

Performance Manager 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, married, 2 children

Languages

English, Italian and French

Leadership Experience

Extensive management board responsibility with power of attorney in the areas Operations & Supply Chain, Marketing, Sales & Customer Service

Online

Homepage: www.apelian.de

LinkedIn: www.linkedin.com/in/rafaelapelian

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

Executive Interim Manager & Consultant - Automotive & Mobility

International manager for operational excellence and improved competitiveness

German Interim Management Association

Dachgesellschaft Deutsches Interim Management e. V. (DDIM e.V.)

DDIM Board Member & Member DDIM Automotive Expert Group

University of Applied Sciences - Fachhochschule der Wirtschaft (FHDW)

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

Competence & Experience

Industries	Automotive, Mobility, Retail & Service
Market Segments	OEM, Tier-1 Supplier, Aftersales Service, Mobility Service Providers, E-Mobility
Management Skills	Leadership, Operational Excellence, Change- und Performance Management
Functions	Operations & Supply Chain, Customer Service, Marketing & Sales
Organisations	Corporation, SME, Family owned business, Start-up

- **Leadership & holistic business understanding across the value chain:**
Extensive leadership experience at automotive manufacturers (OEM), importers, service providers, tier-1 suppliers and e-mobility companies in various functions, incl. Operations & Supply Chain, Customer Service, Marketing & Sales.
- **International und intercultural:**
Foreign studies (USA); extensive work experience in European management structures, leadership of international and diverse teams; focus countries: Italy, Switzerland, UK and USA.
- **Customer centricity through People-, Performance- and Innovation-Management**
Extensive experience in Marketing (incl. 8 years as Head of Marketing) as well as Operations Management (7 years as Director Operations & Supply Chain and COO). Business expansion through customer focus ('Customer Journey & Experience') as well as development and introduction of new products, operational models, technologies and cooperations. Leadership of regional management and branch network organisations. Focus on business results through leadership and development of high-performance teams, KAIZEN & process improvement, digitisation, quality management, KPI focus and cost management.

Flexible, solution- and customer-orientated management approach in dynamic business environments.

Activities

- Budget strategy: Preparation and responsibility for volume, revenue and profitability
- Focus on results: Increase of business volume, quality, productivity, customer satisfaction and profitability
- 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
- Implementation of operational excellence programs based on leadership, performance management, KPIs, KAIZEN and continuous improvement programs, process optimization, digitisation and quality management systems
- Restructuring of BUs and departments
- Responsibility for strategic brand positioning, product marketing and communication activities, incl. agency management (creation, media, CRM, online, trade & event, research)
- Coordination of international strategic procurement projects (up to \$120 million)

Professional Experience: Corporate

- 01/2018 – Today **Executive Interim Manager & Consultant**
- Industry Focus: Automotive & Mobility, Retail
 - Functions: Operations & Supply Chain, Customer Service, Marketing & Sales
 - German Interim Management Association (DDIM e.V.), Board Member
 - Member DDIM Automotive Expert Group (DDIM Fachgruppe Automotive)
- 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**
- 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
- 03/2025 - Today Client: Global leader in development and production of special-purpose machines for measurement technology as well as controllers for e-mobility charging infrastructure, Aachen, Germany
Position: Executive Interim Support to Managing Director
Task: The project supports the company's strategic development and long-term viability in order to best meet customer requirements and leverage growth opportunities. Improve business performance and build for the future by focusing on new organizational structure, management and measurement systems as well as digitized processes via implementation of ERP and other systems. Develop and implement a quality management system in accordance with DIN EN ISO 9001, serving as proof of the quality of the company's products and services, and achieve a successful certification with the 2025 business year.
- 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. implementation of charging infrastructure installation programs for business fleet customers via project management and external installation partner network; 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, production of AC hardware and material flow organisation
- 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 development of portfolio company, automotive aftersales service provider in Germany & EU, with focus on business development, customer service and retail network
- 09/2018 - 11/2018 Client: Automotive Manufacturer (OEM), Seoul, Korea
Position: Executive Consultant & Keynote Speaker
Task: Global conference for customer experience at 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

University Education

- 07/1990 - 09/1990 **AIESEC Internship**
Drevounia Foreign Trade Association, Bratislava, CSSR (now Slovakia)

 Support for the Managing Director of the Czechoslovak foreign trade company for wood and furniture products at the start of privatization activities of state-owned companies
- 1988 - 1990 **Boston University, School of Management, Boston, MA, USA**

 Degree Program: 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
 International student association for economic and business students
- 1986 - 1988 **Belmont College (today Belmont University), Nashville, TN, USA**

 School of Business, Business Studies

 Extracurricular:
 - International Student Association
 - Cross Country Running Team