

Passion for customer centricity, people development and sustainable business results

Personal Profile



Personal Data

Born on July 19th, 1968 in Berlin
Raised in a bilingual home (German & Italian)
German citizenship, 2 children

Languages

English & Italian (native & bilingual proficiency)
French (professional working proficiency)

Leadership Experience

Extensive management board responsibility for
Marketing, Customer Service, Operations & Supply
Chain

Online

LinkedIn: www.linkedin.com/in/rafaelapelian

DDIM: <https://www.ddim.de/ddim/ueber-uns/vorstand/>

Profession & Associations

Executive Interim Manager & Consultant

International manager for operational excellence and improved competitiveness with a strong marketing and sales background

German Interim Management Association:

Dachgesellschaft Deutsches Interim Management e. V. (DDIM e.V.), www.ddim.de

DDIM Board Member & Member DDIM Automotive Expert Group (DDIM Fachgruppe Automotive)

University of Applied Sciences:

Fachhochschule der Wirtschaft (FHDW), Bergisch Gladbach, www.fhdw.de

Lecturer: M. A. Automotive Management, Class: Automotive Value Chain Management

Competencies & Experience

<u>Management Skills:</u>	Leadership, Operational Excellence, Change- und Performance Management
<u>Functions:</u>	Marketing & Sales, Customer Service, Operations & Supply Chain
<u>Industries:</u>	Automotive, Mobility, Retail & Service
<u>Organisations:</u>	Corporation, SME, Family-owned business, Start-up

Increase in organizational competitiveness through focus on customers, people, processes, digitization and innovation

Business development through customer centricity („Customer Journey & Experience“). Development and implementation of new products and services, new retail operations models, technologies and cooperations. Strong performance focus through leadership, change management and development of employees as well as teams. KPI focus and cost management. Operational excellence programs with KAIZEN & continuous process improvement, digitization, quality management. Flexible decision making in dynamic business environments.

Leadership and business experience in the automotive industry

Extensive senior management experience with automotive manufacturers (OEM), aftermarket service providers, tier-1 suppliers, mobility service providers and e-mobility companies in various tasks and management levels, incl. operations & supply chain, customer service, marketing & sales.

- Budget strategy: Preparation and responsibility for volume, revenue and profitability
- Focus on results: Increase of business volume, quality, productivity for customer satisfaction as well as cost management
- Leadership of high-performance teams: Up to 11 direct reports and +1.000 staff
- Management of retail organizations with up to 500 outlets via retail network design and regional management organization
- Development of retail structures and introduction of new store concepts
- Restructuring of BUs and departments
- Marketing management: Responsibility for strategic brand positioning, product marketing (product line-up and pricing) and communication activities, incl. agency management (creation, media, CRM, online, trade & event, research), event and motor show (Geneva Motor Show & IAA)
- Implementation of operational excellence programs based on leadership, performance management, KPIs, KAIZEN and continuous improvement programs, process optimization, digitization and quality management systems
- Consulting on international strategic procurement projects (up to \$120 million)

Intercultural and international experience

Bilingual home (German and Italian), foreign studies in USA, foreign service assignment in Geneva Switzerland as Marketing Director Mazda Suisse, fluency in four languages, leadership of diverse as well as international teams on both European as well as national level, international business experience across Europe, USA and Asia (Japan and Korea).

Professional Experience

- 01/2018 – Today **Executive Interim Manager & Consultant Automotive & Mobility**
 - DDIM Interim Manager
- 11/2018 – Today **German Interim Management Association**
Dachgesellschaft Deutsches Interim Management e. V. (DDIM e.V.)
 - DDIM Board Member
- 03/2017 – Today **University of Applied Sciences**
Fachhochschule der Wirtschaft (FHDW), Campus Bergisch-Gladbach
 - Lecturer: Master Program in Automotive Management
 - Study Course: Automotive Value Chain Management
 - Head of Automotive Study Program: Prof. Dr. Stefan Bratzel
- 09/2015 – 12/2017 **Europcar Autovermietung GmbH, Hamburg**
 - Chief Operating Officer (COO), Management Board Member with power of attorney for Operations & Supply Chain for Europe's leading rental car and mobility service provider
 - Business responsibility for customer service network of 500 rental car outlets and fleet activities
 - Leadership and development of 11 direct reports and staff of +1.000
- 10/2011 – 08/2015 **Carglass GmbH, Köln (Belron Group)**
 - Director Operations & Supply Chain, Management Board Member with power of attorney for market leader in auto glass repair and exchange (from 05/2012)
 - Responsibility for customer service retail network of +300 auto glass service centers, +100 mobile service teams, supply chain, incl. 4 warehouses and purchasing activities
 - Leadership and development of 8 direct reports and staff of +1.000
 - Country Manager Business Unit Carglass Specials (10/2011 - 04/2012)
 - Restructuring of Business Unit for trucks, buses and trains
- 01/2009 – 05/2011 **Fiat Group Automobiles Germany AG, Frankfurt am Main**
 - Marketing Director, Brand Alfa Romeo
 - Marketing Director, Brand Lancia (in addition 05/2009 - 10/2010)
 - Product Marketing, Marketing Communication, Media & Events
- 07/2003 – 12/2008 **Mazda Motor Corporation, Leverkusen (Germany) and Geneva (Switzerland)**
 - Manager Residual Values & Remarketing, Mazda Motors Europe (07 - 12/2008)
 - Fleet and used vehicle marketing & sales activities
 - Marketing Director, Mazda (Suisse) SA, Geneva (08/2005 - 06/2008)
 - Product marketing, marketing communication, media & events for Swiss market
 - Brand Manager, Mazda3 & Mazda6, Mazda Motors Europe (07/2003 - 07/2005)
 - Product marketing, pricing and launch for compact and midsize car segments
- 07/2001 – 06/2003 **FreeMarkets GmbH (today SAP Ariba), Frankfurt am Main and Brussels**
 - Sourcing Program Manager, FreeMarkets Germany (11/2001 – 06/2003)
 - Consultant for clients of the European automotive industry for purchase spend analysis, RFI/RFP creation, supplier qualification & management, online auctions, supplier award and implementation
 - Market Maker, FreeMarkets Europe (07/2001 – 10/2001)
 - Support of European account management teams for online purchase projects
- 01/1991 – 05/2001 **Ford Motor Company (Germany, UK, USA)**
 - Manager Used Vehicle Marketing, Ford of Germany (11/1998 – 05/2001)
 - Manager Customer Service Loyalty Program, Ford of Europe (12/1996 – 10/1998)
 - Manager Dealer Sales Capacity, Ford of Europe (09/1995 – 11/1996)
 - Coordinator Sales Strategies & Systems, Ford of Germany (02/1994 – 08/1995)
 - Zone Manager Parts & Services, Ford of Germany (10/1991 – 01/1994)
 - Graduate Trainee, Ford of Europe, Köln (01/1991 – 09/1991)

Professional Experience: Executive Interim Management & Consulting

- 09/2018 - Today Client: Manufacturer of custom bodies for vans & trucks (OEM), Tennessee, USA
Position: Executive Consultant
Task: Consultant for European business activities, Operations & Supply Chain
- 01/2023 – 04/2024 Client: E-Mobility charging infrastructure full-service provider for company fleets (Start-up), Aachen, Germany
Position: VP Operations & Operational Excellence
Task: Management of operations, incl. production of AC hardware and implementation of charging infrastructure installation programs for business fleet customers; responsibility for contract customer projects, revenue and profitability; organizational change and development program with focus on employee development, definition and implementation of improved processes & systems, quality management and KPI-driven performance management
- 03/2022 – 06/2022 Client Company: Automotive Supplier (Tier-1), South Carolina, USA
Manufacturer of mirror systems for light commercial vehicles and heavy trucks
Position: Operations Manager
Task: Management of manufacturing plant supply chain activities
- 04/2020 – 06/2020 Client: Manufacturer of Cosmetics products, Berlin, Germany
Position: Chief Operating Officer
Task: Management of production operation and supply chain activities
- 09/2019 – 02/2020 Client: Automotive Supplier (Tier-1), Velbert, Germany
Position: Sales & Marketing Director
Task: Manager of business unit global sales and marketing teams and activities (Europe, China & USA) for digital vehicle access solutions („keyless entry“)
- 12/2018 – 04/2019 Client: Private Equity Company, München, Germany
Position: Executive Consultant
Task: Consultant for strategic business development, customer experience, retail network for automotive aftersales service provider in Germany & EU
- 09/2018 - 11/2018 Client: Automotive Manufacturer (OEM), Seoul, Korea
Position: Executive Consultant & Keynote Speaker
Task: Global customer experience for automotive retail – Workshop event preparation, moderation and keynote at global CX-Forum with more than 200 participants from 30 national sales companies
- 06/2018 - 11/2018 Client: Private Equity Company, München, Germany
Position: Executive Consultant
Task: Senior Consultant as part of M&A project for a German automotive service provider
- 01/2018 - 05/2018 Client: Convenience retail service provider, Düsseldorf, Germany
Position: Supply Chain Manager
Task: Management of supply chain activities for retail specialist with more than 200 outlets and development of supply chain organization

Education

- 07/1990 - 09/1990 **Drevounia Foreign Trade Association, Bratislava, Slovakia (former CSSR)**
AIESEC* internship
- Support for the Managing Director of the Czechoslovak monopoly and state controlled foreign trade company for wood and furniture products at the start of privatization activities
- 1988 - 1990 **Boston University, School of Management, Boston, MA, USA**
Bachelor of Science in Business Administration (B.S.B.A.)
- Major: Marketing & International Management
- Academic Honors: summa cum laude
Extracurricular:
- Co-Founder of „Europe 1992 at Boston University“
- Member AIESEC* USA
- 1986 - 1988 **Belmont College (today Belmont University), Nashville, TN, USA**
School of Business
- Business Studies
Extracurricular:
- International Student Association
- Cross Country Running Team
- 1985 – 1986 **Father Ryan High School, Nashville, TN, USA**
High School Diploma
- Educational Foundation for Foreign Studies (EFFS) exchange student program
Extracurricular:
- Varsity soccer team
- Model United Nations (award for best delegation)
- 1981 - 1985 **Schadow Gymnasium, Berlin, Germany**

*AIESEC = Association internationale des étudiants en sciences économiques et commerciales
(international student association for economic and business students)