

MICHAEL HAGMANN – SUMMARY

Personal data:

- Born in 1976 (Karlsruhe, Germany)
- Joint Master Degree in management and engineering, University of Karlsruhe, Indian Institute of Technology Madras, Escuela Superior de Ingenieros Seville

Focus areas and strengths:

- Industries: industrial goods & services, plant and machinery building, renewable energies, private equity
- Managerial skills: general management, turnaround, restructuring & transformation, project & programme management, strategy & business development, SCM
- Languages: German (native), English (business fluent), Spanish (basic conversation and reading)

Professional Career:

02/2009 – today, Independent Interim- and Project Manager:

- Mandates as Managing Director/CEO, Director and Program/Project Manager in situations of disruptive change, turnaround or transformation
- Direct and sole responsibility of up to 40 mEUR revenue (P&L) and up to 370 employees
- Since 01/2014 Managing Partner at MSP Management Support Partners – Germany's first partnership for restructuring, interim and project management
- Mandates:
 - 01/2020 – 09/2020, Exportverpackung Sehnde (Germany): Interim Transformation Director
 - 08/2017 – 08/2019, Veolia Water Technologies (Germany): Interim Director
 - 09/2015 – 05/2017, Enertrag Service GmbH (Germany): Interim Managing Director
 - 03/2014 – 04/2015, RWO Marine Water Technology (Germany): Interim Managing Director
 - 10/2013 – 03/2014, LM Windpower (Netherlands & Denmark): Senior Management and Programme Coach
 - 10/2010 – 05/2013, Marsh Wind Technology (Denmark and UK): CEO and Managing Director
 - 02/2009 – 09/2010, Siemens Wind Power (Denmark): SCM Program- and Project Manager
 - 10/2009 – 01/2010, Total Energy (Germany): External Advisor

09/2003 – 01/2009, The Boston Consulting Group, last position Project Leader

- Responsibility for strategy development and implementation projects (time, quality, budget)
- Leadership and development of project teams up to 5 consultants and up to 1.0 mEUR budget
- Projects in Germany, Denmark, Finland, USA, China, and France

PERSONAL DATA

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Date of birth 2 October 1976
Place of birth Karlsruhe, Germany
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PROFESSIONAL HISTORY / MANDATES

01/2020 – 09/2020

Exportverpackung Sehnde, Germany

(Logistic services, 20 mEUR sales, 170 employees)

Interim Transformation Director with full P&L and staff responsibility

Crisis management within logistic outsourcing mandate with biggest corporate customer KraussMaffei Extrusion (~30% of sales)

- Negotiation and signing of settlement regarding failed 18 months start-up phase of outsourcing mandate
- Renegotiation of contract and scope of services
- Introduction of complaints department, KPIs, process-oriented organisation and service delivery
- Results: Avoidance of ~4 mEUR claim and potentially following insolvency proceedings, 25% staff reduction at stable revenues, improved cash flow by 1.3 mEUR within three months, reduced complaints by 95%, created foundation for sustainable logistic partnership

Transformation of business model and organization from packaging company to logistics service provider in close collaboration with the owners and under consideration of Covid-specific circumstances

- Coaching of the owners regarding strategic business, personnel and organisation development
- Transformation of the organisation along strategic business units, recruiting and training of new management team
- Cost cutting/staff reduction from 170 to 120 FTE and closing of production in Germany and relocation to Poland

After end of interim mandate appointed as member of supervisory board

08/2017 – 08/2019

Veolia Water Technologies, Germany, reporting to the CEO

(Industrial goods and services, 100 mEUR sales, 500 employees)

Interim Director responsible for standard products business unit (~25mEUR sales) and supply chain (~45mEUR purchase volume)

Major transformation of operating model and organization

- Buildup of commercial & technical product management (20+ FTE) from scratch to accelerate shift from low-margin project to high-margin product and service business
- Increased competitiveness, delivery flexibility/speed and quality, reduced direct product cost through outsourcing of logistics and manufacturing to third party suppliers:

- Logistics: 25.000 shipments p.a., 100.000 different parts
- Manufacturing: 3.000 plant units p.a., 1.000 different products, 20-40 major engineered plants projects
- Redesign of processes and organizational model related to sales and development of standard products, order fulfilment, purchasing, logistics, project & claim management and corresponding change management
- Results: 7.5% increase in annualized product sales and 10% increase in order entry within less than 12 months (definition of focus products/applications and cleaning up of 40% of portfolio), increase in trade margin of up to 5%p for select product groups, reduction of structural cost by 1 mEUR p.a. with majority originating from logistics outsourcing
- Lead negotiation and completed acquisition of competitor's water treatment business unit out of insolvency proceedings

09/2015 – 05/2017

Enertrag Service GmbH, Germany

(Industrial services, 12 mEUR sales, 110 employees)

Interim Managing Director

Turnaround, transformation and preparation for merger/divestment

- Reorganisation of management and indoor staff incl. exchange of 30% of employees and relocation of teams from various offices
- Development and implementation of sales and platform strategy, introduction of new service products
- Insourcing of warehousing and outbound logistics from DB Schenker
- Redesign and professionalization of various functions and processes, ie, operational controlling, cash management, benefit scheme for management, working time and compensation model for field staff, risk management for major projects, HR and resource management, HSE, standard customer contracts/ conditions, and digitalization of planning through introduction of IT solution
- Exploratory discussions with various market participants regarding take-over and/or merger up to detailed due diligence and negotiation with direct competitors
- Results: Increased total sales by 3% after 5 years of declining revenues and project sales by 42% (and order backlog by 150%) to compensate for ending service contracts, cut losses from -15% of sales to -6% (increased material efficiency by 3% and personnel efficiency by 7%, reduced necessary write-offs by 65%)

03/2014 – 04/2015

RWO Marine Water Technology, Germany

(Plant building and machinery, 20 mEUR sales, 70 employees)

Interim Managing Director

Restructuring and transformation after failed attempt to sell the company with declining sales and profits

- Stabilization of gross profits, redesign of logistics, assembly and commissioning processes, preparation and planning of manufacturing and logistics outsourcing
- Introduction of rigid receivables and inventory management

- Clean up of product portfolio, focussing on core products and promising new developments, standardisation and modularization, joint product development with mother company
- Reorganisation along core processes and set-up and development of new management team, introduction of reporting and incentive system for sales and management
- Development and implementation of new commercialization approach including direct and indirect sales, formalization and professionalization of relationships with agents and resellers
- Results: Core product gross profit increase from 13% to >20% of sales, delivery reliability increased from ~50% to >90%, quality cost reduced from 8% to <1% of sales, reduced overdue receivables by 30%/300 kEUR (within six weeks) and reduced inventory by 10%, reduced staff by 10 FTE, SG&A cost reduction

10/2013 – 03/2014

LM Windpower, Netherlands & Denmark, reporting to the CEO

(Wind energy, 700 mEUR sales, 7,000 employees)

Freelance Senior Management and Programme Coach

- Cross-functional coordination and coaching of comprehensive transport and logistic programme aiming at better control of complexity and cost reduction
- Analysis and evaluation of CapEx reduction programme considering covenants of external financing parties

10/2010 – 05/2013

Marsh Wind Technology, United Kingdom & Denmark

(Plant building/wind energy, 40 mEUR sales [value-add excl. steel, 160 mEUR incl. steel], 370 employees)

CEO and Managing Director

Turnaround of a manufacturing plant for towers and components for wind energy generators in Denmark

- Reorganisation and restructuring after change of ownership
- Broadening of service and product scope by 10% through takeover of customer assembly, deepening of value-add by 30% through insourcing of contractor's surface treatment activities
- Acquisition of new customers and broadening of customer base into neighbouring products and industries
- Build-up of service business besides product business from 0% to 10% of sales
- Reorganization and development of the management team, introduction of reporting and incentive processes and structures, introduction of rigid claim management
- Results: sales growth from 22 mEUR to 30 mEUR p.a., growth of net profit from minus 5% to 10% of sales

Start-up of joint venture with Scottish utility and take-over of manufacturing plant in Scotland out of bankruptcy administration

- Reorganisation and reduction of staff to break-even level including increase in productivity
- Restart of production and build-up of order pipeline for 12+ months with 10 mGBP sales in first year of operation

- Results: development of stable business and sale of stake in joint venture after 1 1/2 years

Acquisition of 6 mEUR mezzanine capital for funding of ceramics plant in China

02/2009 – 09/2010

Siemens Wind Power, Denmark, reporting to the COO

(Wind energy, >5 bEUR sales, 7,000 employees globally)

Program manager SCM Direct Drive (02/2009 – 09/2010)

- Responsibility for coordination of the product engineering with the supply chain development incl. qualification and ramp up of specific suppliers; negotiation of prototype supply (order volume 10+ mEUR) and frame agreements for serial production
- Development of manufacturing concept and responsibility for investment proposals with significant volume
- Results: on-time and on-quality prototype supply, 30-50% cost reduction, development of line organization and handover of program, coordinated product development and supply chain organization

Project manager SCM Offshore Strategy (01/2010 – 09/2010)

- Responsibility for development of SCM offshore manufacturing location strategy, planning of implementation and handover to line organization
- Result: decision on second offshore manufacturing location in Denmark

10/2009 – 01/2010

Total Energy, Germany, reporting to SVP Trading and End Customer Business

(Energy/heating oil, 200 bEUR sales, 97,000 employees globally)

Project manager (part time)

- Leading team of external consultants and specialists, as well as internal staff with identification of growth opportunities in German heating oil market; technical and commercial evaluation of new product ideas
- Result: termination of project due to lack of promising perspectives

09/2003 – 01/2009

The Boston Consulting Group, Frankfurt & Berlin

(Strategy consulting, 490 mEUR sales, 1,000 consultants [Germany only])

10/2007 – 01/2009 Project Leader (promotion among top 25%)

- Responsibility for strategy development and implementation projects (time, quality, budget)
- Leadership and development of project teams with up to 5 consultants and project budgets up to 1.0 mEUR
- Project acquisition and customer relationship management
- Recruitment of new staff (marketing and selection/interviews)

06/2005 – 09/2007 Consultant (promotion among top 25%)

- Responsibility for subprojects and leadership of select staff
- Recruitment of new staff (marketing)

09/2003 – 05/2005 Associate with project module responsibility

Project focus

- Industries: industrial goods, plant and machinery building, renewable energies, (industrial) services, private equity

- Topics: growth strategies (incl. business development and sales management), market entry, M&A / PMI, product development, reorganisation, cost reduction
- Countries: Germany, Denmark, Finland, USA, China, and France
- Customers: Siemens, Deutsche Telekom, Nokia, Carl Zeiss, Schott Solar, SAP, several private equity companies

Other

- Active member of practice groups „Industrial Goods“ and „Technology, Media, Communication“

EDUCATION

10/1997 – 07/2003

University of Karlsruhe (TH)

Joint master studies of management and engineering

- Specialization “corporate planning”
- Focus areas: operations research, logistics, supply chain management, marketing, informatics
- Degree: “Dipl. Wi.-Ing.” with grade 1.3 (top 10%)

10/2002 – 02/2003

Indian Institute of Technology Madras, Chennai, India

Scholarship of German Academic Exchange Service

- Master thesis „Multistage Inventory Control Strategies“

09/2000 – 07/2001

Escuela Superior de Ingenieros, Universidad de Sevilla, Spanien

Erasmus scholarship

- Focus areas: production management and planning, operations research

09/1996 – 10/1997

Social service at the German Red Cross, Karlsruhe

06/1996

Otto-Hahn-Gymnasium (grammar school), Karlsruhe

University entrance diploma

- Advanced courses in math and chemistry
- Grade 1.2 (top 3%)

ADVANCED TRAININGS

2015

Course of lectures at IFUS (SRH Hochschule Heidelberg) covering broad range of legal and commercial aspects of corporate restructuring (“Zertifikatslehrgang Restrukturierungs- und Sanierungsberater”)

2015

Qualification for advisory board members at INTES Academy

LANGUAGES

- German (native)
- English (business fluent)
- Spanish (basic conversation and reading)

OTHER INTERESTS

- Formation and project development of “Spy Museum” in Berlin (Jan 2009 to Dec 2012)
- Sports: running, cycling, tennis, squash, badminton, mountain hiking, golf
- Hobbies: travelling, reading, music