

Michael Hofmeister

Diplom-Kaufmann

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Curriculum Vitae

Name:	Michael Hofmeister
Date / place of birth:	1959/01/16, Kassel
Nationality:	German
Status:	Married, 3 children

Strenghts

Economic Business Navigator to ensure sustainable company's success

- Result-oriented Managing Director with 36 years of professional experience in national and international business of FMCG
- Expert for creation and optimization of effective business processes
- In-depth expertise in strategic and operational business management
- Professional in integrated complexity management and target-oriented innovation management
- Initiating and steering successful restructuring and turn-around processes
- Ability to discover and to define cross functional requirements in order to lead the enterprise efficiently
- Intercultural management style
- Proven track record in financial business

Professional Experience

11/84 – 12/05	adidas Salomon AG, global leader in the sporting good industry
11/84 – 06/88	Sales Controller for adidas Sportschuhfabriken Implementation of controlling software, in particular customer and article profit and loss statements. Organisation of interfaces to preceding and downstream programmes (calculation, invoicing). EDP-related handling and monthly account statements.
07/88 – 10/89	Head of Sales Controlling (adidas Germany) Setup and implemented sales controlling processes. Managed a team of 3 employees. <u>Accomplishments:</u> <ul style="list-style-type: none">• Setup instruments for market-based pricing based on simulations of alternative price-quantity relations.• Restructured the range adoption process based on profit margin analysis and profit margin targets.
11/89 – 03/91	Head of Controlling (adidas Germany) Responsible for sales, marketing and logistics controlling. Managed a team of 10 employees. <u>Accomplishments:</u> <ul style="list-style-type: none">• Created and coordinated short-term business planning as well as monthly financial statements.• Expanded the Management Information System.
01/91 – 03/92	Head of Sales and Sourcing Planning (adidas Germany) Responsible for ensuring market-based sales and sourcing planning to optimise goods availability. Managed a team of 14 employees. <u>Accomplishments:</u> <ul style="list-style-type: none">• Implemented planning software (TIA).• Restructured planning processes in cooperation with Product Management.• Significantly increased product margins by eliminating excess stock.• Realisation of savings potentials in production, transport and warehousing.
04/92	Received Power of Attorney

03/92 – 07/99

Head of Planning, Sourcing, Controlling (adidas Germany)

Commercial Director and Head of Sales and Sourcing Planning.
Managed a team of 28 employees.

Accomplishments:

- Successful commercial support of the reorganisation of adidas Germany.
- Initiated and monitored medium-term planning as an operational management tool by defining a target matrix system.
- Restructured the condition system of adidas Germany, resulting in sustained strengthening of earning power.
- “Economic Guide” of Corporate Management in all commercial issues.
- Planned and established the first factory outlet.

Additionally
01/96 – 12/97**Commercial Director of erima GmbH, Reutlingen**

Responsible for a reorganisation project at erima GmbH, a international working smaller company in the teamsport business, as the Commercial Director, in addition to maintaining the position as Head of Department at adidas Germany. Managed an additional team of 10 employees.

Accomplishments:

- Successfully completed a turn-around after 2 years.
- Sustained a return of the subsidiary into the profit zone.
- Implemented an integrated IT system (Navision).
- Set up a local finance, controlling and IT team for the proactive management of the subsidiary.

08/99 – 12/00

Head of Planning, Controlling, IT (adidas Germany)

Responsible for IT as well as the commercial area of adidas Germany.
Managed team of 40 employees.

Accomplishments:

- Re-integrated an outsourced IT team and ensured Y2K capability of the inventory management system. Integrated process knowledge into ongoing project work for the SAP-AFS implementation.
- SAP-AFS implementation in Germany and Austria.
- Managed SAP-AFS implementation project as Head of Finance/Controlling/Sales Planning.

01/01 – 12/02

CFO Area Central (Germany, Austria, Switzerland)

Responsible for the German, Austrian and Swiss markets.

Accomplishments:

- Integrated country organisations into a central unit, resulting in double-digit increases in sales in Austria and Switzerland as well as an annual cost savings of € 3.3m.
- Implemented SAP-AFS in Switzerland with first-time deliveries to a non-EU country.
- Created a concept for sustained cost reductions through the establishment of a Shared Service Centre in the areas of Customer Service, Accounting and Controlling.
- Monitored the change management process throughout the centralisation of selected functions.

01/03 – 11/05

CFO Area Central adidas Salomon AG

CFO with management responsibility for a team of 73 employees in the sub-area of Finance, Controlling, IT and Sales Planning for the markets of Germany, Austria, Switzerland, Poland, Czech Republic, Slovakia, Hungary and Slovenia. Turnover € 700m.

Accomplishments:

- Improved the earnings status of the business area through consistent implementation of margin and cost targets developed with corporate management.
 - Defined a medium-term target matrix for the overall company, provided commercial guidance to Product Management in the range adoption process (margin increase by 13pp; effect on results € + 90m).
 - Eliminated duplicate functions in the country organisations; Transferred finance functions into a Shared Service Centre and established a centrally managed controlling service; resulting in an annual cost savings of € 2m.
 - Reduced the average inventory by 10% through the establishment of central sales and supply planning processes for all markets, increasing the cash flow exceeding € 60m.
- Implemented SAP in all of the above markets as a basis for a centrally managed unit, increasing transparency. Annual savings of € 5.5m.
- Implemented MIS for the external sales force with current information and daily updates on sales and order status to increase transparency and support sales processes.
- Performance-oriented restructuring of external sales force: introduced a commission system with quantitative and qualitative quarterly targets.
 - Established a function-based central controlling department for managing the Area Central: Management Information System, harmonisation of budget and forecast processes.

12/05 – 12/10

CFO of the Betty Barclay Group, Nußloch

One of the leading ladies wear companies in Europe with their brands Betty Barclay, Gil Bret and Vera Mont

CFO for the total group with management responsibility for a team of 64 employees in the sub-areas of Finance, Controlling, IT and Service departments.

Turnover € 190m.

Accomplishments:

- Improved the earnings status of the business area through the restructuring of the company towards brand responsibility.
 - Implemented a Profit Centre Accounting for the brands and clarification of responsibilities
 - Streamlined business processes and eliminated duplicate functions; resulting in an annual cost savings of € 4m.
 - New structured sales distribution in wholesale with partnership model
 - Analysed existing retail business, established a mid term plan in retail and forced retail expansion
 - Implemented B2C business

- Set up a new company structure
 - Established a new company structure based on brand responsibility, combining the export and retail business into different group companies
 - Implemented new intercompany pricing (Trans Actional Net Margin Method TNMM and cost plus method) in order to optimise tax relation in international business
- Cost cutting measures
 - Analysed all buying processes with an eye on savings potential (product oriented as well as service oriented)
 - Implemented a new energy concept for the group, saving € 80,000 p.a.
 - New regulations for company cars, saving € 50,000 p.a.
 - Analysed cost cutting potential caused by outsourcing IT support
- Implemented new IT systems
 - Product-Data-Management PDM (Assyst)
 - Profit Centre Accounting (EBIT by Brands)
 - Management-Information-System (TM1)
 - Customer profitability analysis
 - Optical archiving with signing workflow

01/11 – 06/12

Business consultant & Interim Manager

Economic Business Navigator to ensure sustainable company's success
The improvement of your business is my passion

Projects:

- Economic support start-up company in the sporting good industry
 - Economic consultant for the management
 - Creation of business plan for discussion with investors
 - Creation cash plan
 - Implementation organizational structure
- COO at engbers GmbH & Co KG
 - Advice on strategic direction of the company
 - Introduction of new organizational structure according to business areas
 - Support of implementation of Microsoft Dynamics
 - Business and financial advice to the owner

07/12 – 06/17

CFO at Beurer GmbH, Ulm

CFO at Beurer GmbH, an international medium-sized Company in the health and wellness sector

CFO for the total group, with management responsibility for a team of 120 employees in the sub-areas of Finance, Controlling, Logistics, IT and Human Resources.
 Turnover € 250m.

Accomplishments:

- Active participation in the operational and strategic management of the company. Implementation of the growth strategy.
 - Foundation of subsidiaries in Europe, Asia, America

- Integration of the subsidiaries into the processes of the parent company
- Post merger integration of the subsidiaries in Austria and Italy
- Management of the business areas Accounting, Controlling, Human Resources, IT and Logistics with 120 employees
 - Development of the group reporting systems
 - Implementation of the group consolidation software LucaNet
 - Preparation of the international transfer pricing strategy
 - Preparation of group guidelines
 - Implementation of stakeholder reporting
 - Currency hedging for the company
- Optimization of supply chain activities
 - Improvement of sales and procurement planning in order to increase cash flow of the group
 - Optimization of the processes of the European Distribution Centre
 - Expansion of the location of the European Distribution Centre
- Development of the human resources department and introduction of the personnel accounting systems LOGA
- Selection and introduction of the new ERP-System proALPHA as the basis for further international expansion

07/12 – 06/17

Advisory Board engbers GmbH & CO. KG, Gronau

01/13 – 06/17

Member of the Finance and Business Committee of Zentralverband der Elektrotechnik- und Elektronikindustrie e.V. (ZVEI), Frankfurt

08/17 – 02/20

Managing Director at engbers GmbH & Co. KG, Gronau

Managing Director at engbers GmbH & Co KG, one of the leading companies in menswear business in Germany and Austria, with management responsibility for a team of 1.550 employees in the sub-areas of Sales, Finance, Controlling, IT and Logistics.

Turnover € 120m.

Accomplishments:

- Optimization of internal processes to sustainably increase profitability.
 - Strategic alignment of shop flat formats
 - Optimization of the sales processes by using specific training concepts
 - Restructuring engbers Austria
 - Closure of unprofitable shops
 - Increase in sales on existing space due to optimisation of sales force
 - Implementation of new shop concepts
 - Stabilization of the IT-Infrastructure in hardware and software
 - Optimization of IT organizational structure
- Insourcing Logistic Function
 - Stabilization of logistic processes with an external service provider (Fiege)

- Set up new logistic concept with the aim of reintegration logistics function
- Planning new distribution centre
- Contract negotiation with building contractor
- Growth strategy in B2C business
 - Optimization of the visibility of the online shops on the internet
 - Implementation service platform NOVOMIND
 - New platforms Klingel, Wenz, Happy Size
 - Start with amazon prime delivery
 - Preparation international platforms
- Selection and introduction of the new ERP-System Microsoft Dynamics 365
 - Control of the selection process
 - Development of the procedural catalog of requirements
 - Implementation planning and control of the project

Education

10/79 – 11/84

Business Administration course at the Georg-August-University Göttingen

Degree: Diplom-Kaufmann (Graduate in Business Management)
Overall grade: good

07/78 – 10/79

Compulsory Military Service

07/78

University entrance certificate (Abitur)

Additional

Vocational Training

Controller Academy Level I-IV
Member of the German Controller Association
Member of DDIM – Dachgesellschaft Deutsches Interim Management e.V.
Business English Seminars
In-house training in the following areas:

- Management
- Rhetoric
- Presentation
- Coaching

Languages

German: native
English: advanced
French: basic

EDP

proALPHA
Microsoft Dynamics 365
SAP R3, SAP AFS, DCW
Lucanet
LOGA
Microsoft Office
Business Objects, TM1
TIA Planning Software