

Personal data

Robert Lebherz

Reinickendorfer Weg 11

D-78056 Villingen-Schwenningen

Mobile: +49 (0)162 971 5324

Tel.: +49 (0)7720 63989

lebherz.interim@t-online.de

www.lebherz-consulting.de

Born 20th December, 1957

Married, 2 children

Nationality German

Member of DDIM (Interim Management Society)

Member of Beirat-BW e.V. / ARMID e.V.



Profess. training: Dipl.-Ing. (U) / Dipl.-Wirtsch.-Ing. (FH) / Executive MBA (Henley)

Further education: Project Manager PMP (PMI®), Restructuring-Manager (MI G-S-O Nürnberg), Interim Executive EBS(zert.), LEAN-Production(Porsche Consulting, Festool-Engin.), Qualified Board Member / Council Member (cert.), ESUG Consultant (certif., restructuring under insolvency law), Quality Manager (QMB-TÜV / QMA-TÜV), Systemic Business Coach (cert. ICA), , Systems Architect Industry 4.0 (certif.)

Areas of competence - compact

General Management / Restructuring / Turnaround

- CEO, CRO, COO in growth, crisis, post merger integration
- Restructuring / Turnaround of industrial enterprises, industry groups / organizational change
- Interim Management in managing succession, management change /crisis / M&A processes
- Managing company development, strategy, vision, innovation management
- Member of supervisory board, advisory committee

Plant Manager / Production / Operational Excellence / Lean Practice / Project Management

- Plant manager, leading production and engineering, sourcing, quality management
- Project manager for projects in operational excellence, optimizing processes, lean production
- Managing projects in engineering, product innovation, value & supply chain
- Projects for optimizing international production structure, increasing productivity (analysis, implementing measures, controlling, KPIs (cockpit), shop floor management, KVP, etc.)
- Analysis, restructuring and redesigning value chain (value stream technique)
- Materials sourcing and purchasing process cost reduction projects
- Expertise in metal / plastics processing, electronic manufacturing services, toolmaking (details page 2), production planning (small customized series to mass prod.), materials management
- ERP projects, setting up and maintain quality management systems (ISO 9001, 14001, 16949)

Main industrial focus

- Companies in industrial sectors metal / electrical / automotive / plastics processing
- Management of shareholdings / cooperating with private equity and consulting companies

Areas of competence – projects outline and typical assignments

General Management / Restructuring / Turnaround

- **Reactivating passive company cultures by innovations of products and processes**, breaking encrusted structures and processes aiming at increased efficiency and process integration
- **Managing integration process** of 'Mittelstand' company after takeover (post-merge r)
- **Interim Managing Director and head of production of automotive supplier (plastics processing) in restructuring project and Corona-crisis after insolvency** (under self-administration)
- **Restructuring shareholding in automotive supply industry**, restoring profitable growth after crisis and achieving leading position in special segments in Europe, starting subsidiary in US market
- **Successfully turnaround shareholding in metal / electrical industries** (segment leader Europe), starting efficiency program in production, closing down China plant, getting profitable by streamlining structure
- **Interim Manager, consultant of international company (electric building equipment)** in successfully managing change towards divisional organization, restructuring / focusing engineering and production
- **Starting turnaround** in a shareholding in plastics processing industry by focusing on profitable target industries, product cleansing and efficiency projects in sales, molding processes, toolmaking
- **Interim Managing Director of EMS business**, stabilizing crisis back to positive results after unsuccessful reduction of headcount by overstrained management
- **Consulting automotive supplier in pre-insolvency situation**, working out restructuring expert opinion, first bank meetings until decision to search for another investor

Plant Manager / Production / Operational Excellence / Lean Practice / Project Management

- **Interim plant manager of automotive supplier** in electronics reshaping organization and processes
- **Increasing productivity and reduce material stocks by 30% of automotive supplier** (Czech Rep. / China) by optimizing production structures, logistics, order planning and implementing lean production
- **Leading project restoring technical product leadership** closing innovative gap
- **Very successful lean projects in different industries** reducing throughput times up to 80%, quality cost by > 20%, reducing stocks, implementing **shop floor management / continuous improvement processes**
- **Restoring delivery reliability and increasing productivity in production plant in Eastern-Europe** by improving planning, implementing lean processes, developing suppliers as a basis for new growth
- **Successful turnaround of a shareholding in electrical industry (market leader EU)** by reducing production sites and operating costs and increasing productivity / capacity in headquarter
- **Establishing professional project management** in an international group & worldwide joint venture sites
- **Drastic reduction of throughput time and stock level by comprehensively, consistently applying principles of lean production** in production plants with a high level of vertical integration (metal, plastics, electronics, surface refinement, assembly processes)
- **Technical competence in production**
 - Metal: turning, milling, precision grinding, sheet metal punching and bending, laser cutting (flat and round), machining centers, stamping, deep drawing, impact extrusion, equipment engineering
 - Plastics / rubber / packaging processing: molding machines from 10-1000 to, handling systems, surface refinement, extrusion, deep drawing, toolmaking, assembly and test technologies
 - Electric: coiling technique, EMS (developing and manufacturing of electronic assemblies), automatic pick and place processes (Siemens/Fuji), final assembly, test technology (subassemblies, function test)
- **Product portfolio**
Mechanical engineering for gears, motors, machine parts, sub-systems of machines, multiple equipment devices, industry printers, electromagnetic components (automotive, industry demand), plastic components: housing, technical parts, automotive components (interieur etc.), consumer products

Projects Interim Management: Targets, tasks and achievements

9/23 – 11/24 Company in Electric Industry

Electric Industry (focus plastic products / components, 600 employees, turnover 110 Mio€)

Interim-Division Manager Innovation

Contribution to business achievements

- *Managing Division*
 - ***Managing product development / project management / managing ideas***
 - ***Project management of key project in core business (15 Mio€ investment)***
 - ***Analyzing situation of organization and effectiveness of innovation process***
 - ***Measures in developing innovation and product design process to next level***
 - ***Responsible achieving (multiple) project targets, implementing business planning***
 - ***Responsible for budget in division innovation***
 - ***Implement expert know-how and tools in practical project management***
- *In implementation*
 - ***Key projects taken over and leading successfully meeting targets***
 - ***Strengthen awareness and acceptance of project management in management***
 - ***Coaching and increasing effectiveness of project managers in key success factors***
 - ***Deepening substantially cooperation of product management and innovation group***
 - ***Analyzing and improving practice in product design process***
 - ***Implement and intensify multiple ways in project communication***
 - ***Establish again steering committee as important decision body***
 - ***Implement monthly reporting on all main projects in company***
 - ***Implementing key figures reflecting core results in projects***

11/22 – 5/23 Company in Mechanical Engineering Industry

Parent company, 2000 employees, turnover 500 Mio€

Interim-Project Program Manager for Post Merger Integration

Project manager on **order of Company group** (takeover of new member in South Europe)

Contribution to business achievements

- *Project program manager*
 - ***Leading project program achieving post merger Integration of new group member***
 - ***Analysis of new member company, coordinating all subprojects in integration project***
 - ***Responsible for achieving given project targets and implementing business planning***
 - ***Close cooperation with team leaders and teams in order to establish trust basis***
 - ***Ensure gradually expansion of capacities incl. setup of new production facility and coordinating all measures financing project (i.e. funding programs)***
 - ***Introduce expert know-how in Lean production***
 - ***Recognize and solve conflicts, find solutions acceptable for parties involved***
- *In implementation*
 - ***Led company integration in all subprojects with expected results***
 - ***Implementation of all targets already achieved or well developing***
 - ***Teams successfully set up working together well through company group***
 - ***Key figures and reporting established in order to indicate project progress***
 - ***Expanding capacity with building up additional production space on good way***
 - ***Handover to internal successor of client successfully finished***

4/22 – 9/22 Company in Mechanical Engineering Industry

Company taken over by industry leader, 120 employees, turnover 25 Mio€

Interim-Plant Manager and project manager

Managing plant and restructuring process in crisis situation on order of parent company

Contribution to business achievements

- *Managing plant and restructuring process*
 - **Comprehensive analysis** of general situation (business case and organization)
 - **Immediate actions to secure company existence and customer deliveries**
 - **Analysis of business and financial situation and results**
 - **Immediate measures to safeguard liquidity and financing**
 - **Setting up restructuring survey** including future structure and business model (IDW)
 - **Make-or-Buy concept**, implementing MES-planning and execution system
 - **Measures to increase production capacity and productivity**
 - **Stabilizing management team and implementing appropriate key figures**
 - **Start strategic measures** in product and customer base
- *In implementation*
 - **Stabilizing internal production with hiring additional machine workers**
 - Furthermore, **outsource orders** to partner companies (EU, turkey)
 - Replace (old) ERP-system and auxiliary planning by **MES-System**
 - **Increasing capacity of manufacturing planning team**
 - **Start improving maintenance plan** for machinery (incl. prevention actions)
 - Investment **planning supplementing new strategic plan and business model**

1/21 – 11/21 Automotive Supplier Industry (electronic subassemblies)

Automotive supplier, 150 employees, turnover 40 Mio€

Interim-Plant Manager and project manager

Managing plant and project in crisis situation on order of international business group

Contribution to business achievements

- *Managing plant and project*
 - **Manage plant, carry out plant analysis, develop autonomous plant structure**
 - **Leadership in crisis (Corona)**, shortage in materials, fluctuation of employees
 - **Action plan** optimizing productivity and decrease of cost level
 - **Ensuring success of first growth projects** after crisis and insolvency (two years before)
 - **Encouraging building up competences** in core know-how areas
 - **Elaborating concepts for further upgrading digitalization** in production and application for funding projects under 'Digitalizing automotive supplier industry'
- *Operational Excellence in production and technique*
 - **Activated and expanded concepts according lean production**
 - **Enforced shopfloor-management (SFM)** in all areas as basic principle
 - **Selected, coached and familiarized future plant manager**
 - **Led and carried out core projects at focal points** of production lines
 - **Successful 'ramp up' of new production lines**
 - **Regular controlling** to follow up achieving annual targets in OEE, stock level etc.

Robert Lebherz

Interim Management – Consulting – Business Coaching

Partner Machining-, Electrical Industry, Automotive Supply, Plastics processing, Private Equity Industry

4/20 – 9/20 Automotive Supplier Industry

Automotive supplier (focus plastic components), 160 employees, turnover 20 Mio€

Interim-CEO

Company CEO in Corona crisis after insolvency phase in self-management

Contribution to business achievements

- *Company management*
 - **Secured existence of company by stringent liquidity management** facing decrease of turnover by 50%, in some parts of business even 80%
 - **Ensuring financial basis** managing to get **KFW-credits** on basis of a 3-year planning despite difficult basic situation of company and market
 - **Re-activating and reorganizing company sales team in a neglected business segment in order to establish a two-column strategy**
 - **Adapting managing team in production for improved performance**
 - **Start comprehensive changeover of production processes** to basis of lean production
- *Operational excellence in production and technique*
 - **Elaborating comprehensive action plan** for production
 - **Start lean-project with strong involvement and participation of managing team** on all levels of value-added chain
 - **Reorganizing material flow** towards flow production and reduced stock level
 - **Implementing shopfloor-management, key figures**, reducing poor performance
 - **Aligning project management** towards improved team work and early, comprehensive participation of involved areas with significant increase in efficiency

2/19 – 6/19 World leader in Cruise Ship Industry

Industrial group in shipbuilding industry, 4000 employees, turnover > 2 billion€

Interim Manager Electrical Engineering (ship level)

Managing on-ship production of electrical part (up to 700 employees), responsible for operative final assembly, reorganization, increasing productivity, lean project, quality control

Contribution to business achievements

- *Managing operative electrical engineering*
 - **Managed successfully to finish cruise ships in quick succession by regain long time delays** in projects
 - **Ordered dynamically external assembly teams**, integrated and led them
 - **Avoided high penalty payments** by dynamic personnel management
 - **Daily alignment** concerning progress, special actions backing up with key figures
- *Operational excellence in production and technique*
 - **Elaborating concepts for reorganizing processes** in order to achieve lasting improvements on productivity and manufacturing capacity
 - **Reducing throughput time** along value-added chain (lean concept)
 - **Establishing new management structure**, emphasis on project organization (Matrix)
 - **Developing key figures for forward-looking progress control**

Robert Lebherz

Interim Management – Consulting – Business Coaching

Partner Machining-, Electrical Industry, Automotive Supply, Plastics processing, Private Equity Industry

11/16 – 1/19 Company Group Electric Engineering (PLC)

Industrial group Electrical Engineering, 700 employees, turnover 130 Mio€

Interim Manager Technique & Production (+Procurement, +Quality control)

Managing complete technical division, reorganization according product units

Responsible for project *„New Production structure‘ and Lean-Project*

Contribution to business achievements

- *Managing Technology in project reorganizing company technical unit*
 - ***Managing production, product development, procurement, quality management***
 - ***Coaching project teams and middle management***
 - ***Reorganization of core department for platform development and innovation***
 - ***Strengthen project management in a divisional organization***
 - ***Leading project for cost reduction in procurement***
 - ***Reorganization of quality control in order to improve acceptance in organization***
- *Operational excellence in production and technique*
 - ***Starting comprehensive reorganization in production according principles of lean production (flow-oriented system, value stream analysis etc.)***
 - ***Establishing shopfloor-management supporting material flow and results***
 - ***Increasing productivity, room usage, decreasing throughput time***
 - ***Personnel-/team development of team and group managers***
 - ***Established new production structure with own production and partners in Eastern EU***

9/16 – 1/17 Company Group in Security Technology (world leader in explosion protection)

International industry group, 2.000 employees, turnover 360 Mio€

Interim Manager Optimizing Production/site Slovenia (Coop. with Consulting group)

Project Operational Excellence Slovenia (part of restructuring program)

Contribution to business achievements

- *Restoring supply capability and optimization of production processes*
 - ***On time delivery of customers and strengthening of production organization***
 - ***Start action plan for sustainable quality level***
 - ***Ensuring availability of machine capacity by focused maintenance***
- *Operational excellence in production and technique*
 - ***Stating reorganization according principles of lean production (material flow, separate optimization of value-added and logistics, analyzing value stream etc.)***
 - ***Linking process steps by appropriate production structure***
 - ***Developing supplier network in order to secure availability of materials***
 - ***Optimizing cooperation between sales, technique, production***

Robert Lebherz

Interim Management – Consulting – Business Coaching

Partner Machining-, Electrical Industry, Automotive Supply, Plastics processing, Private Equity Industry

1/16 – 6/16 Consultancy to Industrial Company in danger of insolvency

Automotive supplier (focus plastic components interior, 400 employees)

Interim Manager / Consultant (in Cooperation with Consultancy group)

Projects on managing impending insolvency by restructuring plan

Contribution to business achievements

- **Analyzing performance of production areas**, developing possible improvements
- **Elaborating action and restructuring plan** in cooperation with consultancy partner
- **Working out restructuring study (IDWS6)**, action plan for impending insolvency
- **Presentation of results at bank meeting and develop options for financing business**

5/15 - 12/15 Semperit AG Holding (PLC, Austria)

Industrial company group in rubber industry, turnover 950 Mio€, 7.000 employees

Interim-CEO

Integration (post merger) of new portfolio company, turnover 40 Mio€, 200 employees

Contribution to business achievements

- **Managing company, ensure customer deliveries in terms of time, quantity, quality:**
 - **Managing business and assume role of plant manager in two sites** after takeover
 - **Setup of annual account** with highly positive result at the end of the integration phase
 - **Implementing synergies on procurement market** (group policies), in production, technology and sales
 - **Elaborating and preparing logistic concept for expanding capacity by 40%**
 - **Implementing elements of lean production** concept reorganizing material flow
 - **Starting CIP-pilot group for developing improvements in (common) company culture**
 - **Taking care of all environmental requirements** of public authorities and environment
 - **Ensuring work security** by taking measures for all gaps recognized
- **Personnel management (vacant after takeover):**
 - **Managing personnel department** achieving low fluctuation, keeping key personnel, organizing temporary work, rework working contracts, manage labor disputes etc.
 - **Coach managing circle, find new manager** for quality and maintenance departments
 - **Analyzing and reworking wage structures**, carry out **potential analysis for employees**

Robert Lebherz

Interim Management – Consulting – Business Coaching

Partner Machining-, Electrical Industry, Automotive Supply, Plastics processing, Private Equity Industry

Curriculum Vitae (Executive Summary)

Robert Lebherz, Dipl.-Ing. / Dipl.-Wirtsch.-Ing. / MBA

Born December 20th, 1957, married, two children



Manag. Director, Gen. Man., Member Advisory Board

- Leader personality with sustainable success in develop-ping companies, restructuring of industrial enterprises
- Broad experience in ‚Mittelstand‘ companies, private equity, private equity, main focus in metal- /electrical industry, automotive supply, EMS¹, plastics processing
- International experience in production, sales, project management in EU, USA, Asia, LEAN production
- Core competences in operational excellence, change management, KPIs and operative controlling
- M&A projects

Self-employed development,	Interim-Manager – Consultant – Business Coach since 2014 MD, plant manager, post-merger, M&A, restructuring, turnaround, operational excell., lean projects, consultancy pre-insolvency
AdCapital AG Industry holding, shareholdings held under sub holding	Managing Director Shareholding Management 2011 - 2014 7 shareholdings in: automotive supply, EMS ¹ , metal- / electrical industry, plastic processing, strategic / operative business development, restructuring / turnaround – 1400 empl.
BET GmbH	
Paul Leibinger GmbH & Co. KG Leading systems for printing industry, mechatronic systems, machining parts	Managing Director Sales and Engin./Production 2004 - 2010 Revitalizing organization, innovation in sales / production / processes, market positioning, ‚LEAN‘ project – 200 employees
Herbert Waldmann GmbH & Co. KG Leading profess. lighting systems for industry / architecture / medical technol.	General Manager Production - Procurement 2000 – 2004 High degree of vertical manufacturing in metal / plastics / electronics / final assembly, ‚LEAN‘ project – 300 employees
EKS Elektromagnetik Dr. Sch. KG Electromagnetic systems for automotive and general industrial application	General Manager Engin. / Production – Procurement 1998 - 2000 Production / product development / sourcing / materials management / engineering – 150 employees
MOSER Elektrogeräte GmbH Electrical devices, appliances for Professional and consumer market	Manager Product Development – Procurement 1994 - 1998 Product development, managing patent department coordination / managing production in Asia – 22 employees
Thomson Consumer Electronics Business Unit Video Systems Inter-, <small>national in Europe, Asia, United States</small>	Manager Project Management 1989 - 1993 International coordination of new product projects, multi-brand, production internat. Joint ventures – 5 employees
Wandel & Goltermann GmbH & Co. Electronic measurement technology	Development Engineer 1981 - 1989 Hardware / software development, project manager

Management responsibility and heterogeneous report line

- Management of up to 1400 employees and 7 direct reports (managing directors, general managers)
- Managing engineering and production of up to 300 employees, high vertical integration, international production sites in Europe / Asia and Asian manufacturing partners
- Managing technical sales organization with direct sales, dealer networks, key account management
- Project leader in restructuring projects of companies up to 50 Mio. € turnover, 600 employees
- Reporting line to Mittelstand / family entrepreneur, members of Executive Board and Advisory Board
- Experienced in constructive management of works councils, especially in crisis situations

Professional development

01/11 – 02/14 AdCapital AG, Tuttlingen

Industry holding, shareholdings managed in daughter companies

Berliner Elektro-Technik BET GmbH / AdCapital Beteiligungs GmbH

Seven shareholdings (see below) in the automotive, metal and electrical industries, plastic processing industry and toolmaking - turnover 140 Mio. € / 1400 employees

Managing Director

Management of seven subsidiaries

- | | |
|--|--|
| - Erich Jäger GmbH & Co.KG | - EW Hof Antriebe und Systeme GmbH |
| - FRAKO Kondensatoren- und Anlagenbau GmbH | - KTS Kunststoff Technik Schmölln GmbH |
| - Taller GmbH | - OPUS Formenbau GmbH |
| - Bavaria Digital Technik GmbH | |
- Stabilizing successfully stricken holding subsidiary as Executive Manager on-site, managing 30% personnel fluctuation, achieving significant positive result at year end
 - Successful restruct. / turnaround of subsidiaries in electrical and automotive industry
 - Generating new market potential by successfully developing international sales of subsidiaries and sales partners in USA
 - Optimizing production and logistics at production facilities in Czech Republic and China
 - Increasing productivity, reducing 'working capital' with LEAN production concepts
 - Implementing high level of commercial transparency by introducing modern controlling tools to subsidiaries, such as contribution accounting, deviation analysis, improved standard reporting
 - Introducing systematic strategy process for sustainable development of business units
 - Successfully replacing management positions on first and second level securing efficient management in shareholdings

04/04 - 12/10 Paul Leibinger GmbH & Co. KG, Tuttlingen

World-leading manufacturer of electromechanical equipment for printing industry, industrial ink jet printing and optical inspection systems – 200 employees

Managing Director

- Increasing turnover and result by developing the business unit 'Ink Jet Printing' starting from a business share of 30% to the point of 70% by introducing new products and increasing international sales
- Reducing throughput time from 10 to 2 days, same time reducing stocks, improving quality and customer satisfaction level by consistent restructuring production according principles of LEAN production with complete reorganization of manufacturing, assembly and controlling processes (e.g. synchronous manufacturing, kanban circles)
- New positioning of the business unit 'Numbering Technology' in profitable niche introducing innovative products – replacing mechanical by fully electronic solution
- Sustainably improving efficiency of sales and production processes by introducing modern ERP solution for all business segments
- Improving process quality by establishing quality management according EN ISO 9001

10/00 - 03/04 Herbert Waldmann GmbH & Co. KG, Villingen-Schwenningen

Leading manufacturer of professional workplace lighting solutions – 600 employees

04/02 - 03/04 General Manager Production – power of procurement

Managing the whole manufacturing including production and process planning, assembly lines, electronic assemblies, plastics processing, metal machining, sheet metal stamping and forming, paint spraying shop - 300 employees

- Restructuring of production according principles of 'LEAN Production' by completely redefining all stages of the value chain
- Reducing stocks by 40%, in parallel improving delivery reliability from 80 to 97%

10/00 - 03/02 Manager Development and Engineering Department (30 employees)

- Raising efficiency of sales by significantly improving project management
- Developing new luminaire concepts by innovations in sensor and reflector technology
- Optimizing customer specific product development until start of production

11/98 - 9/00 EKS Elektromagnetik Dr. Scheuerer KG, Vaihingen (Enz)

Developing, manufacturing and marketing of electromagnetic components – 200 employees

General Manager Design and Manufacturing – power of procurement - 150 employees

- Restructuring of production of components and subassemblies processing
- Building up customer order processing department, realigning of the sourcing policy
- Implementing efficient and state of the art project management
- Redefining design and engineering processes
- First time certification according DIN EN ISO 9001 und VDA 6.1 (automotive)

01/94 - 10/98 MOSER Elektrogeräte GmbH, Unterkirnach

Development, manufacturing and marketing of electrical appliances – 300 employees

General Manager Product Design – power of procurement - 22 employees

- Introducing a series of new product lines with new technical and design features
- Introducing modern 3D-CAD systems into mechanical product design processes
- Applying value analysis methodology for optimizing product cost
- Managing department for technical property rights and trade mark rights
- Crucially improving design processes establishing efficient project management tools
- Coordinating manufacturing: own facility in Hungary, production partner 'Sanyo'

10/89 - 12/93 Thomson Consumer Electronics – business unit 'Video', VS-Villingen

Development, manufacturing and marketing of consumer electronics products

Manager Project Management International - 5 employees

- Managing project management for the whole process of market introduction of products of all brands Telefunken / Saba / Nordmende / Ferguson / RCA / Thomson
- Coordinating of start of production in the facilities Berlin, Tonnere (France) and Singapore incl. coordination with joint-venture partners JVC und Toshiba
- Building up project controlling and real-time product calculation

Robert Lebherz
Interim Management – Consulting – Business Coaching
Metal-/ Electrical industry, Automotive supply, Plastics processing, Industry holding / M&A

10/81 - 9/89 Wandel & Goltermann GmbH & Co., Eningen u. A.
Development, production, marketing of electrical measurement technology - 2.000 employees

Development Engineer in Communications and Data Engineering

- Managing software project for new product line in signal level measurement
- Development of measurement technology for spectrum level analysis
- Development of data measurement equipment for digital nets (hard- and software)

Positions held in Supervisory Board

07/08 - 12/10 Member of Supervisory Board of AdCapital AG, Tuttlingen

- Assessing and evaluating results of Due Diligence for potential investments
- Involved in the acquisition of two industry shareholdings
- Initiating and monitoring successful and sustainable restructuring processes

Professional Education

10/76 - 09/81 University Stuttgart, Germany

Electrical Engineering studies, degree ‚Dipl.-Ing.‘

05/88 - 01/91 University of applied Science AKAD, Germany

Industrial Engineering studies (distance learning), degree ‚Dipl.-Wirtsch.-Ing. (FH)‘

11/97 - 11/00 Henley Management College, London

Master of Business Administration studies (distance learning), degree ‚Executive MBA‘

Dissertation: ‚Managing Change: A mid-sized company in transition‘

School

1976 University Entrance Diploma from ‚Gymnasium Albstadt-Ebingen‘

Further professional education

03/25 – 05/25 **Governance Academy:** The Qualified Board Member / Council Member (certified)

9/18 – 10/18 **DIAI (German Institute f. Applied Insolvency law):**

ESUG Consultant (Restructuring under insolvency law, certified)

6/16 - 8/16 **Habmann Academy:** Systems architect Industry 4.0 (certified)

2/15 **TÜV Süd Academy:** Quality manager / auditor (Cert. QMB-TÜV, QMA-TÜV)

10/14 - 11/14 **Project Management Institute (PMI®):** Project Management Professional - PMP

1/12 - 1/13 **Dr. Emrich Stuttgart:** Systemic Business Coach (certified by ICA, Germany)

9/10 - 1/11 **Georg-Simon-Ohm-Hochschule Nürnberg:** Restructuring-Manager

3/09 **Trade Association Baden:** Valuation of mid-sized companies

2002 **Porsche Consulting:** Training in LEAN + JIT Production Technology

Additional skills

Language English, business fluent

EDV Microsoft Office, professional level (Word, Excel, PowerPoint etc.)

ERP Enterprise software solutions (SAP, ProAlpha, Sage WinCarat etc.)

Personal data

Born December 20th, 1957 in Winterlingen / Germany

Married, two children