

Michael Eckardt

INTERIM Manager

Competence Profile – CV

Executive Profile

Case Studies

Availability: **immediately**
Daily rate: on request
Application area: Project- / Key Account Manager, Director Sales, VP Sales
Both executive and non-executive positions

Operational area: nationwide (Germany)
throughout Europe
East Asia (e.g. China, Hong Kong, Japan)

Lodging: **Cologne** area - **Hamburg** area - **Ulm** area

Email: michael.eckardt@omb-management.com

Homepage: www.omb-management.com

Office: +49 221 3396 3951

Mobil: +49 176 5787 5742

COMPETENZ PROFILE - CV



Michael Eckardt

Dipl. Wirt. - Ingenieur

Contact	Hohenstaufenring 62, 50674 Köln +49 221 3396 3951 or +49 176 5787 5742	michael.eckardt@omb-management.com
Day of birth	15 th May 1964	Rheine
Marital status	Divorced	Two children
Online profile	XING LinkedIn	www.xing.com/profile/Michael_Eckardt35/portfolio www.linkedin.com/in/michael-eckardt-6a8a9b5

At a glance

- **Leadership personality** with an entrepreneurial attitude, profound and extensive experience in sales, order management, business development and top management of a highly innovative and global market leader company.
- **Diplom-Wirtschaftsingenieur** Electrical Engineering and MBA | Graduated January 1998
- **Responsibility for the entire distribution line** of small series and retail | Development and implementation **growth-oriented sales strategies** and **restructuring** | Sales control belongs to **profitability targets** | Successful **sales management** as an interim manager | **Strategic and operational sales** in various mandates (new sales, business development | **Market entry strategies** of Japanese SMEs in the German automotive and electronics market
- Achievement of **market leadership in Europe** (over 60%) for buses' driver seats | **Reduction up to 50%** of special logistics costs within 8 months | Acquisition of market shares | **conception of new sales approaches** | successful development of 3 new OEMs
- Leadership responsibility and motivation of **up to 20 employees**
- **Quick identification and implementation** of complex tasks, particularly in an **international** environment | **Analytical** and **structured** as well as **entrepreneurial acts** | **get to the bottom** of business models or **optimise** processes | **create clarity** and **new approaches**
- **result-oriented** | flexible | **customer-orientated** | highly self-motivated

PROFESSIONAL BACKGROUND



04.2016 – today

OMB Vertriebsmanagement GmbH – Köln | OMB Japan K.K. – Yokohama

Responsibility: **Interim and Executive Consultancy Sales and Marketing (self-employed)**

- Sales, Business Development, marketing, order management, modernisation
- Deployment in bridging, in projects, in consulting, in urgent cases
- Deployment as CEO, CSO, KAM, PM, for up to 5 days per week

Industry sectors:

- Automotive supplier industry
- Industrial electronics
- Mechanical engineering
- Manufacturer industry
- Medical devices
- IT systems
- Services
- Metal processing industry

Experiences:

- 28 years of professional experience
- Leadership personality
- Hands-on and Trouble-shooter
- English, SAP, MS Office
- 17 years management and leadership
- Entrepreneurial attitude
- Internal sales and key account experience
- Ability to convince employees in restructuring, modernisation phases, in critical situations

Focus on:

- Sales Management
- Sales Director
- Sales Coaching
- Sales Control
- Business Development
- Key Account Management
- Restructuring SALES
- Sales-SCM Change-Management
- Advice on strategic sales
- Set-up and organisation of key accounts
- Organisation of internal sales and field staff
- Concept, Sales Strategy, Implementation
- Sales Organisation Set-up
- International sales, particularly GER – JPN

Results: **Reference Projects (Interim)**

Company (GER)
11.2018 – 04.2019

- Sales Management and Business Development
*Establishment of a new sales structure and Key Account
Restructuring of sales, new distribution channels and processes, focus on IT - financial trading - software*

Company (GER)
01.2018 – 03.2018

- Leadership Management and Coaching
*Sales coaching of a junior manager in sales management
Advice on changing the sales organization (restructuring into new business unit)*

Company (GER)
01.2017 – 12.2017

- Project Management Sales – SCM
*Sales and project management for relocation of various products to the south of Europe
Efficiency improvement, inventory optimization, sales and logistics process optimization, takeover of key account function*

Company (JPN)
05.2018 – 08.2018

- Sales Consulting and Marketing
*Research and communication concept development of test benches for QA in Automotive
Set-up of communication and distribution channels in the automotive tier-1 environment*

Company (JPN)
01.2018 – 03.2019

- Business Development and Sales strategy
*Strategy development for sale of components of power electronics and medical device technology
Establish of order process, via an European Office, and implementation of strategic market entry and distribution channels*

Company (USA)
07.2016 – 10.2016

- Sales Management and Marketing
*Market entry strategy for system components of a US market leader for the European market
Consulting and Implementation Business Development Strategy (Investment, ROI, Human Resources, Distribution and Service)*

Company (JPN)
05.2018 – 03.2019

- Sales Consultancy and Business Development
*Consulting for Japanese SMEs and support in entering the European market
Consulting for the development of trading structures (distribution channels, payment transactions, Incoterms, processes, etc.)*



10.1990 – 03.2016

Isringhausen GmbH Co. KG – Lemgo

ISRI - owner-managed medium-sized company as well as technology and market Leader with AUNDE Group SE to global player within 25 years (1,200 to 19,000 employees)

06.2010 – 03.2016

Responsibility: **Head of Key Account- and Business Development**

- Leading 13 sales employees (Domestic 5, Export 3, Field staff 3, PM 1, Assistant 1)
- turnover responsibility of € 45 million.
- Managing more than 100 OEMs and trade customers in Europa, India, China, Japan
- Responsibility for sales growth, strategic and operational
- Technical and commercial customer care, worldwide
- Restructuring, control and development of inside sales and field staff
- Deputy CSO (member of the board)

Results:

- Market leadership of bus driver seats in Europe (over 60%)
- Establishment of a new customer segment called "Off-Road Seats"
- Acquisition as a serial supplier for 3 new OEMs, 1 new trade customer
- During my period, our turnover increased by approx. 33%

06.2003 – 09.2012

Responsibility: **Head of Order Management**

- Leading 17 sales employees (Domestic 5, Export 2, Field 3, PM 1, A 1, Inter-Comp. 5)
- Order volume of € 240 million in sales
- Managing more than 200 customers, intercompany business included, worldwide
- Implementing a process-oriented order management
- Reorganising and modernising internal sales

Results:

- Standardised and optimised sales processes
- Implementation of a product clean-up concept
- Introduction of order group meetings and communication process for the SCM
- Reduction of logistics costs by 50% and delivery time by 20% within one year

12.2002 – 06.2003

Responsibility: **Assistant to the Management Board Sales and Development**

- Holding transparency in sales and development
- Supervising process management - optimisation in Sales and Development
- Carrying out special tasks from top management
- Managing internal communication

Results:

- A monthly rolling team meeting for planning sales, turnover and strategy
- Improvement of business result (P- L) in UK plant
- Establishment of standards for group-wide sales reports (KPIs)

08.1999 – 12.2002

Responsibility: **Project Manager**

- Actively participating in introduction of project management (group-wide)
- Managing various B and C projects
- Drafting company analysis on Brazil on behalf of Top Management
- Reporting to CEO and Board

Results:

- Content design of the project phases: Concept, RFQ, Negotiation
- Successful completion of all responsible projects
- Implementation of "Cost-Price-Profit", +20% increases in results

03.1996 – 08.1999

Responsibility: **Project Engineer**

- Developing massage and climate features in driver's seats

10.1990 – 03.1996

Responsibility: **Engineer Electronic Development**

- Testing and operating equipment for production of electronically controlled seats

EDUCATION - STUDY

03.1995 – 01.1998

FH Wirtschaft Bielefeld (evening classes)

- Study: Industrial Engineering (MBA)
- Degree: Diplom-Wirtschaftsingenieur (2,0)
- Focus: Foreign trade, Controlling, Marketing
- Diploma thesis: Market Entry Strategy for NFZ Seats in Indonesia

09.1985 – 09.1990

Hochschule OWL Lemgo

- Study: Communication Engineering
- Degree: Diplom-Ingenieur (2,0)
- Focus: High frequency technology and digitisation
- Diploma thesis: Software Development S-Parameter Measuring Station

08.1970 – 07.1985

Schools

- 08/1984 – 07/1985 Technical College Fachhochschulreife 2,0
- 08/1981 – 02/1984 School for Energy Facility Technic Grade: 2,0
- 08/1979 – 07/1981 School for Electrical Engineering Fachoberschulreife 1,9
- 08/1974 – 07/1979 Secondary school Lemgo Graduated with honour
- 08/1970 – 07/1974 Primary school Lemgo

LANGUAGES

- German: Native
- English: Fluent
- Japanese: Basic

INTERNATIONAL EXPERIENCE

- Japan, India, China, Brazil, Egypt, Israel, Turkey, United Kingdom
- France, Italy, Netherland, Austria, Poland, Swiss, Spain, Sweden, Czech Republic

SKILLS

MS Office
ERP – SAP

- Excel, Power Point, Word professional knowledge
- SD, CO-PA, MM, FI good to very good knowledge

FURTHER EDUCATION and SPECIAL KNOWLEDGE

Expertise
Rhetoric

- Restructuring methods in marketing and sales
- Negotiation talks Seminar
- Staff appraisals Seminar

Presentation

- Awareness of body language Seminar with Veronica Langguth
- Power Point

Intercultural
Training

- USA Seminar
- China Seminar
- Japan Seminar

INTERESTS - HOBBIES

- LIONS Club Köln Rhenus Member since 2018
- LIONS Club Blomberg Member from 2013-2017
- Sport Running, Cycling

MEMBERSHIPS

EXECUTIVE PROFILE



Statement to vacancy:

Background

Experiences

With my competences as **Key Account Manager, Order Manager, Business Development Manager, Director of Sales or Managing Director**, along with great responsibility for **personnel and budget**, I offer more than **17 years** of sales and management experience. I also provide consulting support (e.g. as an in-house consultant), **create clarity** and **new approaches**, **question** business models or **optimize** processes so that I **lead** strategies or projects **to success** in terms of content and culture.

As an expert in the fields of **sales management, order management, process management** as well as in **restructuring** and **business development**, I **quickly** grasp and implement **complex** and **multi-layered** sales and management tasks. My **flexibility, adaptability** and **self-organisation** are further strengths in addition to the **ability to work in a team, consensus** and **conflict management**. My **strategic way** of thinking and strict implementation of tasks, especially in an **international** environment, always generate a **high benefit** for the client. In addition, I have a **very high level of self-motivation**, which distinguishes me as a **pro-active** interim manager.

My many years of management and leadership experience extend to the position of **deputy Director of Sales** in a group of companies (permanent position) as well as **managing director** of three sales offices founded for the interim and consulting business. My **motivation** to maximize results through **analytical, structured** and **entrepreneurial action** rounds off my profile as an **experienced hands-on manager** or as a **result-oriented leader** with an entrepreneurial attitude.

Interim Management

With OMB Management GmbH, I **resolve** and **realise** sales tasks (sales, order management, marketing, business development, strategic sales, etc.) and **modernise** your sales organisation, both preferably in **owner-managed** companies. I offer my services **interim - consulting – project accompanying - internationally** in **B2B**, mainly in the automotive, supplier industry, electronics industry, medical device technology and information technology sectors.

competent • pragmatic • customer-oriented

Accomplishments

Success

Key Account Management
Business Development
Marketing

- Continuous successful cooperation with existing or new customers
- World Truck Project TATA Motors India
- New Model Change HINO Motors, ISUZU Motors
- New ISRI seat line-up for Japanese customers
- Successful business development; serial orders
- Product placement new seat type within 2 years
- Turnover in Japanese Market
- Introducing a new line of bus seating systems

- Responsibility for 4 customer segments, approx. 90 customers; annual sales of XX Mio. €

- Nomination and mandate as a **series supplier** to customers
- **Mandate** from client TM India
- **Mandate** for AUS-NZ-Market
- Nomination for **serial domestic market**
- **Acquisition** of 3 new OEM
- **Additional** market share
- **Increase** by 100% in 3 years
- **Achievement** of market leadership in Europe (60%) in bus driver seats

- ∅ **Turnover +5,5%** annually

Sales Management
Order Management
Process Management

- Motivating and qualifying a sales team in restructuring and modernisation
- Coordination and communication in Supply Chain
- Cost reduction strategies implemented

- Implementing sales-related relocation to a south European country
- Improving reports and flow of communication
- Enabling employee development to face new market challenges and customers, changing with modernization of sales

- Led to a **positive mood**, smooth processes, **shorter processing times**
- Communication faster, more coordinated, more transparent, **reduced workload**
- **Reduction** of over 50% of special logistics costs in 8 months
- **Without** delivery stop and with **100% Customer satisfaction**
- **KPIs** for the PM up to CEO
- **Faster** and **structured processing** of RFQs
- **Faster response** to customer inquiries
- **Digitization** and automation of sales processes

Sales Management
Project Management
Top Management

- Pricing concept after company analysis of a subsidiary within the company group
- Standardisation of sales processes within the group of companies

- Development of a business model for gaining a market share
- Sales and turnover planning for the corporate groups
- Reorganisation of customer segments, terms and conditions, implementation of SAP-based product clean-up

- **Developed** CPP Template (Cost, Prices, Profit) led to transparency, KAM Global-Local-Strategy to control, **Profit increased +20%**
- **Optimisation** of customer segmentation, prices, flow of communication worldwide, contract reviews, RFQs, etc.
- **Organisational development** for the business unit Off-road seats, new sales approaches developed
- binding, group-wide, **SAP-based S-T planning** process rolled out
- **Optimisation** of sales control, articles of the serial sales program are **reduced by 67%**

Case Studies

Sales Management and Consultancy International

Various advisory mandates

Sector		INTERIM CONSULTING	100 -300 MA k. A. Mio. €
Function		Consultancy	PV: No BV: No
Company		Japanese and German Companies (JPN/GER)	Small medium-size
Period		06.2019 – 12.2019 INTERIM	Deployment 2 d / week

Requirements

- New nomination as project coordinator for SMEs
- Focus on market advice and business development
- No resources for building a sales organization
- Companies need resources for customer acquisition and market access

Task – Approach

- Customer acquisition and market access
- Determination of potential for product and market opportunities
- Preparation of data from potential customers
- Generate leads or establish qualified contacts

Success – Result

- Sales leads generated (MQL) for manufacturers in the audio-video segment
- Market entry strategies for car trading (import) defined
- Market Research (EMS, PCB manufacturer) for Japanese SME
- Sales approach for a development service provider (automotive, medical devices)

Sales Management and Business Development

Realignment of a GmbH and establishment of a new business / sales approach

Sector		INTERIM CONSULTING	3 MA	k. A. Mio. €
Function		CEO	PV: JA	BV: JA
Company		own company (GER)	Small medium-size	
Period		05.2019 – 09.2019 SELF-EMPLOYED	Deployment 3 d / week	

Requirements

- Status quo after 3 years of start-up and set up new company
- Acquisition and sales activity insufficient or not extensive
- Business purpose and orientation (vision) of the company are not really clear
- External communication and profiles inadequate.

Task – Approach

- Development of a quickly readable interim manager profile, including CV and project list
- Development of a sales approach and establishment of a sales structure
- Creation of a marketing concept including a new external presentation
- Develop business approach and growth strategy and create business plan

Success – Result

- Growth strategy defined and portfolio expanded by restructuring of sales
- Definition of business areas: INTERIM, SALES and MARKETING, MANAGEMENT CONSULTING
- OMB service offer and INTERIM manager profile created, in DEU JPN ENG
- IM provider defined as sales representative for OMB, XING / LINKEDIN profile created

Sales Management and Business Development

Establishment of a new sales structure and Key Account

Sector		IT Software	10 MA	k. A. Mio. €	
Function		Sales, Strategy and Marketing	PV: No	BV: No	
Company		German Company (GER)	Small medium-size		
Period		11.2018 – 04.2019	INTERIM	Deployment	2 d / week

Requirements

- Growth defined as a clear corporate goal
- Lack of sales organisation hinders additional growth
- No resources for building structured sales
- Company objective not feasible = long-term sales at risk

Task – Approach


- Development of a target group-oriented sales strategy
- Establishment of key account management and definition of sales processes
- Creation of a marketing concept and implementation of sales leads
- Growth strategy to develop and create business plan

Success – Result

- Marketing: Website shows the "new" company
- Sales Strategy: Target Calling and Authentic & Added Value Selling
- Growth: 50 customers defined in shortlist, 3 target groups and 5 industries
- Key Account: Sales processes and vacancy defined for a KAM / PM function

Sales Consulting and Business Development

Consulting for Japanese SMEs in entering the European market

Sector		Service	1.500 MA	k. A. Mio. €	
Function		Sales Consulting and Business Development	PV: No	BV: No	
Company		Japanese Company (JPN)	Service provider		
Period		05.2018 – 04.2019	INTERIM	Deployment	1 d / week

Requirements

- "Market Access Europe" is offered for Japanese Companies
- Sectors: electronics, automotive, semiconductor, surface treatment, lightning, industrial electronics
- Companies need resources for customer acquisition and market access
- Service provider does not provide any resources and only acts as an advisor

Task – Approach


- Deploying a project coordinator for customer acquisition and market access
- Providing sales support for Japanese SME project inquiries
- Generating sales leads and conducting business matching
- Carrying out both market and product analysis and technology benchmarks

Success – Result

- Business Meeting: successfully led / moderated 7 different customer discussions
- Japanese companies were individually, industry-specifically advise and support, among others, in the semiconductor and EMS segment
- 22 project discussions with companies and customers
- 3 major customers promised concrete business intentions

Business Development and Strategic Consulting

Sales strategy for parts for power electronics and medical devices

Sector		Part Supplier, Electronic and Medical Device	120 MA	25 Mio. €
Function		Sales Management, Strategy	PV: No	BV: No
Company		Japanese Company (JPN)	Small medium-sized	
Period		01.2018 – 03.2019	INTERIM	Deployment

Requirements

- The domestic market is stagnating and low growth is expected
- The growth strategy envisages entering the European market.
- Investments on its own site is too risky
- Resources for market development and market access are missing

Task – Approach


- Define and implement a sales strategy for market entry in Europe
- Establishment of a sales organization and hire a sales manager
- Acquisition of customers in industrial electronics and medical devices to test the market and to generate first sales
- Perform product benchmarking

Success – Result

- Location: Rep-Office selected and distribution partner commissioned
- Acquisition: orders received from 4 customers
- Benchmarking: competitive high-priced niche products
- Marketing: very successful company's appearance at PCIM in Nuremberg

Leadership Management and KAM Coaching

Sales coaching of a junior manager in sales

Sector		Automotive Tier-1 supplier	6.000 MA	k. A. Mio. €
Function		Leadership Management, Coaching	PV: No	BV: No
Company		German Company (GER)	Small medium-size, Global	
Period		01.2018 – 03.2018	INTERIM	Deployment

Requirements

- Key Account Manager has been on sick leave for a long time
- Ongoing projects in KAM are delayed and customer approval are endangered
- Communication flow disrupted, especially to Asian customers
- Necessary intercultural competence not available

Task – Approach


- Sales staff needs to push quickly to the responsible key account
- Sales Coaching: giving direction and align motivation
- Communication: perform intercultural training as a crash course
- Support sales staff in the operative business

Success – Result

- Set up a selected sales representative to become a Key Account Manager
- No further interruptions in customer projects through "learning by doing"
- Positioning of the Key Account Manager in BU on schedule
- Transfer responsibility for personnel on new Key Account Manager

Project Management Sales – SCM

Sales and project management for relocation of production abroad

Sector		Automotive Tier-1 supplier	6.000 MA	k. A. Mio. €	
Function		Project Management Sales-SCM	PV: No	BV: No	
Company		German Company (GER)	Corporate Groups, Global		
Period		01.2017 – 12.2017	INTERIM	Deployment	4 d / week

Requirements

- New major contracts require an on-site new alignment
- There is a lack of production space on-site
- Top management decision: assembly will be relocated
- Lack of resources in sales for "Relocation Project"

Task – Approach

- Relocation of assembly within the corporate group
- Adjustment and optimisation of supply chain processes
- Standardisation of sales processes
- Ensuring customer approvals and deliveries, worldwide

Success – Result

- Delivery while transfer phase: 100%
- Process approvals (IATF 16949) from the customer: 100%
- Optimised SCM processes (MTO, Cross Stocking), delivery time reduced: - 1 week
- Increase in earnings, despite higher logistics costs

Sales Consulting and Marketing

Research and communication concept: test benches for QS Automotive

Sector		Electronic and Automotive	5.800 MA	2.200 Mio. €	
Function		Sales Consulting and Marketing	PV: No	BV: No	
Company		Japanese Company (JPN)	Listed corporation		
Period		05.2018 – 08.2018	INTERIM	Deployment	1 d / week

Requirements

- Company founded Business Unit Measurement and Testing Technology
- Test equipment has a USP and is competitive according to SWOT analysis
- Market entry Europe is defined in the strategic business plan
- So far, no direct access to the European market is available

Task – Approach

- Market entry strategy validate and implement
- Need assessment via individual market analysis
- Run acquisition and use appropriate marketing instruments
- Market development needs to be driven by business meetings with potential clients

Success – Result

- Analysis: product has some potential, but skimming is rather difficult
- Strategy: adjustment of market entry, acquisition not via the OEM, but Tier-1
- Communication: concept is presented and approved
- Meetings: 2 major customers (Tier-1) take place

Sales Management and Marketing

Market entry strategy for system components of US market leader

Sector	Automotive Tier-1 supplier	220 MA	150 Mio. €
Function	Sales and Marketing, Business Development	PV: No	BV: No
Company	American Company (USA)	Corporate Groups, Global	
Period	07.2016 – 10.2016 INTERIM	Deployment	2 d / week



Requirements

- Job Business Development Director Europe cannot be filled
- Market entry Europe is defined in the strategic business plan
- No direct access available to the market and the customer
- Lack of support from affiliated European companies

Task – Approach

- Deployment of a Business Development Director with a network ad interim
- Entry strategy is to develop, schedule and budget shall be prepared
- Review of own US market analysis by Interim Manager on-site
- Set up a business case, evaluate market opportunities

Success – Result

- Analysis: Market study of the client confirmed by validation
- Market entry: 2 bus OEM, 4 public transport and service station acquired
- Implementation: action plan and communication concept created
- Business case: business case validated with business opportunities

Key Account Management

Implementation sales strategy, standardisation of sales processes

Sector	Automotive Tier-1 supplier	5.000 MA	k. A. Mio. €
Function	Key Account Management	PV: 13 MA	BV: Yes
Company	German Company (GER)	Corporate Groups, Global	
Period		Deployment	permanent



Requirements

- Inconsistent standard terms and conditions for all customers within the group
- High expenditure on invoice control and order processing
- Missing instruments for sales controlling
- Poor pre-defined policies (Top Management) across the group

Task – Approach


- Defining and implementing a group-wide sales standard
- Enabling sales standards with all customers
- Drafting KPIs for Top Management, introducing Sales Controlling
- Implementing group-wide sales controlling for 1st and 2nd level

Success – Result

- Group: binding sales guidelines introduced across the board
- Customer: negotiated standard conditions with customers, fulfilment level = 85%:
- Reporting: weekly KPIs to CEO and Board; Global Sales Meetings. 1 * annually
- Standards: sales processes valid group-wide, Strategy: Global-Local-KAM

Order Management – Change Management

Reorganisation of three sales departments in one order management

Sector		Automotive Tier-1 supplier	5.000 MA	k. A. Mio. €	
Function		Order Management, Change Management	PV: 17 MA	BV: Yes	
Company		German Company (GER)	Corporate Groups, Global	Deployment	permanent
Period					

Requirements

- Internal Controlling notes to high logistics costs within the SCM
- Lack of "flow of communication" among all process participants
- Department instead process thinking leads to: prioritise by call, not the system
- Overall customer satisfaction has fallen sharply due to enormous backlog of deliveries

Task – Approach


- SCM concept to improve profitability and increase customer satisfaction
- All processes must be analysed, evaluated and changed accordingly.
- Develop a concept for the centralisation of order processing
- Regular jour fixes to ensure internal and external communication

Success – Result

- Result: Special freight costs were reduced > 50% in 8 months
- Customer Satisfaction: Backlog reduced; standard delivery time reduced by 1 week
- Communication: has been systematised (SAP), Jour-Fixe with Order Group Meetings
- Controlling: generates weekly reports and KPIs for CEO and Board

Sales Strategy: Market Positioning in India - China - JAPAN

Founding of a JV (India), Market expansion (Japan), BU-Approach (China)

Sector		Automotive Tier-1 supplier	5.000 MA	k. A. Mio. €	
Function		Business Development and Key Account	PV: 17 MA	BV: Yes	
Company		German Company (GER)	Corporate Groups, Global	Deployment	permanent
Period					

Requirements

- Extensive RFQ of a major OEM from India
- RFQ as a project request for model change from 2 OEMs from Japan at the same time
- Significant sales decline in Chinese market's niche segment
- Sales Resource Area Manager India - China - Japan is missing

Task – Approach

- Business Development (RFQ, projects) must be transferred to the key account
- Reorganise sales area and build up staff
- Define new processes and standards (RFQ, TRs, contract review, etc.)
- Development of a sales strategy for market development in Asia

Success – Result

- India: Project order was 100% acquired; joint venture founded in India
- Japan: Project order partially acquired; market share increased by + 5%
- China: Control of the Chinese key account of Germany (Global-Local-Strategy)
- Organisation: Sales department restructured; personnel set up (Area Manager)