

# Johannes Pfleger



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**Result delivering & inspiring Operations Specialist**

## Performance

Projekte	35 successful delivered core projects (project list below)
Budgets	27 locations (Europe, Americas, Asia)
Sales	Up to <b>100 M€</b>
Productivity	Up to <b>1000 M€ / year</b>
PDP-Projects	<b>Increase</b> by up to <b>200%</b> , <b>ROI 1-3 years</b>
Lead spans	<b>Maturity @ SOP &gt; 90%</b> , QCT in target, <b>OEE SOP +3 months = 75-82%</b>
	Up to 12 directly assigned, 5 matrix, 2500 workforce associates

## Positions

Since 2023	Role	Location
08.25 - today	<b>OPEX RESULTING (founder, interim manager, project leader)</b> SMB Germany <b>Strategy Planning, Project set-up, Expert placement</b> Definition & Implementation tech. Modernization & Lean Dev.	Global Germany
07.24 - 07.25	<b>Interim General &amp; Site Manager</b> SERO GmbH via Atreus	Germany
12.23 - 06.24	<b>Interim Portfolio &amp; Project Manager Inverter 800V</b> ZF Friedrichshafen AG via ATREUS	Global
11.23 - actual	<b>P&amp;L, Customer service, portfolio- &amp; project management NPI</b> 360dt GmbH <b>Implement Project Governance &amp; Management in IT Security</b> Build Project Management system & implementation, business development	Germany
09.23 - 11.23	<b>Undisclosable Customer France/Germany</b> <b>Consultant Innovation Project</b>	Europe
04.23 - 08.23	Development process scenarios for product development project ZKW Elektronik GmbH via HAYS <b>Interim Director Operations, AT</b> Crisis management, safeguarded delivery performance & plant stability	Austria
2021-2022	<b>Dirks Industrial GmbH &amp; Co.KG</b> <b>Manager Business Development</b> PMO installed, CAPEX, successful realization high speed projects lean JIS supply VW Emden ID4 & ID7, VW inhouse logistics take over, sales & contracts	Germany
2006 - 2021	<b>ZF Friedrichshafen AG</b> <b>Director Manufacturing Engineering &amp; Footprint-Project China E-Drives</b> Matrixorga codesigned & installed, prod. strategy def. & transformed, project e-drives China location setup & management of industrialization OPEX & CAPEX	Global
2020 - 2021	<b>Director Operations Clutch Systems, DE/Asia/Americas</b> Transform lead plants to profitability, built global production network, lead projects and crisis situations, responsible for global engineering & global lean production systems, various turnaround and change projects, OPEX, CAPEX	
2014 - 2020	<b>Director Large Projects Active Launch Modules &amp; Licensing, MX &amp; US</b> Delivered launches R&D/industrializations with highly productive SOPs, successful legal and operative licensing of manufacturing to OEM, CAPEX, lean process & production	
2011 - 2013	<b>Production- &amp; Project Manager Lean Factory, DE</b> Enabled daily ops., planning & realization of factory planning, delivered flawless launches	
2008 - 2010	<b>Coordinator Roll-Out Global Production System (Lean)</b> Managed successful worldwide operative roll-out & methods adaptation to local needs	
2006 - 2007		

2002-2005	<i>Carcoustics USA Inc.</i> <b>Operations Manager</b> Optimized cost, plant performance & customer order rate, P&L, CAPEX, OPEX	USA
1999-2002	<i>ThyssenKrupp SASA</i> <b>Plant- &amp; Project Manager</b> Ensured OEM N-America delivery & lean factory footprint (CAPEX & OPEX), lean organization setup	Mexico & USA
1997-1998	<i>Philips Components BU Magnetic Products</i> <b>Production &amp; Project Manager</b> Realized value added lean cultural change, KPI-results optimized	Frankreich
1994-1996	<i>ThyssenKrupp SASA</i> <b>Prozess Manager</b> Setup manufacturing & ind. engineering organization, realized investment projects, CIP implemented, operationalization of production planning & control	Mexico

**Personality** Strong learning capacity; pronounced leadership skills with clear results orientation and strategic thinking; excellent communication skills; persuasiveness at all levels; ability to motivate, develop, and lead teams to peak performance; high adaptability and openness to change in dynamic market environments; strong hands-on mentality as well as decision-making and implementation skills; highly creative and innovative initiator and troubleshooter

## Qualifications

Studies	<i>Universität Hannover</i> <b>Master of Science Mechanical Engineering in Production Tech. / Work Science</b>
Languages	<b>German (native), English (fluent), Spanish (fluent), French (fluent)</b>
Leadership	Leading of <b>complex &amp; multicultural Tasks &amp; Teams</b> , sustainable <b>Conflict Management</b> , dynamic <b>Stakeholder Engagement</b> , Leading of <b>Projects with crucial Change Character</b>
Management	<b>Subjects &amp; Areas</b> Staff & Leadership development, Day-to-day operations management, strategic and operational planning, business planning, production, HSE, manufacturing engineering, industrial engineering, logistics management, quality management, supply chain, launch management, automation, digitization, maintenance, toolmaking, investment planning, P&L, controlling, cost accounting, calculation, small and large series, business development, HR, Finance Controlling

### Interface

Task force, compact KPI system & reporting, MES/MOM, OEE deep drill, shop floor management, QCDSM, customer-supplier-management, supplier development, level talks, Go & See & Immerse, idea system, fast teams, auditing, layered audits, balanced score card, SAP, active talent development, building performant leadership teams, implement sustainable Q-management systems, CIP integration, active relation management internal & external stakeholders, representation of company to public

### People & Interaction

Conflict management, multi skills system, aging workforce, group processes, works council negotiation and mediation, coaching, change management & organization, leading in the matrix, HR planning, organizational development, crisis management, production system, intralogistics, Global Production Network

### Lean (extract)

Toyota PS, KAIZEN, CIP, 8D, A3, VSA, VSD, 5S, JIT, JIS, SMED, Line Balancing, TPM/Predictive/Preventive Maintenance, 6Sigma, Zero Failure, Poka-Yoke, Andon, standardized work, ergonomics, load handling, visual management, HSE, preventive health protection, CIP, milk run, AGV, commissioning, replenishing, fulfillment, mock-up, KATA, lean assessment, train-the-trainer, 4MAT, benefit analysis

### PDP/project management /project governance

Frontloading, DFMA, Design-to-Cost, Design for 6Sigma, MaB, Rapid Prototyping, QFD, DOE, FMEA, Value Analysis, Feasibility Study, APQP, PPAP, Maturity, Run@Rate, Lean Process Design, Factory Planning, CeroEmission, creativity tools, C8s, project management tool, risk management, guidelines location setup & product/process allocation, factory scalability, impact reaching lessons learned, training center, problem analysis and solution, supplier selection, operational due diligence, engineering change management

### Standards certifications

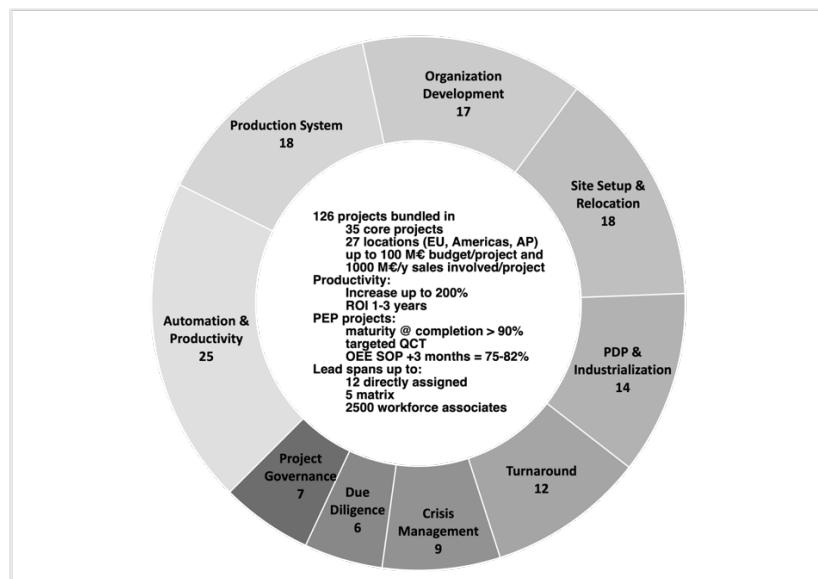
ISO9001, ISO 14001, IATF16949, TISAX, Q1

Trainings	Crisis Manager & Coach, ZF Executive Management Programme, Leading in the Matrix, Senior-Management-Programme St. Gallen, Change-Management, Production Systems (Methoden & Tools), Toyota Kata, Train-the-Trainer, Modern Shop Floor Management, Leadership & Social Competence, Finance & Corporate Controlling, Certified Safety Engineer, MS Office & Project
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## Experienced Products & Process Technology

Suspension & Body Control	coil springs, stabilizer bars, torsion bars, swing arms, shock absorbers, modules, electromagnets ABS/EPS
Powertrain	e-drives, torque converters, clutches, dual-mass flywheels, automated manual transmissions/electromechanical actuators, release bearings, master and slave cylinder
Interior & Engine	headliner, trunk side panel, load floor, parcel shelf, carpet, sun visor, door water seal, hoodliner, beauty cover, engine encapsulation
Electronics	SMD, control units, LED light modules, Inverter BEV, EMS
Process Technology	Assembly, SMT, test processes (function, existence, position, location, density, material/product properties, dimensions, imbalance, color, contours, ultrasound, image processing, cleanliness), 3D printing, metal forming, heat treatment, surface treatment, powder coating, CTL/ATL coating, cutting, injection molding, thermo vacuum forming, gluing, wetting, water jet, welding processes (disc laser, MAG, friction, ultrasonic), riveting, rolling, machining, winding, pressing, pulling, shot blasting, robotics, CNC, image processing, handling technology, AGV, mechanization, hydraulics, electric drives mfg. processes, transport and conveyor technology, testing technology, information and communication technology, SPS, MES/MOM, SCADA, PPS, worker guidance, VR/AR, traceability
Materials	Steel, alloys, aluminium, plastics, textiles

## Projects Overview YTD



## List of projects

- 08/2025 – today SMB steel processing Germany: define tech. and org. modernization strategy, lead development of lean culture, set-up & realization of workshops, project management, trainings and placement of technology expert
- 07/2024 – 07/2025 SERO GmbH, Rohrbach, Germany (provided by Atreus): Interim General/Site Manager, restructuring
- 12/2023-06/2024 ZF Friedrichshafen AG, Auerbach/Regensburg, Germany (provided by Atreus): Interim Portfoliomanager, PDP/Industrialization Electronics E-drives, stringent forward project management, footprint selection, advising operational solutions, materials management, budget management, business organization, P&L
- 12/2023-actual 360dt GmbH, Berlin: Consulting project governance & project management
- 09/2023-11/2023 undisclosed, Consulting for process scenarios development inside new product innovation project (undisclosed customer)
- 04/2023-08/2023 ZKW Elektronik GmbH Wiener Neustadt, Austria (provided by Hays): Interim Director of Operations, crisis management, delivery satisfaction, performance stabilization
- 2021-2022 Dirks Industrial GmbH & Co. Emden, Germany: Multi-project industrialization & organizational setup JIS location VW ID4&7 module assemblies, automatic warehouse cable harnesses, logistics
- 2022 Dirks Industrial GmbH & Co. Emden, Germany: Certifications for TISAX SL2&3, ISO9001
- 2021 Dirks Industrial GmbH & Co. Emden, Germany: Implementation of automotive business development (sales, project governance, PMO, technical planning)
- 2020-2021 ZF Friedrichshafen AG Schweinfurt-Shenyang: BMW HEAT China e-drive site setup & industrialization, Realization process development, launch management, staffing and equipment orders
- 2020 ZF Friedrichshafen AG Schweinfurt, Germany: Powertrain manufacturing engineering projects 5 production plants
- 2020 ZF Friedrichshafen AG Schweinfurt, Germany: Know-how transfer project Center of Competence 3D printing and robotics, setup smart project database
- 2019-2020 ZF Friedrichshafen AG Schweinfurt, Germany: Taskforce Audi E-Hybrid capacity requirement
- 2017-2019 ZF Friedrichshafen AG Schweinfurt, Germany: Turnaround DMF- strategy determination, works council negotiations, automation, product launch, logistics, agility, reporting
- 2019 ZF Friedrichshafen AG Schweinfurt, Germany: Transformation line into matrix - production, engineering, QA, logistics, global production network adaptation
- 2018 ZF Friedrichshafen AG Pune, India: Setup production clutch & DMF, parts supplier selection - and development
- 2015-2018 ZF Friedrichshafen AG Shanghai, PR China: Planning and setup of DMF factory, gradual industrialization of 3 autom. prod. modules + intralogistics, organization setup, training & coaching executives
- 2014 ZF Friedrichshafen AG Schweinfurt, Germany: BCC relocation of car clutch prod. from Germany to Eastern Europe, in Germany HR & works council negotiations
- 2013-2015 ZF Friedrichshafen AG Araraquara, Brazil: Brazil productivity offensive aftermarket - footprint review, fields of action roadmap, implementation of individual projects
- 2013-2014 ZF Friedrichshafen AG Powertrain Components worldwide - establishment & activation Global Production Network --> Experts Exchange, Accelerated Project and OEE Results
- 2013 ZF Friedrichshafen AG Schweinfurt, Germany: Efficiency Project Electromechanical Actuators - layout, organization, SFM, automation, OEE-Push, intralogistics, process quality, TPM
- 2012-2013 ZF Friedrichshafen AG Saltillo Mexico - 9-speed torque converter overall project R&D/industrialization brownfield
- 2012-2013 ZF Friedrichshafen AG Northville MI USA - 8-speed torque converter prod. license & know-how transfer to Chrysler
- 2010-2013 ZF Friedrichshafen AG, Saltillo Mexico - 8-speed torque converter overall project R&D/industrialization brownfield
- 2008-2010 ZF Friedrichshafen AG Schweinfurt, Germany: Greenfield Lean flagship factory for 8-speed torque converter, production development & management
- 2007 ZF Friedrichshafen AG worldwide: Production system roll-out worldwide - lighthouses in every plant, on-the-job training, maturity measurement, adjustment of measures, create network of trainers, best practice sharing
- 2006 ZF Friedrichshafen AG Schweinfurt, Germany: Setup of global production system -toolkit, methods, hands-on trainer training, academy, planning of roll-out worldwide, create relevant KPIs
- 2005 Carcoustics USA, Howell MI, USA: Operational due diligence for NAFTA M&A projects
- 2005 Carcoustics USA, Howell MI, USA: Implementations and certifications TS16949, ISO14001, SAP R3
- 2003-2004 Carcoustics USA, Howell MI, USA: Turnaround profit & Feasibility of new orders - layout, product launches, modernization, low-cost automation, waste reduction
- 2002 ThyssenKrupp SASA SA de CV San Luis Potosi, Mexico: Design and implementation of lean production system and HSE activation including construction of training center
- 2000 Hoesch Suspensions Inc., Hamilton OH, USA: Interim General Management 4 months - maintaining operational and delivery capability, day-to-day management
- 1999-2001 ThyssenKrupp SASA SA de CV San Luis Potosi, Mexico: Greenfield factory, site selection, relocations, planning/integration of new technologies, Ramp-Ups, organizational structure
- 1998 Philips Composants Evreux, France: cooperation in due diligence in connection with the potential buyer
- 1997 Philips Composants Evreux, France: Values Increase project with cultural change - Optimization of production processes, qualifications, focussing on SFM
- 1994 Hoesch Suspensions Automotrices SA de CV Tlalnepantla, Mexico: Establishment and management of the Process Management department - IE, CIP, establishment and operation of KPI systematics, SFM, productivity measures, MRP setup

