

Ulrich Wallenhorst (born 1963)

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Managing Director, Chief Operating & Technology Officer, Supervisory Board & Advisory Board

Result-oriented executive and manager who determines the strategic and innovative direction of medium-sized, German family businesses as well as globally active American corporations and understands and implements their philosophy. Responsible for organic and inorganic growth. Business development and M&A (>\$150M). Leading more than 1500 employees worldwide in heterogeneous management teams.

**Diploma physics with honors, University of Osnabrück,
native German; fluent in English; globally active and thinking**

Career

Oct 2018 – today

KNIPEX plant C. Gustav Putsch KG, Wuppertal, GER

Approx. 2,000 employees, turnover: > € 350 million

Managing Director (COO & CTO)

Operational and strategic management of the company with a technical focus.

Functions: Production, logistics, mechanical engineering & workshops, maintenance, work organization, production planning and control, product development, product management, quality management, project management (PMO), plant planning and technology. Responsibility for growth, innovation, productivity, delivery capability, efficiency.

Successes:

- 1) Increase in the delivery capacity of all products from stock to >95%
- 2) Sales increase >10% p.a.
- 3) Central management positions successfully filled with top staff
- 4) Plant planning strategy defined and implementation started
- 5) Product management redefined and growth strategies developed
- 6) Restructuring of development and production planning

Addendum: Successful full acquisition (from approach to closing) of ERNI Connectors to TE Connectivity in the role as Senior Advisor in 2020

Sep 2012 – Sep 2018

TE CONNECTIVITY, Industrial Solutions Segment, Darmstadt, GER

90,000+ employees, \$14+billion in revenue; Electromechanics, Electronics.

Nov 2016 – Sep 2018

Vice President & Chief Technology Officer, Industrial Solutions Segment, Mitglied des Executive teams

Management of the segment-wide portfolio of innovations with organic and inorganic content. Driving the segment's long-term planning activities incl. the Industrial Internet of Things strategy and implementation (product and technology roadmaps). Achieve results as a key member of the leadership team. Defining the technical direction and actively pursuing mergers & acquisitions. Responsible for the development and growth metrics of the segment. Leading more than 1500 employees worldwide in heterogeneous management teams

Sep 2012 – Sep 2018

Vice President & Chief Technology Officer, Industrial BU, Member of the executive leadership teams

Accountability and acceleration of organic and inorganic growth (\$1.2 billion). Accelerating new product and innovation growth, improving conversion rates, business development and M&A (>\$150M). Leading more than 500 employees worldwide in heterogeneous management teams

Successes:

- 1) Successful acquisition of the company InterContec. Initiation and implementation of the transaction.
- 2) Development of key competencies in industrial automation (organic and inorganic) including partnerships with competitors
- 3) Definition and establishment of IIoT as THE key activity throughout the Group
- 4) Doubling of the organic new product rate. Tripling of the conversion rate of development ideas to xxx million dollars per year
- 5) Establishment as CTO who leads the digital agenda incl. CIO
- 6) Introduction and establishment of lean management principles (Hoshin-Kanry as an operating system, platform management. Development of lean directors, etc.)

Jan 2012 – Aug 2012

B. Braun Melsungen AG, Melsungen

Approx. 50,000 employees, approx. EUR 4.9 billion in turnover; Industry: Medical technology

Vice President global development active medical devices.

Development and binding implementation of global strategic and operational planning. Change Agent for continuous development and improvement of efficiency. Definition of the product and technology roadmap. Initialization and implementation of cost reduction programs.

2009 - 2012

AGRO International GmbH, Bad Essen

Approx. 400 employees, approx. EUR 100 million turnover; Industry: Metal products for the furniture and automotive supplier industry

General Manager for all departments

Management span: > 400 employees; Responsibility: Budget / Turnover: € 100 million

Establishment and direct control of all sales and production activities. Development and implementation of sophisticated corporate strategies (cost and innovation leadership). Management and development of the following areas: Marketing, Sales, Product Management, Human Resources, QA, R&D, IT, Production, Logistics, Warehouse, Technology & Innovation, Controlling, Purchasing, Plants

Building and implementing lean and highly efficient production. Achieving challenging earnings targets (output and earnings: +30%).. Development and implementation of a product kit as a platform for lean and highly profitable product portfolios

Successes:

- 1) Production volume, sales and earnings increased by 30% in the first year
- 2) Recovery of top customers with > 10 million annual turnover through stringent key account management
- 3) Realignment of production plants for lean mass production
- 4) Development and implementation of a modular product as a platform for lean and highly profitable product portfolios

2004 - 2009

Weidmüller Interface GmbH, Detmold

Approx. 4000 employees, approx. EUR 600 million turnover; Industry: Plant, mechanical and automotive supplier industry, electrical engineering, process engineering, automation technology

Director of Technology and Innovation Management (Chief Technology Officer); Technical management and member of the executive management team

Management span: > 250 employees

Responsibility: Budget: €35 million; Turnover (direct): €50 million

Development and implementation of demanding corporate and innovation strategies (product, market, technology).

Cooperative management of management teams in the areas of production/logistics/purchasing, product management/development as well as marketing/sales, finance/administration and human resources.

Establishment and management of production, development and marketing companies worldwide (250 qualified employees; Team of > 50 MA in China).

Developing and realizing challenging earnings targets for new product families. P&L responsibility for several new product groups.

Setting up and leading cross-company development and marketing cooperations to achieve market and technology leadership.

Member of the Board of Directors of the Chinese subsidiary with 700 employees

Successes:

- 1) Sales success of new product families achieved in the first 1-3 years in the budget plan (growth rate year-to-year: 30%, ROI < 3 years).
- 2) Technology leadership in core areas regained. (Electronics, electromechanics, network infrastructure)

- 3) Technology cooperations and brands successfully completed and introduced.
- 4) Innovation developments accelerated and brought to market as planned. (Time-to-market reduced by 20%, adherence to deadlines extremely improved from 50% to > 90%)
- 5) International prizes for exemplary innovation management won.
- 6) Establishment and efficiency increase of Chinese organizational units (product, market, technology, sales).
- 7) Core competence in the field of high-tech engineering developed.
- 8) Multi-project management developed and established in terms of content as well as a management tool. (18 full-time project managers manage up to 60 projects simultaneously)
- 9) Company reputation significantly increased through lectures, appearances and publications. (BDI, ZVEI, major customers, symposia, trade fairs)

1999 - 2004

Harting Electronics GmbH, Espelkamp

3000 employees, approx. EUR 350 million turnover; Industry: Electrical engineering, automation technology, process technology, mechanical engineering

Director of Technology Management (Head of Division), member of the closest management group

Management span: 25 employees

Responsibility: Budget: €5 million; Turnover (direct): €10 million

Leading the national and international product and technology development.

Define and design a milestone-oriented product development process.

P&L responsibility for several product groups.

Establishing global and strategic cooperations with industrial companies.

Establishment of an international market management for the submarkets Industrial Automation and Telecom/Datacom.

Establish and ensure project management as a management tool by specially developed employees.

Successes:

- 1) Sales success of new product families achieved in the first 1-3 years in the budget plan
- 2) Technology leadership in core areas expanded (electromechanics, network infrastructure, RF technology)
- 3) Technology cooperations and brands successfully completed and introduced.
- 4) Project management developed and established in terms of content. Milestone process set up
- 5) Company reputation significantly increased through lectures, appearances and publications. (BDI, ZVEI, major customers, symposia, trade fairs)

1995 – 1999

Harting KGaA, Espelkamp - trade register data and business information

2500 employees, approx. EUR 280 million turnover; Industry: Electrical engineering, automation technology, process technology, mechanical engineering

Head of Technical Department

Management span: 10 employees; Responsibility: Budget: € 5 million

Expansion of a test center (profit center) to achieve the premium claim of the products.

Leading an interdisciplinary team.

Ensuring close cooperation with marketing and sales as a basis for sustainable technology leadership.

Close cooperation with the business units to significantly improve the acquisition of new customers, especially in the USA and China.

Setting up, conducting, and tracking roadshows, symposia, and workshops in several countries.

Successes:

- 1) Technology leadership achieved in core areas (electromechanics, RF technology)
- 2) Technology cooperations and brands successfully completed and introduced.
- 3) Innovation developments accelerated
- 4) Company reputation significantly increased through lectures, appearances and publications. (BDI, ZVEI, major customers, symposia, trade fairs)

1990 – 1995

Harting Elektronik GmbH, Espelkamp

2300 employees, approx. EUR 250 million turnover; Industry: Electrical engineering, automation technology, process technology, mechanical engineering

Management span: 7 employees

Responsibility: Budget: € 4 million

1993 – 1995

Group Leader Technology

Fully responsible management of complete test center.

Setting up, testing, accrediting and operating the test centre.

Leading a team of several engineers.

Carrying out electrical and mechanical release tests to obtain the CE mark, as well as high-frequency investigations and computer simulations.

Conducting specialist and customer presentations

1990 – 1993

Designing engineer

Engineering developments of electromechanical, electrical and optical components in the mechanical and plant engineering industry.

Planning and execution of complex high-frequency and electromagnetic compatibility studies and system tests on components and end devices

Successes:

- 1) Technology leadership in core areas defined and built up (electromechanics, RF technology)
- 2) Structures and departments created
- 3) Innovation developments accelerated

Training

1984 - 1989

University of Osnabrück

Specialisation: Physics

Focus: Applied Physics / Integrated Optics

1983 – 1984

12/1989 Diploma in Physics with Distinction

Industrial internships (mechanical engineering, electrical engineering, process engineering)

1974 – 1983

Gymnasium Bramsche Abschluss: Abitur

Awards

1989 University

University degree with honors of the Stifterverband der dt. Wissenschaften

2008

Industry

Winner in Europe-wide comparison "Best Practice in Technology Management"

Award by the Fraunhofer Institute for Manufacturing Engineering IPT in Aachen

Additional qualifications

2002 – 2004

Lecturer at the Osnabrück University of Applied Sciences for Business Administration and Project Management

Non-professional activities

Memberships:

- + Senate of the German Economy
- + Supervisory Boards Mittelstand Deutschland ArMiD
- + German Digital Advisory Boards DDB
- + AAA-Advisors.net

Science & Technology

Economic and Social Literature

Sport