DANIEL HUBER

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MANAGEMENT PROFIL

Managing director and engineer with focus on realignment, automation technology, and CRM

Daniel Huber develops and implements your strategy together with you, including restructuring, relocation, sales optimization, and digitalization as well as technology management.

- as interim manager or consultant for industrial and automotive-supplier companies

- that your realignment is consistently implemented, and your employees are taken along interculturally.

Realignment activities in the last 5 years:

Most recently, as interim managing director, Daniel Huber restructured a small, medium-sized company and merged it with an affiliated company. This included an impairment analysis, relocation of production, IT and CRM transition and the sale of a sub-area as an asset deal.
In previous projects, he relocated production to China, the Czech Republic and Brazil and restructured companies worldwide.
He has optimized sales processes and organizations and selected and implemented Customer Relationship Management (CRM) systems.
In the technology sector, he has initiated and steered product developments (Industry 4.0/Industrial Internet of Things).

Furthermore, he has successfully implemented major projects in the plant business.

▶ CURRICULUM VITAE

Huber - Experience for Enterprises (HEFE.Consulting) **May 2022 – today**

Business Consulting / Interim Management

- Strategic & technical realignment | relocation | restructuring
- Sales Excellence: sales optimization and digitalization (CRM)
- Technology Management: Automation and Industry 4.0 (IIoT)

General Manager ad interim at Kurth Electronic GmbH *Oct 2022 –Jul 2023*

Kurth Electronic (part of Metrawatt Int.) supplies measurement- and test-products for the telecommunications industry

Situation:

- Kurth Electronic (KE) was taken over by Metrawatt in 2016 with the aim of expanding Metrawatt products with KE technology. This goal was not achieved for organizational and personnel reasons. The market changes in copper and fiber optic technology led to a decline in unit numbers and sales and ultimately to losses.

Task:

- Management of the company during the transition phase from the previous managing director to a successor solution
- Implementation of the 2022 annual financial statements and implementation of budget and business planning
- Management and control of sales, support for strategic customers and expansion of the customer base
- Development of a strategy for the future of the business and its implementation

Implementation:

- Operational management including key account management
- Analysis of the current situation regarding income statement, balance sheet, sales, product calculation, R&D results, market and competitor situation
- Creation of various strategic options for the Metrawatt Int. Management incl. proposal of the most promising option
- Implementation of the strategy as decided

Results:

- Impairment analysis including necessary depreciation
- Relocation of production
- Sale of parts of the company as an asset deal
- Integration of the GmbH into the sister company
- IT and CRM transition
- Separation of employees
- Site closure

Interim Head of Technology at Metall + Plastic GmbH *Jun 2022 – Sep 2022*

Metall + Plastic (part of Optima Pharma) supplies insulators for decontamination of filling systems for pharmaceutical companies.

Situation:

- Due to the strong growth (growth from 20 million euros in sales in 2019 to about 80 million euros in 2022), the projects could no longer be completed on time and in acceptable quality.

Task:

- Improve processes within the technology organization (R&D, engineering, production, and materials management) with a focus on automation (Rockwell/Siemens)

Implementation:

- Introduction of team structures and selection of suitable team leaders
- Daily intercompany shop floor meeting conducted
- Jour Fix with groups and team leaders
- Interface meetings, introduced for better coordination between the departments
- Introduced War Room Meetings to identify optimization potential for the project with delay.
- Improvement of resource planning, e.g., started by using a project management tool and central scheduling coordination

Results:

- The course was set for improved project execution, internal candidate was found to permanently fill the Head of Technology position and prepared for this position.
- Concept was developed to involve the top management level more closely in the management of the company.

William Prym Holding GmbH Feb 2021 – Apr 2022

Founded in 1530, Prym is one of the oldest family owned industrial companies in Germany. On top of the enterprise is the Wililam Prym holding (380 million euros in sales, 3,200 employees) and below are four independent divisions acting in different markets.
Inovan is Prym's industrial division and stands for technical consulting, development and cost-effective production of complex electromechanical contact parts and components, materials and mechanical fasteners for the automotive, information, communication and electrical industries.

Head of Division Inovan
Member of the Executive Board Prym Group

- Executive Board member of the Prym Holding with app. 3200 employees and annual sales of 380 Mio. Euro with 30 locations.
- Operational and strategic management of Inovan (150 million euros in sales, 700 employees) in accordance with the agreed key figures.

Strategic Realignment

Situation:

- Five strategies have been drawn up by various consulting firms over the past few years, but none of them have been implemented.

Task:

- Analysis and adjustment of the strategy with subsequent implementation

Actions:

- My analysis of the situation showed that the different strategies had very similar results, however far too many actions were defined, of which hardly any initiatives were implemented. This was partly due to the fact that not enough employees were available to implement the numerous initiatives besides the daily business. The project managers were the department heads, who always showed in the reviews that the projects are "on track".As a first action, I therefore had to replace the project managers by specifying the people as project managers who actually did the work.
- Together with the new project managers, I carried out a "deep dive" of the various strategy projects. In some projects it turned out that the assumptions made by the consulting firms were too imprecise. It started with the hourly rates and went all the way to the contribution margins. I stopped some strategy projects, revised others and implemented another set of initiatives directly. I have reduced the number of initiatives to what was feasible.
- A major strategy project was the establishment of a production facility in the Czech Republic and the associated transfer of machines and products. In this project the Czech organization did not "pull" and the German organization did not "push" and thus little happened
- Like so often it was due to the people involved that I either replaced or was able to motivate to implement the transfer. I have changed the planning of the machines to be transferred, because in the original planning of the machines to be transferred required little manual labor and therefore a transfer did not bring any cost advantages. The problem was much more due to the lack of utilization of the machines and so I restarted a sales initiative to better utilize these machines.

Results:

- The strategic initiatives were reduced to what was feasible and implemented. The production site in the Czech Republic went into full operation. My regular reviews with the project teams that actually worked on the projects were essential for the success of the implementation.

Selection of a CRM System

Situation

- The various divisions of the group were either using outdated Customer Relationship Management (CRM) systems or none at all.

Task

- Selection of a CRM System suitable for the whole group, implemented at Inovan as a first step.

Actions:

- Create a requirements list with input from all divisions, the different functions that will use the CRM and the IT department. Selection of an external consulting company to support the CRM evaluation. After the long and short list, two CRM systems were up for final decision – SAP Sales Cloud and Salesforce. Although Salesforce is the better CRM system from my point of view, I made the decision in the direction of SAP, since SAP was the more suitable CRM system for the entire company (experience in some divisions, SAP ERP in use, etc.)

Result:

- The most suitable CRM system was selected for the group of companies.

Other activities

- Taking charge of Inovan after a difficult restructuring. Despite locations in Germany, the Czech Republic, Mexico, and China, Inovan was very dependent on one location in Germany. Significant improvement in collaboration through the introduction of a new global organization with global responsibilities.
- Implementing a change management process with external support significantly increased customer satisfaction.

- Through the direct management of the global sales organization with a personal focus on the sales process (e.g., through the selection of SAP Customer Experience CRM) and key accounts, new customers in the automotive and non-automotive sector could be won.

Schuler Group — Sept 2017 – Feb 2021

Schuler offers customized high technology in all areas of forming – from the networked press to press-shop planning. In addition to presses, our products include automation and software solutions, dies, process knowledge and service for the entire metalworking industry.

Schuler has about 1.1 bn Euro revenue and 6 200 employees at production sites in Europe, China and Americas, as well as service companies in more than 40 countries. The company is part of the Austrian ANDRITZ Group.

Head of Division Hydraulic
Managing Director of Schuler Pressen GmbH

- Managing Director of Schuler Pressen GmbH (app. 660 Mio. Euro in sales, 2850 employees); Head of global Division Hydraulic (Locations: Brazil, USA, Germany, China); 150 Mio. Euro in sales, app. 500 employees in total
- The division was active in the construction of hydraulic presses/systems for OEM (automotive industry) and non-OEM industries (e.g. railway, waste water, and installation).

Execution of large projects

Situation:

- Two major projects in Kazakhstan and Turkey had to be put into operation at the same time. Both were already very late for various reasons, needed the same resources and new project managers had to be found.

Task:

- Parallel execution of two major projects for the production of railway wheels

Actions:

- When selecting the project managers, the experience that "the chemistry has to be right" once again came into play. In one project, for example, I chose a project manager that my predecessor spoke out against very clearly. After weighing the pros and cons, I went with him anyway, which in retrospect was the right decision and was greatly appreciated by the customer.
- Allocating the available resources was the biggest challenge. This was always a very difficult issue, especially in my negotiations with the subcontractors, but we were able to solve it satisfactorily by making compromises. A necessary decision was the full prioritization of one of the projects that is due for the official opening on "Industry Day" attended by the country's President. To motivate our employees to reach the very ambitious deadline, "only" for a political event, was challenging but I succeeded. The opening was a complete success and still leads to further orders with the customer today.
- The cultural differences between Germany and Turkey and Germany and Kazakhstan/Russia should not be underestimated either. Here it helped to use commissioning engineers who originally came from these countries and therefore spoke the language and knew the culture. In my monthly project meetings with the customers' managing directors, the cultural differences, e.g. how do I address a problem, always had to be taken into account. I succeeded in this and was able to build up a friendly relationship with a managing director.

Results:

- Both projects were carried out very successfully until shortly before final commissioning. Then came the Covid 19 pandemic and caused another delay in project execution.

Product Transfer to China

Situation:

- The Chinese market was supplied with products from Germany. Although some of these were produced in China, they were based on German design. The local competitor products were significantly cheaper and we could hardly sell a press from Germany anymore.

Task:

- Development and construction of a cost-effective forming press in China for the Chinese market

Actions:

- There were two challenges to be solved at the beginning. The German organization had to be convinced that this was necessary and feasible and the Chinese organization had to be put in a position to implement it. The German organization was convinced because I was able to show that I had already successfully developed and produced in China in the past. Furthermore, I was able to win a few key people who supported the project with full conviction.
- Competent employees had to be found on the Chinese side. Here, together with the local management, I was able to recruit a very good development manager and sales manager. The local Chinese management is very important as they need to find and hire the rest of the project staff.
- The next challenge was to motivate the Chinese colleagues to develop a forming press that does not correspond to the high-tech presses from Germany, but "only" meets the requirements of the Chinese customers.
- After these hurdles had been overcome, it was just a matter of "normal" project handling with regular project reviews, which mostly took place remotely.

Results:

- A press was developed and built that was 40% cheaper than the original product from Germany. The market launch was successful and further presses are being developed locally for the Chinese market. The same approach was then implemented for presses for the American market with the unit in Brazil.

Restructuring

Situation:

- With a turnover of 150 million euros, in every annual budget meetings with the parent company we discussed whether it was worth being an independent division, especially since some products were substituted by new technologies. Due to the automotive crisis and the Covid-19 pandemic, incoming orders fell dramatically, so action had to be taken.

Task:

- Restructure division and close site

Actions:

- I came up with four options. Continuation of the division at a lower sales level, redistribution of the tasks of two divisions, complete closure, or restructuring and integration of a remaining working organization into another division.
- The first option was not viable because the division's overhead and lower sales would not have made it possible to achieve a sustainable positive result. We rejected the second option because the turnover of the entire company had fallen and the reduction by one division was therefore advantageous. Preferred option was to restructure and integrate into another division as this allows the remaining business to continue to be processed. In order to reduce costs, I included the site closure in this model, since the new size of the unit did not justify an independent location and there was enough space at the location of the other division to accommodate the employees.

- The challenge in this scenario was to retain the key people. We were able to make this clear in the negotiations with the works council and, after long negotiations, the works council agreed to a so-called list of names (Namensliste), which made it possible to define the people who had to leave the company or stay in the company. Creating such a list of names is always a compromise. However, I managed to create the list together with the works council and thus maintain a functioning organization. We then negotiated the reconciliation of interests and the social plan and implemented the restructuring and site closure.

Results:

- Through the list of names, it has been possible to obtain a functioning organization that can continue the business as a business unit in a new division.

Other actitivies

- The direct management of the global sales organization with a personal focus on key accounts led to new markets in the non-OEM area and to other major projects (e.g., in Russia).
- With clear regional responsibilities (local for local), e.g. in China and the USA, sales in these countries and customer satisfaction increased significantly.
- The presses became more competitive thanks to a 40% reduction in product costs - particularly in the price-sensitive segment.
- The hydroforming press shop in the USA very successfully served the niche of hydroforming parts, e.g. for electro mobility.
- The Industry 4.0 applications "Process Monitoring System", "Track & Trace", and "Visual Die Protection" were developed and piloted together with the central development organization. "Deep learning" was applied to railway wheel production.

Viessmann, Division Industrial Systems, Allendorf (Eder) Oct 2016 – Aug 2017

The Viessmann Group is one of the leading international manufacturers of heating, industrial and refrigeration systems. Founded in 1917, the family business maintains a staff of approximately 11,600 employees and generates 2.2 billion Euro in annual group turnover.

Viessmann Industrial Systems offer complete system solutions for an economic supply of steam up to 120 t/h, heat up to 120 MW, cooling up to 2 MW and power up to 50 MW

Chief Sales and Service Officer (CSO)
Company President of Viessmann Industrial Service GmbH

Situation:

- The Industrial Systems Division (160 Mio. Euro sales, 270 employees) consisted of various acquired companies that acted completely independently. The sales processes were completely different or non-existent.

Task:

- Optimization of sales process
- Introduction of Customer Relationship Management Software Salesforce

Actions:

- Determination of the sales contact person for each business unit and clarification of the sales processes. Salesforce was selected as a suitable CRM system for the entire company. Selection of a suitable CRM implementation company based on the desired agile SCRUM implementation process. Creation of the so-called product backlog with input from all sales units.
- Weekly meetings with the implementation team where we defined the product backlog items to be implemented in the upcoming sprint. Weekly progress review and monthly presentation of progress to company owner and executive board. Gradual rollout of the CRM system to the various sales units.

Results

- Very easy to use CRM system that meets the requirements of the division and maps the new, joint sales process.

Other activities

- Restructuring of the biggest loss makers (Switzerland and Germany).

Consultant for Globalisation and Digitalization — Mar 2016 – Sep 2016

Interim Management

Situation:

- SAMSON AG is a medium-sized company specializing in actuator technology, e.g., communication-capable control valves, for integration into all common process control systems. Areas of application include chemical plants, power plants, food production and building automation. The company is the world market leader in control valves in the chemical industry.
- Various acquisitions have bought companies that have not yet been integrated. In the first step, the possibilities of a purchasing association should be analyzed

Task:

- Development of a global network for sourcing & purchasing for 15 affiliated companies.

Actions:

- The project started with a workshop with participants from the various locations. This enabled me to immediately establish direct contact with the managing directors of the locations. During my subsequent visits to the various locations (DE, USA, ES, IT, RU, IN), I analyzed the situation on site in detail and recorded the requirements of the various plants. Together we developed 50 initiatives, including the introduction of a central data storage which allwoed us to determine the global demand for purchasing volume, e.g. for cast parts. For the castings I took part in the negotiations with the main supplier in Coimbatore/India.

Results:

- Establishment of a global purchasing team
- Data collection on the global purchasing volume
- Development of a central data storage Introduction
- Definition of key performance indicators
- On the basis of this work, the flow of goods can be made more economical for the production companies in the future and a considerable amount of costs can be saved.

Other activities

- **Lecturer for Automation Systems** (Control Systems, Manufacturing Execution Systems, Production Planning Systems, Industry 4.0) at **University of Applied Sciences Offenburg**

ABB Automation GmbH, Mannheim — Dec 2007 – Mar 2016

ABB Automation GmbH and ABB Automation Products GmbH are part of ABB Group and offer products, solutions and services to improve productivity and competitiveness in all industries.

President / Division Manager Process Automation — Feb 2011 – Mar 2016

- P&L responsibility for ABB's Process Automation business in Central Europe (1.8 B$ revenues, 4,000 employees)

Strategy Development and Implementation

Situation:

- While Asia and North America experienced strong growth, Europe stagnated. For this reason, we had to actively approach the market in order to generate growth.

Task:

- Develop and implement "Europe for Europe" strategy

Actions:

- Europe was divided into three regions in this company: Northern Europe, Central Europe and Southern Europe. Each division had regional division heads. I was responsible for the Central Europe region for the Process Automation Division. The strategy project was rolled out across all divisions and all European regions.
- The starting point was the identification of the available market to capture the facts. The representation in the Mekko diagram is very helpful here. Defining the growth options is the hardest part. Here we developed ideas in various workshops – internally and with customers – which we then evaluated. With the promising initiatives, we have defined the aspirations for our growth and, based on this, created a roadmap for implementation. Europe is a very mature market, so much of the initiative has been in the area of after-sales service.
- Since we didn't want to roll out the initiatives in all countries at the same time, we divided the implementation into different waves. In the first wave, we selected Germany, Poland, Austria and the Benelux countries for Central Europe. There were project managers for each country and initiative who were responsible for implementing the initiatives. I continuously tracked the implementation for my region and regularly presented the results in the overall project.

Results:

- Through this growth project, we were able to increase the order intake for Central Europe for Process Automation by $144 million.

Other activities

- Alignment of the sales organization and key account management in the direction of stronger customer orientation. With cross-divisional sales initiatives, incoming orders in Germany increased by 17%.
- With the turnaround of the three measurement technology production sites in Germany, the profitability margin could be increased into the two-digit range.
- Acquisition and integration of Lorentzen & Wettre into ABB Automation GmbH and the sale and separation of ABB Full Service GmbH in a socially responsible manner.
- Definition and piloting of Industry 4.0 for the process industry in cooperation with competitors and customers such as BASF and Bayer achieved initial successes in the "Internet of Things" area.
- Served as Supervisory Board member of:
  - ABB Stotz-Kontakt GmbH
  - ZVEI (German Electrical & Electronics Manufacturers Association)
  - Fieldbus organizations (FDI Cooperation LLC, FDT Group)
  - Industry 4.0 (Platform, ZVEI Steering Committee)

Global Business Unit Manager/Global Technology Manager - Senior Group Vice President Dec 2007 – Jan 2011

- Global responsibility for ABB's Control System business with 630 M$ sales and 1,800 employees
- Global technology responsibility for ABB's control systems, managing an R&D budget of 130 M$ and leading 700 employees

Restructuring, Transfer to India

Situation:

- With development locations in the high-cost countries USA, Sweden and Germany and several different automation systems, the development costs amounted to almost 50% of sales.

Task:

- Restructuring of the R&D organization with the goal of 25% cost savings, establishment of R&D in Bangalore/India

Activities:

- Before I could start restructuring the R&D organization, a migration strategy had to be created to reduce the number of automation systems. The goal was to come to a common, uniform system in the medium term. This was a very complex process as there were good reasons for the different systems and why they work differently. However, we managed to develop a migration strategy to a unified system that took into account the specifics of the different markets and enabled a gradual migration.
- With this strategy, I was able to develop a new set-up for the development organization. It was elementary that I could motivate the development manager to go along with the new R&D strategy. I succeeded in doing this by giving each location a clearly defined role and thus a future. In Bangalore/India we set up a new R&D organization with focus on software development and system testing. At the same time we have drastically reduced the number of employees in the USA, DE and SE in order to reduce costs. The key to success for building up the competence in India was that we were able to attract 7 expats who went to Banglore to transfer the knowledge.

Results:

- A well-functioning, global development organization for decentralized development with 25% lower costs.

Other activities

- Exceeded EBIT targets and grew ABB's control system market-share despite financial and economic crises
- Transferred control system production to a lower cost location (Singapore)
- Launched Control System 800xA (global market leader) with distinct functional improvements to increase customer productivity
- Introduced agile software development processes (SCRUM)

ABB AG, Mannheim — Apr 2001 – Nov 2007

With the two core areas Energy and Automation Technology, ABB enables its energy and industry customers to improve performance and reduce environmental impact. ABB AG is a 100% subsidiary of ABB Ltd., Zurich, Switzerland. The group is active worldwide and employs ~ 145,000 people in 100 countries.

Global Service Manager; Global Technology Manager- Group Vice President

- Strategic development of the global service business of the Power Generation Business Unit (sales of 250 M$ in 30 countries, 765 employees)
- Managerial responsibility for the international R&D organization, as well as product management for power plant automation

Strategic Realignment

Situation:

- The power generation business had offices in 30 countries. However, most of the local units focused on new business. In particular, the small countries only took care of the service business when no new system was awarded.

Task:

- Strategic development of the global life-cycle service business of the Power Generation business unit

Actions:

- Together with the Division Service Head, I have developed a concept for how we can systematically determine our installed base in the 4,000 power plants that use our technology. To do this, we created a questionnaire with which we were able to record the essential data,

e.g. identification numbers of assemblies or software versions. Next, we defined a plant responsible person for each power plant who - similar to a key account concept - was responsible for a power plant. Ideally, we had a service contract with the power plant operator and the employee was on site most of the time. This has the advantage that we also get direct information about planned investments etc. and are therefore included in the offer process at an early stage. We traveled to the site to train the employees responsible for the plant and conducted trial interviews at selected power plants. In order not to lose focus over a longer period of time, I had regular reviews with the local units.

Result:

- Significant increase in profitability and sales of the aftersales service business.

Other activities

- Developed and implemented the automation strategy for power plants
- Implemented a global R&D organization, incl. global financing and consolidation
- Introduced a worldwide product unit with internal transfer prices

GE Harris Harmon Railway Technology, Bad-Dürkheim **Jan 2000 – Mar 2001**

GE Harris Harmon railway technology, a subsidiary of **General Electric Co**., USA, provides products and services for monitoring and control of rolling stock. 2,500 employees at 20 locations in the United States and Europe.

Director Marketing and Business Development

- Growth in orders for North American products and systems in Europe, Middle East and Africa through new customer acquisition

DaimlerChrysler Rail Systems (Adtranz, now Alstom), Mannheim **Jun 1995 – Jan 2000**

Producer of rail vehicles & components. Involved in the construction of the ICE high-speed train.

Head of Sales & Marketing / Product Management

- Led internal & external sales worldwide of train control system
- International R&D and product management coordination for the development and standardization of train control systems.

Asea Brown Boveri AG (ABB), Corporate Research, Heidelberg **Sep 1987 – May 1995**

Project Manager / Development Engineer

- Managed various international research projects

Abroad

ABB Corporate Research Center, Västerås, Sweden **Apr 1994 – Sep 1994**
Department Information Technology

Education

Business School St. Gallen, Switzerland **2003 – 2004**
Degree in General Management (Diploma)

Distant University Hagen **1988 – 1994**
Degree in Electrical Engineering (Dipl.-Ing. Elektrotechnik)

University of Applied Sciences Offenburg **1983 – 1987**
Degree in Information Technology (Dipl.-Ing. (FH))

Technical High School in Offenburg **1980 – 1983**
University Entrance Qualification (Abitur)

Professional Training (selected)

St. Galler Business School, Switzerland **2015**
Strategic Sales & Sales Management

IMD Business School, Switzerland **2008**
Senior Leadership Development Program

St. Galler Business School, Switzerland **2001**
Strategic Management for Executives

General Electric, Europe **2000**
Six Sigma Training, Green Belt Project

GE Corporate Leadership Development **2000**
Leadership Program for Experienced Managers new to GE

IT-Skills

MS-Office, MS-Project, MS-Teams, SAP-ERP, Salesforce, SAP-CRM, asana, Jira (SCRUM), IONOS (Website builder), MATLAB

Languages

German: mother tongue

English: fluent

French: basic

Personal

Born 21 June 1964, German nationality, married, two children

Interests

Playing e-guitar, skiing, hiking, cycling, cooking

Lampertheim, June 2023