and a rebuild manager

Results and successes

- o First framework contract for a long-term service was developed and concluded and the first major order for "rebuilds" was won – company existence secured
- o EBIT increased and sales increased to EUR 12 m (total company sales EUR 12 m)

Employees 15: Head of Field Service, Head of Rebuilds, field and office team

Hans H. Meyer GmbH, Salzgitter, Germany.....08/2010 to 09/2011

Industry Capital goods industry, mechanical engineering: intralogistics, attachments for forklift trucks
Employer Subsidiary of an Italian private equity company, 144 employees, turnover ~EUR 28 m.
Function **Director Sales & Marketing** (Member of the Management Board)
Reported to CEO
Initial situation In 2010, Bolzoni S.p.A. took over Hans H. Meyer GmbH out of insolvency and business was steadily decreasing. The company's existence was still very much at risk.
Tasks

- Increase business in the short term so that the existence of the GmbH is ensured.
- Analyze market and competition and identify business potential.
- Analyze employee potential and develop motivation models.

Operational activities

- Market and competition analysis developed and executed.
- Business plan and marketing master plan developed, coordinated, sales targets derived.
- Employee potential analysis developed, carried out and motivation targets set.
- Industry-oriented sales structure, new provision system developed and established.

Results and successes

- Turnaround of national and international sales achieved, e.g. by increasing delivery reliability.
- Sales increased from EUR 24 m to EUR 28 m, thus exceeding break-even point.

Employees 15: Head of Internal Sales, Field Sales Team, Internal Sales Team, Marketing

Rotorcomp GmbH, Germering, Germany11/2006 to 02/2010

Industry Capital goods industry, mechanical engineering: Screw air ends for industrial compressors
Employer Rotorcomp GmbH (Subsidiary of the Bauer Group), 35 employees, sales EUR 16 m
Function **Area sales manager** for Southern Europe, India, and Far East Asia
Reported to Management board / CEO
Initial situation The sales area was not serviced for a long time. Business was steadily decreasing, and existing customers had been lost.
Tasks

- Winning back former existing customers and acquiring new customers.
- Creating marketing materials and developing new business opportunities.

Operational activities

- Closing B2B contracts with international trading representatives, major customers, SMEs
- Acquisition of new B2B customers ~10% p.a. and development of the Indian market.
- Creation of a new company profile and a complete product overview.
- Consulting services developed, offered and marketed.
- Organized company presence at trade fairs, presented products and acquired customers

Results and successes

- Turnaround brought about, also by increasing delivery quality and reliability.
- Sales increased from EUR 3 m to EUR 7 m, while at the same time increasing the already positive EBIT by 20%. This contributes to almost 50% of the company's sales.

Employees 6: Order and payment processing as well as customer support

Brückner Maschinenbau GmbH, Siegsdorf, Germany09/2003 to 10/2006

Industry Capital goods industry, plant engineering: plastics industry, bi-axial film stretching systems
Employer Brückner Maschinenbau GmbH, 450 employees, turnover EUR 500 m
Function **Regional Sales Manager** for Far East Asia
Reported to Director Sales Far East Asia
Initial situation The sales area, particularly South Korea and Japan, was not served for several years. Management wanted to tap into the additional business potential.
Tasks

- Acquire new customers and acquire new business with existing customers.
- Creating customer-specific sales documents for sales representatives and customers.

Operational activities

- Management von zwei internationalen Handelspartnern und zwei Tochtergesellschaften. B2B-Geschäfte mit Großkunden vorbereitet, verhandelt, abgeschlossen
- Participation in defining sales content in a new ERP software
- New business segment developed, and service packages developed and offered.
- Prepared exhibitions at international trade fairs, presented products and services and acquired new customers.

Results and successes

- Successful opening of the dynamic market for new material production - business area sustainably developed (since then this film has been in all cell phones)
- Turnover of up to EUR 50 million at individual transaction level (with turnkey plants)

Employees 6: Development engineers, process engineers, project managers

Siemens AG, ICT, sales branch office, Munich, Germany01/1998 to 12/2002

Industry Capital goods industry, electrical engineering: project business with IT network operators
Employer Siemens AG, more than 300,000 employees worldwide, sales of EUR 29 bn
Function **Key Account Manager** for nationwide IT network operators
Reported to Sales Division Management
Situation Continuation of the VIAG Interkom GmbH network construction that had recently begun.
Tasks

- Continuing existing business and acquiring additional, new business potential.

Operational activities

- Sales & marketing of hardware & software and services for the nationwide ICT networks.
- Many customer meetings (often with new orders); accompanied commissioning projects.
- A service and spare parts package was developed, negotiated and offered.

Results and successes

- Additional new network operators successfully acquired.
- Turnover increased from EUR 28 m to EUR 36 m – objectives far exceeded.
- Additional sales through the marketing of a service package (FY 2000: EUR 6 m)

Employees 12: Technical consultant, controller, team assistance, 3 project managers with 30+ people

Siemens AG, ICT, sales branch office, Munich, Germany09/1995 to 12/1997

Industry Capital goods industry, electrical engineering: B2B project business
Employer Siemens AG, more than 416,000 employees worldwide, sales of EUR 60 bn
Function **Technical consultant** for corporate customers (DECT telephony & call center solutions)
Reported to Consulting Division Management
Situation Company-wide, mobile, free calls and call center solutions were in high demand
Tasks

- Project management for components, for company-wide, mobile, free telephony
- Marketing and sales of call center solutions to corporate customers

Operational activities

- Having a new DECT interface developed for a Siemens telephone system, advising customers and marketing all products for company-wide cordless/DECT telephony.
- Corporate clients consulted, negotiated and marketed Call Center Solutions.

Results and successes

- Successful opening of the dynamic market for a company-wide DECT solution as well as management consulting and marketing of call center solutions.

Siemens AG, ICT, Stammhaus, Munich, Germany12/1992 to 08/1995

Industry Capital goods industry, electrical engineering: Product management mobile phone market
Employer Siemens AG, more than 450,000 employees worldwide, sales of EUR 51 bn
Function **Product manager** for mobile phones
Reported to Division Management Produkt Management
Situation End customers showed great interest in mobile telephony.
Tasks

- Product management for the first cordless Siemens phone "GigaSet 910" (DECT)
- Product management for the mobile phone „S4“ (GSM standard)

Operational activities

- Wrote technical specifications for both phones, coordinated multilingual implementations, e.g. the user menus; coordinated operating instructions, packaging, advertising with external advertising agencies, packaging companies and printers.
- Prepared and operationally supported sales OEM negotiations with major customers.
- Interdisciplinary collaboration with: development, construction, software developers, production, sales, marketing, controlling

Ergebnisse

- Very successful market entry into both highly dynamic end customer markets.

Education, knowledge, memberships, awards, hobbies

Professional educations

- Precision Engineer (*Siemens AG, Braunschweig, Germany*)
- Master of Industrial Engineering and Management (Dipl.-Wirtschaftsingenieur FH) (*Munich University of Applied Sciences, one semester in the USA, NY*)

Trainings and certificates Project Management, seminar for project managers, distribution of services, „English intensiv“ in London, Intercultural sales training „fit for business in Asian markets“, Strategic selling and „Large Account Management Process“, ESG Implementation Manager, Transformations- and Turnaround-Manger (CTO, CRO) and more
Languages

- German (native language), English (business fluent)

Memberships,
Awards

- DDIM** – Dachgesellschaft Deutsches Interim Management e.V.
- DDIM.projekt 2023 (<https://ausgezeichnete-interim-projekte.de/portfolio-item/standortleitung-und-verlagerung-im-laufenden-betrieb/>)
- Exzellenzberater des Deutschen Mittelstands** bei „Die Deutsche Wirtschaft“

Hobbies Traveling, hiking, mountain biking, sailing