

imcopro

Frank Brod

Interim Management - Consulting - Projekte

Projects & CV

name: **Frank Brod**
date / place of birth: 03.03.1965 / Wuppertal
nationality: german
adress: Meierbreite 8, D-31863 Coppnbrügge
contact information: email-adress: info@imcopro.de
homepage: [www//imcopro.de](http://www.imcopro.de)
mobile: +49 152 2763 2668



competency & skills:

- ❖ High leadership capability for e.g. Plant Management / Production Management
- ❖ German workers law proven
- ❖ KPI & budget proven
- ❖ Project manager new product introduction
- ❖ Entire production improvement (Lean Production / Change Management)
- ❖ Process engineering / industrialization (*specialist*)
- ❖ Production planning & logistics
- ❖ Experienced purchasing skills
- ❖ Experienced in restructuring plants
- ❖ Quality focused & QMS proven (ISO 16949 / 9001 / 13485)

industries:

- ❖ Automotive suppliers
- ❖ Industrial electronics
- ❖ Machine building business
- ❖ Medical device business

Interim Management projects

12/2022 – 05/2023

Electronic Manufacturing Service

>400 employees, german mid-size group

Project manager optimization for PDP & OPEX

reports to: Managing director

actions:

- Managing customer projects
- Reorganization PDP for Manufacturing Engineering
- Support for Operational Excellence Project

07/2021 – 10/2022

Automotive Tier1 (Drive-systems & chassis control)

>80 tsd. employees, german group with international locations

Ramp up operations organization for automotive electronics

reports to: COO E-Mobility

actions:

- Since 03/2022 temporary R&D Inverter Lead-engineer
- Consulting for standard technologies and electronic kits
- Plan and organize competence ramp up for Industrial Engineering
- Support make or buy decision
- Consulting for manufacturing location decision

06/2021 – 02/2022

Special machine building (Composite gas products)

450 employees, norwegian group with international locations

Project leader industrialization natural gas composites tank

reports to: OPEX Mgmt. & Managing director

actions:

- Finalize planning and installation of production equipment (5.8 Mio. Investment)
- Transfer from US-american product to EU production
- Production release planning (CE-mark) and serial ramp up
- Advice and control all necessary project resources and activities in the company
- Budget control and reporting to Mgmt. steering committee

07/2020 – 02/2021

Automotive Tier2 (Mechatronic systems)

4.500 employees, chinese electronic group

Manager Electronic Production

reports to: Plant Manager

actions:

- Ensure daily Plant operations, 100 employees, 3 shifts
- Restructure departments & stabilize processes
- Setup multiple new investments

01/2020 – 06/2020

Corona lockdown phase

11/2018 – 10/2019

Medical device (Pacemaker)

9.000 employees, german group with international locations

Plant manager medical device components (120 employees)

reports to: Vice President Operations

actions:

- Ensure daily Plant operations
- Head of R&D
- Restructure departments & processes
- Ensure high production quality improvements
- Cost reduction programm > 15%

09/2018

Special machine building (beam-technology)

300 employees, german group with international locations

Head of R&D (24 employees)

reports to: CTO

Consulting & actions:

- Analysis of R&D processes and consulting in HW/SW/construction methods
- Short period cause of direct availability of the right candidate

04/2018 – 08/2018

Special machine building (Consumer goods machinery)

4.300 employees, part of german group

Consulting project new product introduction, company internal start-up group

reports to: Department head

Consulting actions:

- Process engineering and Supply Chain
- Development process and QMS
- Regulatory requirements
- Search & control of system suppliers

01/2018 – 03/2018

Automotive Tier2 (Connection systems)

1.100 employees, family owned company

project leader task force

reports to: CEO

actions:

- lead daily customer task force conference
- organize new product design validation
- ensure proper C-sample production

07/2017 – 01/2018

Special machine building (Wood machinery)

180 employees, Financial group owned

Consulting project business process / Leader PC&L (8 employees)

reports to: COO

actions:

- analyze entire business process flow through the organization
- identify main process issues and define improvements
- implement main improvements by leading the production control & logistics department

03/2017 – 05/2017

Automotive Tier2 (Glas products)

800 employees, german group

project leader critical SOP

reports to: COO

actions:

- organize volume ramp up
- introduce new machinery and achieve process capability
- close communication with customer

10/2016 – 02/2017

Medical device (Laboraty machines)

230 Mio.€ revenue / 580 employees, US company

technical consultant development project

reports to: Director R&D, project > 20 engineers, critical project status

actions:

- analyze technical maturity of final prototype
- analyze weaknesses in technology and project management
- execution of structured interviews with major stakeholders and experts
- execution of ‚concept review workshop‘ with leadership and major stakeholders
- planning and execution of ‚technical review workshop‘ with R&D team and project management to identify possible technical solutions

01/2016 – 08/2016

Medical device (Dialysis machines)

100 Mio.€ revenue / 230 employees, Japanese company

projektmanager new development

reports to: CEO, 7 Mio.€ budget, 17 employees

actions:

- concept study for development of a medical device (acute treatment) including proof of technical and economical implementability
- concept design for hardware, software, product & usability
- supplier selection and nomination
- planning of development resources and budgeting
- presentations for project approval

04/2015 – 12/2015

Medical device (Dialysis machines)

55 Mio.€ revenue / 120 employees, Japanese company

Plant Manager medical device

reports to: MD, 30 Mio.€ production budget, 38 employees

actions:

- leadership for production and purchasing with full budget responsibility
- leadership for a critical product redesign caused by obsolete component

Employment history:

11/2011 - 03/2015

NIKKISO Europe

medical device manufacturer, dialysis machines and consumables
55 Mio.€ revenue, 130 employees

Director Production & Purchasing

reports to: COO, 35 Mio.€ manufacturing & purchase volume, 54 employees
responsibility:

- production optimization in time, quality, cost (30%)
- establish Euro purchasing activities (200 components)
- production preparation for future growth (from 800>3500 machines)
- definition and implementation of a synchronous manufacturing structure
- (KanBan > 800 Art. Nr.)
- social plan negotiation with workers council and execution

10/2009 – 10/2011

SSB Wind Systems (Emerson Industrial Automation)

renewable energy machine building company, wind turbine pitch systems, 140 Mio.€ revenue, 210 employees

Director Production (registered manager / restructuring project M&A)

reports to: CEO, 60 Mio.€ manufacturing & purchase volume, 95 employees
responsibility:

- complete reorganization of all plant functions: operations, logistics, manufacturing engineering, purchasing, facility management
- ERA payment system negotiation and implementation
- establish rapid prototype workshop for new product acquisition
- implementations of lean metrics, optimizations of quality and lead-time
- roll out and transfer optimization for new product introduction to chinese manufacturing plant

02/2006 – 09/2009

Lenze Operations GmbH

machine building components, frequency & servo inverter, motors, gears, 560 Mio.€ revenue, 3.100 employees

Operations Manager electronics

reports to: plant management, 120 Mio.€ production volume, 170 employees
responsibility:

- responsible for daily operations
- restructuring of production layout to increase business by using Kaizen methods and value stream analysis
- support implementation of MES system at shop floor
- support new production line introduction, full automated line for 400.000 complex products / year with high number of product types

imcopro

Frank Brod

Interim Management - Consulting - Projekte

12/2001 - 01/2006

Brose Fahrzeugteile GmbH

automotive supplier, door zone modules & seat systems, 1 Bil.€ revenue, 10.000 employees

Director Manufacturing Electronics

reports to: Business unit director, 60 Mio.€ production volume, 125 employees

responsibility:

- establish new profit center electronics as internal supplier in competition with external suppliers (make or buy)
- extension of the electronics plant in order to win business
- organizing the department in logistics, quality, operations, manufacturing engineering and controlling
- product design guidelines, definitions of optimized product designs
- calculating sales prices and supporting the sales department in negotiations
- new production technology introduction

08/1990 – 11/2001

Delphi Automotive Systems, several locations

automotive supplier, electronic & mechatronic systems, multi billion revenue

Manufacturing Engineering Manager, global business-line

reports to: Business unit director, 210 Mio.€ production volume, 41 direct reports

responsibility:

new technology implementation, investment planning, cost center responsible

- leadership for 41 engineers => project management, process engineering, industrial engineering, product calculation, test systems engineering
- ensure transformation from local manufacturing engineering to a global player
- planning of budgets for own department and additionally for the plant cost centers
- process capability studies and process improvement
- optimisation of plant organisation due to the implementation of the Delphi Manufacturing System elements project management:
- new product introductions (global), manufacturing system design and investment
- benchmarking, evaluation of equipment and support for purchasing activities
- process FMEA's and control plans together with machine and process capability studies for PPAP
- manufacturing concepts for new products, design for manufacturing actions and product calculations up to plant sales prices

special projects:

- project leader for the relocation of electronics manufacturing plant inside Germany
- project leader for ramp up a new electronics manufacturing plant at the Delphi Packard Austria / Hungary site

02/1986 – 07/1990

Quante AG

Teamleader PCB manufacturing

Education & training

postgraduate studies

06/2011 FEANI, Brussels
(European Federation of National Engineering Associations)
Certification: EUR Ing. process engineer electronic manufacturing

08/1994 – 03/1996 **bachelor of business administration**
(not finalized cause of overseas project)

technical college

09/1986 – 09/1990 technical college Wuppertal
Certification: certified electronic technician

apprenticeship

09/1982 – 01/1986 Company Quante AQ, Wuppertal
Certification: technician for electronics

Training/Seminars over the years

- Certified PRINCE2 Practioner
- TOC thought-process-methodology (Vistem GmbH)
- Quality in Process / Mixed Production (Hitoshi Takeda)
- Definition of Employment aims and Performance measurement (Lenze)
- Style & Etiquette in Business (Takt & Stil Group, Susanne Helbach-Grosser)
- SIX Sigma- Sponsor Training (Delphi)
- Delphi Manufacturing System (OA/Quality/WO/PM/MF/EE&I)
- Product Development Process / Design for Manufacturing / Manufacturing System Design (Delphi)
- Leadership Training (Delphi)
- Projectmanagement multiple sessions / cost calculation (Delphi)
- Leadership by Employee motivation (Prof. Dr. Peter Nieder)
- Sociology at workplace (Prof. Dr. Peter Nieder)