

Curriculum Vitae



Personal Information

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Date of birth: May 21, 1965

Place of birth: Seligenstadt

Marital status: Married, three children (19, 14 and 13)

Nationality: German

Professional Experience

01.2019 – until now

Interims-Manager, Freelancer

- *Interims-Management & Consulting*
- *Claim-Management*
- *Process Optimizations*

04/2018 – 12/2018

Thales Deutschland GmbH, Ditzingen

- *Technology group with the business segments Transportation, Aerospace, Security and Defence*
- *EUR 650 million in revenue and 3,000 employees (at 8 sites in Germany)*
- *Part of the Thales Group/Thales S.A. (France)*

Director Projects – Main Line Signalling

- Responsibility for controlling the project portfolio Business Line Main Line Signalling (MLS) with a backlog of approx. EUR 1.5 billion and a total volume of EUR >5 billion

Main tasks, projects and achievements

- Securing the quality, revenue and project result targets, especially in Germany, Switzerland, Poland, Romania, the UK, Austria, Hungary, Spain and Egypt (among others)
- Control and optimization of international projects; particularly in the area of European Train Control (ETCS) L2 equipment and on-board units in Europe and other countries
- Securing the project implementation of critical new projects
- Development of specific project improvement measures
- Definition/development of general improvement measures within the framework of interdisciplinary and cross-national teams
- Identification of existing/required PMO competencies and development of comprehensive planning and training concepts
- Establishment of a PMO network; alignment and optimization of IT tools for scheduling, KPIs and reporting as well as weak point analysis and elimination of errors

03/2014 – 03/2018

Schuler Pressen GmbH, Hydraulics Division, Waghäusel / Istanbul and Karabük (Turkey)

- *Development, manufacture and distribution of presses, tools and services*
- *EUR 1.17 billion in revenue and 5,400 employees*
- *Company of Schuler AG; part of Andritz AG (25,000 employees)*

Sole Managing Director / Head of Schuler Presses Turkey

- Foundation of the branch in Turkey and further expansion into a sales and service organization
- Overall project management of hydraulic press projects in Turkey (customer Kardemir) and Kazakhstan (customer PMK)
- Personnel responsibility: 29 employees
- Revenue responsibility: EUR >130 million
- P&L responsibility
- Marketing & Sales responsibility in Turkey

Main tasks and projects:

- Management of the largest single order in the company's history for a railway wheel production line in Turkey (EUR 95 million volume), incl. establishment of a branch office
- Personnel support of the Parsan project (automotive production plant) in Istanbul (EUR 32 million), incl. establishment of a branch office
- Management of the project PMK in Kazakhstan for a hydraulic press plant (EUR 36 million volume) with customer Prommashkomplekt (PMK) based in Ukraine
- Clarification of technical and commercial requirements with customers and subcontractors
- Contact for organizations involved in the project such as banks, insurance companies, freight forwarders and authorities

Notable achievements:

- Delivered all components and constructed the plant on time
- Enforced improved contractual conditions and a follow-up order of EUR >6 million through early claim management
- Operated the branch for more than three years and expanded it from a pure operating site to a service and sales branch

07/2007 – 02/2014

Siemens AG, Edinburgh (Scotland) / Wallisellen (Switzerland)

- *Globally leading company in electronics and electrical engineering*
- *EUR 2 billion in revenue and 7,600 employees (in Switzerland)*

Project Director

- Sales/handling of international railway technology projects with a volume EUR >100 million
- Management of international tendering and settlement teams
- Seminar leader/process developer for the project management system "PM@Siemens"
- Personnel responsibility: Up to 87 employees

Projects and achievements:

- Tender preparation/sales of signaling, safety and control technology projects in Vietnam, Malaysia, Finland, Hungary, Norway, Denmark and Switzerland (from EUR 50 million)
- Completion of a control technology project in Budapest (European Train Control System) with two interlockings and 60 km line:
 - Tendering/acquisition (EUR >56 million) and management of the team from Hungary, Germany and Switzerland
 - Negotiation with the customer, subcontractors and internal offices on site in Hungary
 - Development of a claim management system for the project
 - Successful processing within the specified time frame

- Project management of vehicle conversions to ETCS L2 for the Swiss Federal Railways (SBB):
 - Development of the conversion program (CHF >100 million)
 - Coordination of the conversion of 234 SBB vehicles at several Swiss locations to modern control technology with on-board units (ETCS L2 OBU)
- Project for the construction of a completely new tram system in Edinburgh:
 - Volumes: EUR 110 million for Siemens system technology
 - Deputy Representative of the entire consortium of Bilfinger Berger, Siemens and CAF
 - Acquisition/handling of the project with improvement of result through follow-up/claim management
- Completion of a component business with the Siemens regional company in Norway
- Significant contribution to the achievement of the internal process audit goals at the required level within the specified time frame
- Coordination of the restructuring of Environment, Health & Safety

09/2004 – 06/2007

**Pfleiderer AG, Track Systems (later Rail One GmbH),
Neumarkt in der Oberpfalz**

- *Manufacture and distribution of concrete and turnout sleepers as well as innovative track systems for local and long-distance transportation worldwide*
- *EUR 150 million in revenue, approx. 800 employees*

General Manager – International Sales

- Distribution of concrete sleepers and concrete plants for railway operators and track construction companies in Western and Eastern Europe
- Revenue responsibility: EUR 40 million

Main tasks and projects:

- Strategy development for the international markets
- Establishing and maintaining contacts as well as customer care
- Preparation of quotations
- Negotiation of contracts with international clients up to the point of signing
- Presentation of products and services at trade fairs and other events, including technical consulting
- Preparation of the production forecast for the foreign plants to be supervised, including pricing of the products

Notable achievements:

- Exceeded sales expectations for the region by >20%
- Acquired a project with a volume of EUR 20 million involving 200,000 concrete sleepers and a production plant for the Guadarrama Tunnel in Spain

- Opened markets for orders with new products and services through the successful implementation of pilot projects in Spain, Romania and England

07/2002 – 08/2004

Metz Anlagentechnik GmbH, Berlin

- *Technical equipment for rail-based transport infrastructure – in particular control and safety technology (signaling technology) for Deutsche Bahn AG*
- *100 employees*
- *Part of the Metz Group (500 employees)*

Head of Catenary Construction

- Commercial management and sales of signaling technology and management of major projects
- Revenue responsibility: approx. EUR 30 million

Projects and achievements:

- Management of the Rohrbach/Ilm station renovation (EUR >30 million) (Munich-Ingolstadt line):
 - Representative of the entire consortium of 4 partners
 - Renewal of overhead line, 50 Hz system, signaling technology and coordination of all partners
 - Improvement of project success by 15% through successful follow-up management towards DB
- Project interlocking technology in Dhaka (Bangladesh):
 - Offer processing for signal technology (EUR >12 million)
 - Coordination of partners on site and in England
 - Selection of subcontractors, calculation and establishment of commercial conditions
- Short-term assumption of project management for the renovation of Leipzig Central Station (EUR >40 million)
- Sale of Metz Fahrleitungsbau GmbH to Spitzke AG:
 - Due diligence
 - Coordination/handover of commercial processes

01/2000 – 06/2002

HOMOLA AYH AG, Frankfurt am Main / Berlin site

- *International project management in civil engineering*
- *Approx. 100 employees*

Senior Project Manager

- Client representation; responsibility for project management and controlling of major public and private projects
- Sale of project management services to Deutsche Bahn
- Personnel responsibility: 18 employees

Implementation/completion of projects:

- Renovation of the Olympic Stadium Berlin (EUR >250 million); management of controlling regarding the renovations for World Cup 2006
- “Wohnen am BUGA-Park” project in Potsdam (EUR 30 million)
- Overall management of the Berlin Central Station project

(EUR >1.2 billion); acquisition of the contract, management of 13 team members

- Expansion of one floor in a skyscraper (EUR >1.5 million)

10/1992 – 12/1999

AEG Bahnfahrwegsysteme / Adtranz (DaimlerChrysler Rail Systems)

- *Supplier of rail transport technology (including railway electrification)*
- *22,000 employees in 40 countries*
- *Subsidiary of Daimler-Benz (AEG); 1996 merger of the traffic technology divisions of ABB and DaimlerChrysler; now Bombardier*

Project Manager & Site Manager

- Railway electrification projects and sales management of international turnkey tenders in the railway power supply sector
- Personnel responsibility: Up to 35 employees

Implementation/completion of projects:

- Management of a contract for the electrification of a section of the light rail system in Dublin (Ireland):
 - Acquisition of the contract (ca. EUR 15 million)
 - Installation/management of the construction office on site and contact person for local authorities
 - Project earnings improved by 15% thanks to successful contract/claim management with Irish Rail
- Construction management of a major order in Kuala Lumpur (Malaysia) with conductor rails, 6 rectifier substations and network control technology (volume approx. EUR 40 million):
 - Delivery and installation within the required deadlines and budgets
 - Successful commissioning of the system with handover to the customer
- Project planning and construction of a catenary test facility in Beijing for catenary components in high-speed transportation applications
- Project planning and handling of a dual-mode bus order in Copenhagen
- Introduction of a document management system as a pilot project for cross-border communication between different project teams

01/1991 – 09/1992

Carl Schenck AG, Darmstadt

- *Development, manufacture and distribution of balancing and diagnostic systems*
- *Approx. DM 1.1 billion in revenue and 6,800 employees (1992)*

Project Engineer

- Technical sales of vibration monitoring devices

Education

1987 – 1990	Frankfurt University of Applied Sciences Precision Engineering studies Certification: <u>Bachelor in Engineering (Dipl.-Ing. (FH))</u>
1985 – 1986	Basic military service
1983 – 1985	Heinrich-Kleyer-Schule, Frankfurt am Main Certification: <u>University entrance qualification</u>
1978 – 1983	Carlo-Mierendorff-Schule, Frankfurt am Main Certification: <u>High school diploma (Mittlere Reife)</u>

Training & Expertise

Risk management & processes:

- Several training courses on the subject of risk management:
RIC-Basics, RIC-System & RIC-Assessment Training, Enterprise Risk Management (ERM) System: Methodology , Thales Chorus 2.0 - Risk-X Tool
- Defining risk management processes in different companies (Siemens, Schuler, Thales)
- Creation of training concepts & trainer for approx. 400 employees in risk management
- Audits/workshops on risk management in projects
- Training & certification from SBB (Swiss Railway): Safety Chief Officer

Foreign Languages

English	Business fluent
Spanish	Basic knowledge
French	Basic knowledge

Hobbies

Sports	Badminton
Culture	Museums, exhibitions, concerts
IT and Technology	PC builds, hi-fi & video, cameras, smartphones and apps
Traveling	