

## Manager Profile: Robert Butz

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### **Person:**

Name: Robert Butz  
Year of birth: 1968  
Street: Hochfellnstr. 40  
City: Ebersberg  
Zip code: 85560  
Germany: Germany  
Nationality: German  
Marital Status: Married, 2 children  
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### **Education:**

1993-2001 Business Practice and Economics, FernUniversität Hagen, Hagen  
Graduated "Diplom Kaufmann"; master thesis on "Strategic Benchmarking"  
1989-1992 Aerospace Engineering, majoring in Industrial Engineering, Universität der Bundeswehr, Munich  
Graduated "Diplom Ingenieur" and honored as best-in-class graduate  
Master thesis on fiberglass components materials at Eurocopter: 1,0  
1988-1989 60th Officer Training Course, Air Force Academy, Fürstenfeldbruck

### **Languages:**

German: Mother tongue  
English: Negotiation-proof  
French: Good passive understanding

### **Impact on the Topline:      Project remediation, sales re-vitalization, scaling business models**

Supported by his broad technical know-how and his well-founded commercial knowledge, Robert Butz takes over management roles and executive board functions in the TIMES sectors and leads strategic projects to success. With more than 25 years of leadership experience, he is a proven expert in crisis management, re-alignment and business development. Its main areas of impact are project and program management, project remediation, sales revitalization and the transformation of technology into global scaling business models with specific emphases on digital cases.

### **Priorities:      Built trust and do it right – already the first time**

- Executive Management (CEO/CTO/COO), Head of Sales / Business Development, Head of R&D, Projects and Product Management (up to 400 FTE)
- General Management: Process oriented company building, people focused team-approach
- Acquisition and realization of infrastructure and development projects, as well as awarding of large outsourcing projects
- Extensive international negotiating experience especially in Western and Eastern Europe, in the Near and Middle East and in Asia
- Contract design, requirement engineering, multi-level negotiations, intercultural escalation management, closing and execution
- Initiation of international cross-company development and technology partnerships, setting up of international project and company structures
- Identification and addressing of bottlenecks and systematic causes for repeated failure
- Significant reduction of operating cycle times, project remediation especially in big IT-programs, project acceleration
- Implementation of suitable adapted governance models including Project Steering Boards, Demand-Supply-Balancing and IT-based PM-Tools
- Project management (including full turnkey rollout) and multi-project-/program management, heading of Project Offices (PRINCE2, IPMA)
- Successful implementation of transformation projects and the related communication

**Environment:** Owner-managed medium-sized enterprises, institutional investors, large corporations, spin-off

**Industries:** TIMES (Especially network elements, value-added services, terminal equipment, operating systems, applications, SW-development), Consumer Electronics, Defense, Services and Navigation/Telematics

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### Interim/Project Management:

#### Consulting: New Entrant «Smart Road Data», Vomp, Austria

Description: Providers of road safety systems and functional lighting

Mandate title: Project Manager Digitization - Monetization of Smart Road Data

Turnover in Mio EUR: 15

Employees: 60

Project: Development and design of a digital business model in the context of "Smart road" and validation of economic viability  
Supporting the definition of a geotagged fixed sensor grid for deployment on highways and motorway as well as of a connected roadside game warning system

Duration: 9 Months in part-time, ongoing (Start in November 2017)

#### Program Manager IT-Rollout Allianz Business System Canada, Organizational Management, Allianz Partners SAS, Paris

Description: Leading Player for travel & care insurances as well as assistance services

Mandate title: IT-Rollout of global Allianz Business System (ABS) for Allianz Global Assistance Canada

Turnover in Mio EUR: 8.460

Employees: 19.129

Project: Program Management with full responsibility for the project realization  
Efficient coordination of the management tasks in the Program  
Consolidation of the Workstreams, synchronization of Business Unit, Technology, local PM and global PM  
Project realization targeting to complete for "Technical Go-live" as scheduled  
Priorization of new Customer Requirements

Duration: 5 Months, finished in year 2017

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### Department Head (interim) Research & Development and Manufacturing ST, RUAG Defense, Bern, Switzerland

Description: System provider for military simulation and training systems

Project Title: Transforming Simulation & Training to become a product-centric technology leader

Turnover in Mio EUR: 1858

Employees: 8753

Project: Head of R&D and production at the Locations Bern, Zurich, Wedel (Hamburg), Terssac (Toulouse)  
Realization of the ST project volume of ca. 80 Mio CHF per year (development, series production and series)  
Remediation of the major SW-program of ST by introducing a new steering approach (Multi-Scrum)  
Dedicated project steering especially to emphasizes customer acceptance and rollout of complex IT-systems  
Maintaining the CMMI certification in SW development, improvements in business excellence  
Redefinition of the business processes for project realization in the Laser Competence Center Wedel (with SAP)  
Transformation of the business unit into a product-centric and scalable business model

Duration: 6 months, finished in year 2017

### Senior Manager (interim) Projects & Operations ST, RUAG Defense, Bern, Switzerland

Description: System provider for military simulation and training systems

Project Title: Operational Improvement – Projects and Operations International Center

Turnover in Mio EUR: 1858

Employees: 8753

Project: Centralizing the Project Management of the group (approx. 25 PMs and > 120 Mio CHF order backlog)  
Business responsibility for full ST project volume of ca. 80 Mio CHF per year  
Professionalizing the preparation of key offers for major international offers  
Operational management of two major battle-training centers in Switzerland with approx. 140 employees  
Improving the existing project management system and increasing excellence in execution (e.g. resource-demand-balancing, new project reporting /governance structure, close project control on global and on local level)

Duration: 18 months, finished in year 2017

### Senior Manager Business Development, baimos technologies GmbH, Munich

Description: Technology enabler and solution provider for the digital keychain on smartphones

Project Title: Business Development and acquisition of new Automotive business

Turnover in Mio EUR: Approx. 3-5

Employees: 27

Project: Positioning as a technology leader in the automotive sector and contacting strategically important OEMs

Duration: 4 months in part-time, finished in year 2016

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### Consulting: Engineering service provider in the aerospace industry, Hamburg

Description: Germany's market leader in engineering services, aviation division  
Project Title: Auditing of the economic sustainability of the business unit locations  
Turnover in Mio EUR: 480  
Employees: 6100  
Project: Strategy audit and economic audit of the individual sites  
Duration: 4 months, finished in year 2016

### Consulting: "Further Development of Project Business", Samson AG, Frankfurt

Description: Traditional manufacturer of industrial valves and attachments  
Project Title: Project Manager "Further development of project business "  
Turnover in Mio EUR: 660  
Employees: 4000  
Project: Process analysis in Project Sales and identification of the largest levers  
Development of a vision and the future business tasks for Project Sales  
Initiating a taskforce to improve the IT-pipeline for the bid process and the realization phase  
Steering the realization of an IT-based automatic product configurator  
Selection and introduction of an IT-based project management tool for the Group  
Duration: 10 months, finished in year 2016

### Executive Vice President Mackevision Media Design GmbH, Stuttgart/Seoul

Description: World market leader for industrial CGI-Production (computer generated imagery) In the Automotive  
Project Title: Further support for the new Foreign subsidiary in Korea  
Turnover in Mio EUR: 34  
Employees: 400  
Project: Stabilization of the local business development and the local commercial infrastructure  
Support of VP Solutions by supporting Seoul site  
Duration: 7 months, finished in year 2015

### Executive Vice President Mackevision Media Design GmbH, Stuttgart/Seoul

Description: World market leader for industrial CGI-Production (Computer Generated Imagery) In the Automotive  
Project Title: Founding and setup of an international affiliate in Korea and acquisition of a major OEM order  
Turnover in Mio EUR: 25  
Employees: 300  
Project: Registration of legal entity, composition of commercial infrastructure, team-setup  
Key Account Management and steering of the local sales activities  
Project remediation by providing a reliable and understandable planning by fixing the promised IT-system for project delivery. Successful completion of prototype projects and customer approval.  
Acquisition of fleet-orders for both Hyundai und Kia and the respectively required CGI platform expansion  
Virtualization of the new vehicle fleets of Hyundai and Kia in 2015: Design of production processes, program planning and realization utilizing the global site network of Detroit (USA), Stuttgart (Germany) and Seoul (Korea)  
Duration: 7 months, finished in year 2015

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### Consulting: Manufacturer for Machines and Systems in Polyurethane Technologies, Düsseldorf

Description: World market leader for plastic processing machines in Automotive  
Project title: Market potential analyses of a new production process for PU parts in the Consumer Electronics industry  
Turnover in Mio EUR: 80  
Employees: 480  
Project: Analyzing the market potential and presentation of potential lead customers for transferring an innovative technology from the Automotive segment to the Consumer Electronics industry  
Process value analysis and pricing expectations in the Consumer Electronics  
Scenarios for market entry and potential distribution channels  
Duration: 1 month, finished in year 2014

### Global Technical Account Management Europe, Sonim Technologies Inc., Munich

Description: Mobile phone brand focused on extremely rugged and robust mobiles  
Project title: Technical sales support for product qualification and certification  
Turnover in Mio EUR: 40  
Employees: 200  
Project: Coordination and planning of the product certification for selected network operators in Europe  
Collection, evaluation and prioritization of country and operator specific requirements  
Performing of homologation tests  
Elaboration of a process model to service key accounts with homologation support  
Duration: 4 months, finished in year 2014

### CEO Trust2Core GmbH und Vice President Business Unit Secure Mircokernel, Deutsche Telekom AG, Berlin

Description: Establishing a technology spin-off for a multinational mobile and fixed network operator  
Project title: Realization of a high secure smart phone based on secure microkernel technologies technology  
Turnover in Mio EUR: 10  
Employees: 30  
Project: Establishing a legally independent affiliate of Deutsche Telekom in the field of microkernel-based system architectures and MILS-systems (Multiple Levels of Security) for consumer electronic products  
Successful commercialization of innovative technology and positioning as competence leader  
Setting up a talented and engaged software development team  
Initializing a solid software product development process  
Definition of system architecture and product strategy targeting a scaling business model  
Proof of concept by realizing a high-secure smart phone for the German Government: the "Merkel-phone"  
Negotiation and closing of customer and intercompany contracts and coordination of corporate business planning  
Building up a sales funnel with integrators and operators  
Duration: 18 months, finished in year 2013

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### CEO internal venture and VP Business Development, tyntec GmbH, Munich

Description:	Building up a new venture for an international mobile interaction service provider
Project title:	Market introduction of the "virtual SIM-card" enabling internet platforms to receive calls on mobile numbers in the context of unified inbound communications
Turnover in Mio EUR:	60
Employees:	130
Project:	Transform technical capabilities into a compelling innovative product Design and implementation of an internal organization and the related business processes Successful and on time market-launch of an IP based MVNE offering ensuring regulatory compliance Partnering with mobile carriers to extend market coverage in Europe Acquisition of strategic partners e.g. namely mobile brands and subscriber giants such as social networks as well as other internet and communication service providers Building up a strong sales pipeline based on a multitude of valuable use cases Positioning the company as a technology & business enabler bridging the worlds of IP and mobile Product definition and product marketing Realization of product integration with new customers Generation of rapidly growing, significant turnover in combination with great margins
Duration:	13 months, finished in year 2011

### VP Product Management, Sonim Technologies Inc., San Mateo (USA)

Description:	Mobile phone brand focused on extremely rugged and robust mobiles
Project title:	Realization of the most robust mobile phone in the industry
Turnover in Mio EUR	25
Employees:	150
Project:	Definition for HW-platform, application and long-term product strategy Supporting the CTO in restructuring the technical department Roadmap clean-up and re-focusing of R&D as per the new company strategy Create transparency for planning, targets and achievements in product development Alignment of R&D efforts with sales /operations priorities Product definition and partner selection for new projects Reducing complexity by re-use and partner-leverage concepts Sales support for the acquisition of strategic customer projects Escalation management and troubleshooting to ensure the timely launch of new product generation XP1300CORE / XP3300FORCE
Duration:	3 months, finished in year 2010

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### CTO and Executive Board Member, Navigon AG, Hamburg/Würzburg

Description:	Leading global brand manufacturer of navigation devices and navigation software
Project title:	Mastering the turnaround and positioning of the company as an innovation leader
Turnover in Mio EUR:	200
Employees:	400
Project:	Mobile navigation devices, Navi-SW for mobile phones and projects with Automotive customers Responsible for Product Line Management, Research & Development and Quality at the locations of Würzburg, Hamburg and Cluj (Romania) Definition of the core business areas and the product strategy, including the Margin planning Product roadmap, product definition, product design and product realization with ODM suppliers Mastering a substantial financial crisis, turnaround management, trouble-shooting Clear positioning as innovation leader on the IFA2009 by introducing new functionalities and real-time services on proven hardware platforms Time-to-market of the new product generation exactly "on time" Successful business development with automotive OEMs for in-dash navigation (Daimler, DAF, Continental, Audi, BMW) and on-dash units in the series (Volkswagen: Up) Successful launch of the first turn-by-turn navigation on Apple's iPhone, start of partnership with DTAG Doubling the market share in Europe Big5 for mobile navigation devices Expansion of the market share in the Mobile Phone segment (on-board) to approx. 55% in Germany (09.2009) Managing platform and first mass rollout of connected devices in the consumer segment with included roaming flat Successful economic turnaround of the company to a strong positive monthly EBITDA
Duration:	14 months, finished in year 2009

### VP Central Europe and Managing Director of three regional subsidiaries, European Computer Telecoms AG, Munich

Description:	Medium-sized telco system supplier for language-based value-added services
Project title:	Setup and vitalization of the Central Europe sales organization
Turnover in Mio EUR:	16
Employees:	70
Project:	B2B direct sales of language-based value-added services and next generation IN systems Managing Director of subsidiaries for Germany/Austria/Switzerland, Eastern Europe and France/Maghreb Coordination of all sales activities in the region Business planning and target tracking Product description in offer modules Setup of the sales organization for Central Europe and significant shortening of the sales cycle Foundation of a juridical independent subsidiary in France Acquisition of strategically important contracts with mobile and fixed-line operators in the Region Significant shortening of acquisition cycle times
Duration:	24 months, finished in year 2008

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### Professional career:

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Since 05/2006	<u>Interim manager</u>
2003-2006	<u>Head of Product Management Partner Phones, Siemens Mobile Devices / BenQ Mobile</u>
Description:	Introduction of ODM principles in Siemens Mobile mass products Head of Product Management for Partner Phones (Realized with external partners, ODMs) Strategic alignment of the ODM product roadmap within Mobile Devices Development of promising product concepts and related product definition (e.g. cost leadership in the "Ultra Low Cost"-Segment with 30% less cost than competitors) Partner selection, design and negotiation of product contracts Commercial and technical risk management, operator approval process Product realization and lifecycle-management for up to 10 simultaneous phone programs Intense escalation management also on-site at ODM partners in Taiwan on site Operational business management for all ODM products
2002-2002	<u>Senior Marketing Consultant Operator Business Plans &amp; Due Diligence, Siemens Mobile Networks</u>
Description:	Advising the Siemens ICM-/ICN- and Central Board in vendor financing projects Analyses of business strategy and realization concepts of prospected carriers Strategy audits and top management interviews on site Theoretic modeling of business plans with mathematical methods incl. churn assumptions
1999-2001	<u>Director GSM for the region Near and Middle East, Siemens Mobile Networks</u>
Description:	Acquisition and realization of complete GSM networks, switches, radios, BSS, IN systems and monitoring equipment Sales, key account management and project realization Profit and loss responsibility for projects up to national rollouts and full turnkey solutions Projects in Saudi Arabia, Syria, Tschad, Jordan and Egypt Acquisition of Orascom Telecom Group later 4th biggest customer of Siemens Mobile Networks
1996-1998	<u>Senior Sales Manager, Siemens Defense Electronics-DASA SI Defense Electronics</u>
Description:	Military Communication Command and Control Systems (C3I) Planning and controlling of the main customer program Organization of international military conferences Bid Management for strategically important C3I-projects Export sales, responsibility for Bulgaria and the Czech Republic
1988-1996	<u>Airplane Technical Officer in 1st Line Maintenance of a Fighter-Bomber Wing, German Air Force</u>
Description:	Heading a loop of Shelters with 70 soldiers and 13 TORNADO (ECR) Execution of daily flight services with respect to uncompromised flight safety Planning and preparation for quick international transferability of the Wing Commander of Technical Services /1st Line Maintenance in international missions Commander of Airplane Technical Services in UNO-operations in Piacenza/Italy  Universal military, scientific and specialist military training