

Curriculum Vitae Andreas Lampe

PERSONAL DETAILS:

Name: Andreas Lampe
Date of Birth: April 13, 1962 Bremen
Nationality: German
Family status: Married, with one daughter
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Educational background: Dipl. Ingenieur (graduate engineer) in Mechanical Engineering, specialising in Aeronautics and Astronautics, Bundeswehr University Munich
Dipl. Wirtschaftsingenieur (M.A. in industrial engineering/economics), Distance Learning AKAD
Business Transformation Manager (certified RWTH Aachen)

Languages: German, native language
English, good negotiation skills
French, good basic knowledge

SUMMARY OF EXPERIENCE:

- ✓ Authentic, reliable personality with strong leadership skills and more than 20 years of experience in senior positions as manager of sales as well as in project and program development.
- ✓ Extensive knowledge and experience in the automotive industry and in the fields of mechanical and plant engineering as well as aviation and aerospace engineering.
- ✓ Responsible for up to 270 million euros in sales p.a. incl. P&L, experienced in guiding and motivating co-workers.
- ✓ Competence in working autonomously and making decisions, a self-starter with methodological expertise and professional know-how in the areas of sales, program and project management as well as in analysis and execution of restructuring and optimization process.
- ✓ Ability to work efficiently and flexibly at all times, self-organisation can be relied on in order to adapt to work in different locations and under constant pressure of time and with tight deadlines.

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- ✓ Highly adaptable and willing to adjust to new and changing requirements and new responsibilities as well as different structures and co-workers.
- ✓ Strength of conviction as well as reliability and trustworthiness are key factors for success when accompanied by sound analytical thought processes and down-to-earth, pragmatic actions

CORE COMPETENCE (headwords):

Chief Sales Officer (CSO), Head of Sales, Head of Business Unit, digital Leadership, Business Development, Business Transformation, Sales Realignment, Digitalization, Agile Process Management, Change Management, Strategy, Turnaround, Personnel Responsibility, Holistic Leadership, Key Account Management, OEM, 1st Tier, 2nd Tier, Reorganization, Market Analysis, Customer Orientation, Competitive Analysis, Optimization, Vacancy Bridging, Potential, Resource Bottleneck. Tier, Reorganization, Restructuring, Market Analysis, Customer Orientation, Competitive Analysis, Sales Strategy, Optimization, Vacancy Bridging, Potentials, Resource Bottleneck, Business Areas, Growth, New Products, Setup, Turnover, Forecast, Coaching, Project Management, Program Management, Automotive, Interior, Mechanical Engineering, Industry, Plant Engineering, Aerospace, Service, Consulting, International, International Experience USA, International Experience Europe (UK, France, Italy), International Experience Brazil, Midmarket, Supplier, Post Merger Integration, Expert Opinion, Merger & Acquisition Management

PROFESSIONAL BACKGROUND:

As of 2021	Specialist in the partner network WTS Management KG - holistic management consulting with support for aid organizations and SMEs
As of 2015	Cooperation partner of the SEVIX Group - Business Transformation Management
As of 2013	Self-employed as Interim Manager for Business Management, Sales- and Project Management, Business Transformation & Business Development
2012 – 2011	GRAMMER AG, Amberg / Langenfeld Director Sales & Projects
2011 – 2010	Advanced Design Services ADS GmbH, Munich Manager of Sales
2010 – 1997	KEIPER GmbH & Co KG, Kaiserslautern Sales Manager / Key Account Manager
1997 – 1994	Acco Platen GmbH, Weilmünster Project Engineer
1994 - 1981	Deutsche Bundeswehr/German Armed Forces Captain and battery commander

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AREAS OF EXPERTISE AS INTERIM MANAGER:

As of 2013

Analysis and consultation as well as the restructuring and optimization of all business structures and procedures pertaining to international sales, program- and project management. These activities also include the operational implementation of the advised measures in all selling models and company structures, business development and business transformation management.

Fixed-term employment

- as managing director or director sales, business transformation or development manager, crisis- or project manager,
- to provide transitional services in the case of vacancies or
- to compensate for resource shortages and to make up for potential lack of know-how

Key activities relating to sales, project and programme management:

- Change Management incl. Process optimization, restructuring and generating potential for optimization
- Agile process management
- Business development - Developing new distribution channels and target groups incl. New product implementation
- Temporary takeover / support of the sales management (CSO, VP or GF Sales),
- Transformation Management – holistic realignment of companies
- Development and adaptation of corporate and customer strategies,
- Evaluating and planning new selling techniques
- Developing / synchronising sales, marketing and product strategies and implementing them
- Consolidating company and customer strategies
- Implementing growth and expansion strategies
- Optimising the distribution process /sales-process-chain and reconciling the resource and process organisation of the entire distribution line
- Market-oriented planning of sales and forecasts
- Post-Merger Integration / Merger & Acquisition Management Sales
- Developing and expanding customer relations management
- Market and competitor analyses and implementation of results
- Developing and implementing a claim management to ensure liquidity when customers are in default of payment
- Coaching of Director Sales, Key Account Manager, Program- or Project Manager in all hierarchical levels

PROJECTS INTERIM MANAGER:

03/2021 – today

Specialist in the partner network WTS Management KG - holistic management consulting with support for aid organizations and SMEs

Conceptual support for SMEs / mid-sized companies

Concept creation of ACTUAL analysis of company and sales structure in the context of project acquisitions with integration of stakeholders with subsequent recommendation for action, among other things, for agile process

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optimization with people as the focus - basis for a cross-divisional digitization strategy or for transformation and international realignment of sales incl. coaching of sales managers for companies in the automotive supply industry, manufacturing industry as well as medical technology

**01/2021 –
02/2021**

IFA Powertrain GmbH & CO KG (Haldensleben, bei Magdeburg)

Medium-sized automotive supplier belonging to the IFA Group,

approx. 3000 employees, turnover approx. 680 m EUR/a (IFA Group), worldwide operating automotive supplier for the development, production and sales of joints and drive shafts.

Assignment as "Global Sales Director" ad interim. Reports to the Managing Director of IFA Powertrain.

Management of the "Global Sales" department, consisting of the Key Account Management incl. foreign locations.

Tasks among others: Goal-oriented challenging and equally encouraging leadership and motivation of employees, market development in cooperation with the interdisciplinary sales team in Germany and abroad, identification of pot. Identifying potential new business and winning new markets and customers, optimizing sales processes and the KPI system, crisis and adhoc management, also in the context of the Corona pandemic.

**06/2020 -
12/2020**

zwissTEX Germany GmbH (Gerstetten, near Heidenheim)

medium-sized company belonging to Dr. Zwissler Holding,

approx. 250 employees, turnover approx. 98 m EUR/a, worldwide operating manufacturer for development, manufacturing, finishing and lamination of innovative high tech textiles for industry, medical technology, clothing & automotive.

Employment as "Head of Global Sales (CSO)" ad interim. Reports to the Chairman of the Executive Board of Dr. Zwissler Holding.

Management of the "Sales & Project Management" department, consisting of sales management, internal sales, project- and product management

Restructuring & realignment of the entire sales organization, development of the strategy for the entire company, market development in cooperation with the sales team in Germany and abroad, identification and acquisition of new markets and customers, optimization of the existing business and development of new business areas, introduction of optimization processes (order to cash) also in a holistic approach within the supply chain, crisis and adhoc management in the context of the Corona pandemic

**09/2019 -
05/2020**

Frenzelit GmbH (Bad Berneck, Fichtelgebirge)

Owner-managed medium sized family business,

Appr. 500 Employees, turnover approx. 98 million EUR/a, worldwide operating manufacturer for e.g. seals and insulation for industries/trading & Automotive.

Employment within the scope of the strategic reorientation of the company as ad interim business unit manager of the newly founded business unit

"Mobility" (approx. 135 employees, thereof approx. 95 productive). Reports to the managing partner and is a member of the management.

Thereby leading 5 teams: sales, development, production, project management, sales control plus 2 production sites

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Change management as part of the strategic realignment of the business unit, market development in cooperation with the sales team at home and abroad, identification and acquisition of new markets and customers, development of the strategy for product, new and further developments, optimization of the existing business and development of completely new business areas. Additionally, crisis and adhoc management in the context of the Corona pandemic.

**02/2019 –
08/2019**

Eberspächer Exhaust Technology GmbH & Co. KG (Schwäbisch Gmünd, Esslingen)

Eberspächer Exhaust Technology develops, produces and sells innovative products and technologies for the automotive industry that further reduce pollutant emissions, as well as technologies for noise reduction and the sound design of exhaust systems.

Eberspächer Group Turnover: approx. EUR 4.6 billion, Employees: 9,800

Assignment on Management level ad interim: Restructuring as well as support during relocation & partial sales, business development of Eberspächer Prototechnik in Schwäbisch Gmünd, including Accompaniment of the strategy development process, structuring and implementation of the change management topics towards a new strategy, coordination and accompaniment of the change phase including potential relocations to other locations of possible sales to third parties.

**05/2018 -
11/2018**

Johnson Matthey Catalyst mobile emission control technologies (Frankfort)

Johnson Matthey Mobile emission control develop, produces und sell a. o. different emission reduction filter and combination of catalyst for passenger cars & trucks for hotend and coldend in the vehicle.

JM Global turnover: appr. 3,8 Mrd GBP (excl. Precious metals), employees: 14.500

Assignment on Management sales level ad interim: Leading & organization Key Account Management Mercedes, incl. a.o.: restructuring & systematization of the entired account, Market-oriented planning of sales and forecast, leading of global & interdisciplinary teams, recommendation of Sales reorganization incl. alignment sales process, implementation of process optimization incl. holistic approach within the whole supply chain, leading of job interviews and support the hiring of the Manager

**10/2017 –
03/2018**

AL-KO Vehicle technology commercial trailer (Koetz/Guenzburg)

AL-KO VT develop, produces und sell a. o. vehicle chassis, carrier systems, towing hitches or suspension systems, support systems etc. for Caravan, Van, trailer or commercial vehicle.

AL-KO VT Global turnover: appr. 450 Mio. EUR, employees: 2.500

Assignment on Management sales level ad interim: Vice President / Segment management Sales commercial trailer & sales projects, although: support & consultant to integrate a taken over company into the company organization & supporting the Due Diligence Process, implementation of price increase for trading and OEM customer (support), leading of global & interdisciplinary teams, Market-oriented planning of sales and forecast incl. European subsidiaries for the existing of modular products, process optimization sales incl. adaption new process of sales controlling

**03/2017 –
08/2017**

Hutchinson GmbH, Fluid Management System (Mannheim, Munich)

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Hutchinson FMS develops, produces and sells water-, fuel-, highpressure- und climatic lines in automobiles.

Hutchinson turnover Global: appr. 4 Mrd. EUR, employees: 38.000

Assignment on Management sales level ad interim: Global Key Account Management BMW and permanent support of the Vice President Sales and Product management, although:

Filling a vacancy gap for two KAM, leading of job interviews and hiring the KAM, Product manager & Sales Assistance, conduct of the Trainee selection program, leading of global & interdisciplinary teams, customer relationship management, process optimization sales & re-structuring German OEM / 1. Tier sales organization, alignment processes Sales and the different European product division in close coordination with the chairman of the board.

09/2015 –
09/2016

Yazaki Europe Ltd. Components Business Unit (Cologne, Munich, Stuttgart, Regensburg)

Yazaki ComBU develops, produces and sells electronic components for the main electrical power system in automobiles.

Yazaki Total turnover Global: appr. 9 Mrd. EUR, employees: 250.000
turnover ComBU: appr. 450 Mio. EUR.

Assignment on Management sales level ad interim incl. Coaching of European Sales Director, prospective Junior KAM und current job holders.

Group Manager Sales , responsible among others for BMW, Daimler, global Continental & Bosch and further customers, although:

Filling a vacancy gap for three Key Account Manager plus Group Manager function, leading of job interviews and hiring the Manager, global contract reviews, leading of global & interdisciplinary teams, setting & improvement of customer relationship management, business development international device maker in close cooperation with engineering & product management, market orientated sales & forecast planning, process optimization sales & alignment of overall sales organization in close coordination with the Head of Business Unit, install process of Global Key Account Manager for global acting customer, etc.

01/2015 –

Executive Consultant, consultant of several small and medium-sized enterprises of plant engineering and automotive supply industry

Short-term concept creation for a successful continuation of an automotive tuning expert supplier, concept creation „current state analyses“ of company business and sales structure / Stakeholder with follow up recommended action for Transformation and reorientation of international sales organization incl. Coaching of potential Director Sales.

08/2014 –
12/2014

Mansfelder Kupfer and Messing MKM GmbH (Mansfeld)

MKM is one of the leading European Manufacturer of preliminary and semi finished products of copper and copper alloys.

Turnover: appr. 1 Mrd. EUR / a, employees: 1100.

Assignment on Management sales level, regional sales manager ad interim. Main task a.o.: restructuring and built-up new regional sales and customer department, optimization and implementation of best practice automotive process to improve cooperation MKM internally, acquisition of new customer, evaluate potential for optimization, establishment of basic structures and processes for a successful and sustainable Sales management in close coordination with the CEO, adaptation and improvement of current sales

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07/2013 – 06/2014 strategy (cross selling, modular products) including coaching of current Sales Director.

Heyform Bramsche GmbH (Bramsche / Osnabrueck)

Global automotive supplier Specialist for laminated interior lining parts, especially for trunk components and door panels, Manufacturing of Natural fibers and Polyurethane Development and production of light weight solutions in car interior linings (e.g. PU-honeycomb), Expertise in application of premium decoration covers as fabric, foil or tufted carpet Competencies in design and optimization of acoustically effective components
Turnover: appr. 55 Mio. EUR, employees: 375, personally responsible: 20

Director Sales & Engineering incl. Key Account Management and Project Management ad interim: Leading of teams, Change Management incl. Process optimization, restructuring and generating potential for optimization, establishment of basic structures and processes for a successful and sustainable Sales- and Project management, customer relationship management, Market-oriented planning of sales and forecast, alteration corporate culture, optimization organization and staff management of Sales, Project management, engineering and process technology, in close coordination with the CEO.

03/2013 – 06/2013

Roland Berger Strategy Consultants: Senior expert support to analyze global automotive supplier (Frankfort, Duesseldorf)

Global supplier of automobile metal components and seat structures.
Turnover: 450 Mio. EUR, Employees: 3700 worldwide

Execution of lost-order-analysis for a global supplier of automobile metal components and seat structures. The results of the analysis were the basis for an expertise of not achieved or lost orders. The following process / functions had been analyzed: Sales, Market- and competition, product strategy, product costing, project management, engineering, production.

PERMANENT EMPLOYMENT 2012 – 1981:

08/2011 – 12/2012

GRAMMER AG, Langenfeld / Amberg

Global supplier of automobile components and systems and other accessories for the interior of personal vehicles.
Automotive sales: 680 million EUR, personally responsible for: 190 million EUR
Employees: Group 8700 worldwide, personally 16

Director Sales & Projects Product Market Segment Passive Headrests, responsible for international OEM customers BMW, FORD, GM/Opel, FIAT/Chrysler, Toyota and other Asian customers and the company's system suppliers worldwide.

Major tasks a.o.:

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- Generating transparent, permanent and reliable customer relationships, as well as achieving and consolidating profitable growth (turnover responsibility > 190 million euros)
- Sales process optimization
- Responsibility for the entire area of project management / programme management within the business unit
- Planning project and acquisition costs as well as monitoring costs with the use of key indicator systems / corporate standards and initiating the appropriate measures in cases of deviations
- Responsibility for the acquisition of projects and their development right up to the start of production,
- Responsibility for the income and contribution margin over the entire product life cycle incl. savings,
- Conducting and concluding price negotiations, customer contracts and claim management,
- Market and competition analyses
- Developing customer and product strategies as well as implementing them,
- Preparing and presenting key economic data and customer results,
- Preparing tenders while safeguarding profitable and fair market prices,
- Coaching of Key Account- und Project Manager
- Staff responsibilities for key account managers, project managers and the internal sales department (16 employees), supervising and training employees incl. conducting performance reviews as well as committing employees to goals and objectives (management by objectives)

Special achievements:

- ✓ Organisational integration of several departments into one responsibility under Sales & Projects incl. Process optimization,
- ✓ Managing staff at sites in the Czech Republic, Spain, Amberg and Langenfeld incl. North American and Chinese subsidiaries
- ✓ Acquisition OPEL Junior-Turnover appr. 1, 4 Mio EUR/a
- ✓ Acquisition BMW 35up (successor 5er and 7er)-turnover appr. 35 EUR/a
- ✓ Acquisition Fiat 330 US- Turnover appr. 0,5 Mio EUR/a in addition
- ✓ Acquisition Global GM Wave7/8 (Astra, Corsa Platform) for US Market – Turnover appr. 25 Mio EUR/a

**04/2010 –
07/2011**

Advanced Design Services ADS GmbH, Munich

Design- and Engineering Service Provider Automobile-, Aviation- und Aerospace Industry
Turnover: appr. 35 Mio. EUR
Employee: 50 incl. temporary worker, personal 2 plus Project members

Manager of Sales of a high end design- and engineering service provider, responsible for current customer and new customer relationships within the sectors automotive, aeronautic and space technology, machine and plant engineering and in addition enterprises of renewable energy and Medical technology.

Major tasks a.o.:

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- Overall commercial and turnover responsibility
- Execution of price negotiations and claim management
- Active customer acquisition incl. Project Management and generating of new turnover
- Process optimization Project Management incl. quote submission
- Market and competition analyses
- Global customer strategy,
- Business development - Definition of new Sales Channels and new customer groups
- Processing, preparation and presentation of the commercial and economical skeleton data and the customer's outcome.
- Submission of offers, safeguarding profitable and fair market values
- Contract approval and signature of contracts with all customers,
- Constitution and development of a sales structure for the company

Special achievements:

- ✓ New Acquisition of former customer BMW motor bike, order value appr. 0,5 Mio. EUR p.a.
- ✓ Acquisition development BMW camera system, order value appr. 1,4 Mio EUR
- ✓ Diverse Acquisition engineering, value appr. 0,25 Mio EUR
- ✓ Acquisition of new customer i.e. MAN Design, Porsche Design
- ✓ Business Development orthopedics- und Reha technologies Fraunhofer Institut Stuttgart and development of the new business segment for composite material
- ✓ Definition and execution of a break-even-Analysis to determine the lower price limit

KEIPER GmbH & Co KG, Kaiserslautern

**01/1997 –
03/2010**

Global supplier of automobile metal components and seat structures.
Automotive sales: 850 million EUR, personally responsible for: 55 - 270 million EUR
Employees: Group 8700 worldwide, personally 4 - 7

International Sales Manager / Key Account Manager, in several functions, a.o. responsible for DaimlerChrysler, Mercedes, LEAR, Johnson Controls.

Major tasks a.o.:

- Overall commercial and turnover responsibility of approximately 55 – 90 Mio EUR p.a. in Europe in 1. Tier business
- Overall commercial and turnover responsibility of appr. 270 Mio. EUR p.a. in the context of an international, global project common seat structures for Daimler and Chrysler
- Permanent Deputy of Program-/ Project Management
- Processing, preparation and presentation of the commercial and economical skeleton data and the customer's outcome
- Active customer acquisition incl. lead of programs / projects and generating of new turnover
- Execution of price negotiations and claim management
- Compilation of a worldwide customer strategy with participation of KEIPER's foreign subsidiaries
- To establish a sales distributive channel and an improved relationship management to 1. Tiers customer

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- Submission of offers, safeguarding profitable and fair market values
- Global operative responsibility for comprehensive sales activities to the customer
- Overall commercial and contractual negotiations including closure by signature (Framework agreement, nomination letter, raw material increase etc.)
- Leadership up to 7 employees in Europe, managerial authority of the staffs in the subsidiaries, commercial wise

Special achievements:

- ✓ Installation and introduction of a global 1. Tier organization
- ✓ Acquisition new business Lancia / Fiat, Peugeot and russian customer – turnover appr. 7,5 Mio EUR /a
- ✓ Claim- and change management GM Spain and Mexico –reduction of overdue payments by 60% within 6 months
- ✓ Development of global customer strategy of 1. Tier business
- ✓ Diverse Acquisition of Nissan, Toyota, Peugeot programs – turnover appr. 14 Mio EUR / a
- ✓ Optimization of Cost and revenue status within the program common seat structures by more than 10%
- ✓ Closing of commercial and contract negotiations DaimlerChrysler in Europe, South Africa, North- and South America
- ✓ Overall commercial and contractual negotiations including closure by signature (Framework agreement, nomination letter, raw material increase etc.) in 1.tier business

ACCO GmbH, Weilmünster

**09/1994 –
12/1996**

Global Cable supplier Automotive industry and mechanical engineering
Turnover: 50 Mio. EUR; employees: 110

Project – and Sales Engineer

Major tasks a.o.:

- Responsible for all new incoming projects engineering wise
- Technical and commercial support of the program DC W168, gear shift PUSH-PULL cable for manual and automatic gear shift transmission (ATX and MTX),
- acquisition and specification of the technical design and development for Daimler, BMW, VW and Opel programs
- final price negotiations with Sales Manager
- Full customer support during serial production.
- International technical coordination within the ACCO Group

Special achievements:

- ✓ Relocation of DC W168 project from France to Germany
- ✓ Development und industrialization of a Brackets to fix the automatic gear shift cable in the motor compartment to avoid SOP delay
- ✓ MS Access programming to present total product turnover

German Armed Forces

Captain and battery commander

**07/1981 –
06/1994**

Major tasks a.o.:

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- Personnel- und leadership responsibility of 110 soldiers
- Training and education of subordinated soldiers in the field of weapon tools and equipment, Tactic, political education and personnel management
- Responsible for operational readiness and tactical availability of weapons and devices of a total value of appr. 450 Mio. EUR.

EDUCATIONAL BACKGROUND / STUDIES:

- 1994 – 1990** **AKAD Distance Learning**, throughout Germany
Distance Learning Wirtschaftsingenieurwesen (Engineering Management/industrial and commercial engineering), degree earned: Dipl. Wirtschaftsingenieur (FH) - industrial engineer (graduate from Univ. of Applied Science)
- 1986 – 1983** **Bundeswehr University, Munich**
Studies in Mechanical Engineering, specialising in Aeronautics and Astronautics, degree earned: Dipl. Ingenieur (graduate engineer/M.A. equivalent)
- 1981 - 1975** **Gymnasium an der Parsevalstrasse, Bremen** (academic secondary school)
Completion of Abitur (graduation certificate qualifying students for higher/university studies)

FURTHER EDUCATION AND TRAINING:

- 2019 Digital Leadership: Management Competence for the digital Transformation
- 2018 Agile Process Management
- 2017 Merger & Acquisition Manager (certified)
- 2015 Business Transformation Manager (certified by RWTH Aachen)
- 2015 Business Development Manager (certified)
- 2012 LEAN Management and Labour Law
- 2007 Distribution Strategy Process
- 2006 Employee Management and Motivation
- 2004 Sales training - KÄSER Management
- 2003 Conversation (guidance) Skills and Techniques
- 2002 Intercultural Training "USA" and Automotive Product Liability Europe/USA
- 2001 / 2002 English Management / Executive, Integrated Intensive Training
- 2001 Team Management I / II - KÄSER Management
- 2000 Management Training – KÄSER Management
- 1999 Problem Solving Techniques and Moderator Techniques
- 1998 Project Management
- 1997 Conflict Management

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EDP EXPERIENCE:

Microsoft	MS-Office and MS Project
ERP System	SAP Modul R3 PS (Project management, Sales, Controlling)
Miscellaneous	programming experience in SQL and Access Basic

SOCIAL ACTIVITIES:

Member of Dachgesellschaft Deutsches Interim Management (DDIM) e.V.
member of German – French partnership club in Winnweiler
Plan International: Godparenthood of a child from Kenya & Columbia
Member of German – English partnership with Avenue St. Andrews Church in Southampton/England
member of VDI & DDIM

SPECIFIC INTERESTS:

Sailing, kitesurfing, mountain biking, volleyball, photography