

Procure Excellence

Analyse – Execute – Total Value Results

PERSÖNLICHE DATEN

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INTERIM MANAGEMENT PROJEKTE

Seit Jan 2013 Selbständiger Interim Manager Einkauf, Dortmund Deutschland

Schwerpunkt: „Verbesserung ihrer Wertschöpfung und Globalen Wettbewerbsfähigkeit mit einem effektiven und effizienten Einkauf!“

- **Globalen Einkauf optimieren und transformieren:** Aufbau einer effektiven und effizienten globalen Einkaufsorganisation um verbesserte Einsparungen, Verträge und Ergebnisse zu erreichen. Die Einkaufsstrategien und Strukturen optimieren in Abstimmung mit den Firmen-Strategien. Potentiale und Ideen generieren. Die Lieferantenbasis analysieren und optimieren, hier auch globale Benchmarks durchführen in Niedriglohnländern wie China, Indien oder Osteuropa. Einen 6 Stufen Einkaufsprozess und „Best Practise“ Verhandlungen einführen mit notwendigen Hands-On Schulungen. Prozesse digitalisieren, wo es Sinn macht. Im Lieferanten Qualifizierungsprozess sicherstellen, dass die Lieferanten die Qualitäts- und Logistik Ziele erfüllen.
- **Lieferantenstrategien, -Management und Beschaffungsprojekte:** Nur wer die richtigen Lieferantenstrategien ausarbeitet, hierzu qualifizierten Lieferanten identifiziert und mit denen die Spezifikationen in Workshops optimiert wird den größten Erfolg haben.
- **Einkaufsleiternachfolge:** Überbrückung bis eine neuer Einkaufsleiter /Projektleiter gefunden wird. Bin voll vertraut hier mit den Aufgaben als Einkaufsleiter / Projektleiter.
- **Verbesserungsprojekte:** Herausforderungen hier meistern um erfolgreich und wettbewerbsfähig zu sein und zu bleiben: Transformationen, Sanierungsmaßnahmen, Mergers & Acquisitions(M&A), Effizienz- und Effektivitätssteigerungsprojekte. **Be FIT TO COMPETE!** Erfolgreich Verbesserungsprojekte einführen.

Interim Projekte:

- May/2019 – Apr/2021** **Albonair GMBH, Dortmund, (Tochtergesellschaft der Hindua Gruppe, Indien)**
(Tier 1 Automotive, 50 MIO.EUR Umsatz, 400 Mitarbeiter, 8 Mitarbeiter im Einkauf)
- Positionsbezeichnung: **Interim Globaler Einkaufsdirektor**
- Tätigkeitsbeschreibung, Schwerpunkte, Erfolge**
Strengthen Procurement processes and build up successful organisations in China and India.
Achieve yearly set procurement targets for direct and indirect procurement spend.
Implement new qualified suppliers to lower costs and improve cashflow.
Build up competitive suppliers in China and India
CEO task: Strengthen the business strategies and product portfolio for the future
- August/2017– April/ 2019** **Freelance Consultant at Consort Consult GmbH**
(Technologie-Dienstleistungs- & Beratungsunternehmen)
- Kunde: Albonair GMBH, Dortmund**
(Tier 1 Automotive, 50 MIO.EUR Umsatz, 400 Mitarbeiter, 9 Mitarbeiter im Einkauf)
- Positionsbezeichnung: **Interim Globaler Einkaufsdirektor**
- Tätigkeitsbeschreibung, Schwerpunkte, Erfolge
Analysis Phase: Outlined all improvement procurement potentials to client for direct and indirect spend categories, processes and global structures.
Implementation phase: Transform existing procurement organisation in Germany and build up procurement organisation in China and India to a successful global organisation. Set up 6 procurement step phases. Training of the procurement organisation in best practises.
Outline additional saving potentials.
- April/2016– March/2017** **Freelance Senior Consultant at the global consulting company Maine Pointe**
(Total Value Optimizations, Focus: Private Equity Companies, Global Consulting Company)
- Kunde: VACUUMSCHMELZE GmbH & Co. KG** (Industrie und Automotive Unternehmen, 413 MOI. EUR Umsatz, 4300 Mitarbeiter). Wurde gekauft von der amerikanischen Private Equity Group **Apollo Global Management**)
- Positionsbezeichnung: **Senior Procurement consultant/procurement team leader**
- Tätigkeitsbeschreibung, Schwerpunkte, Erfolge
- **Analysis Phase:** Outlined all improvement procurement potentials to client for direct and indirect spend categories (incl. Capex), processes, tools and structures.

- **Implementation phase:** Exceeded set saving and cash flow target for the global organisation in Germany, Slovakia, China and Malaysia. Carried through best in class procurement training to secure the results are sustainable. Ongoing project tracking and management and top management reporting. ***Exceeded savings and cashflow targets.***
- **Lead a consulting procurement team of 3, training total VAC procurement team of 12. Implementing Total Value Optimizations process and Tools.**

Jan/2014–
March/2016 Build up Consulting company, carry through several consulting jobs and issue best practise articles on my LinkedIn and in professional Magazines.

FESTANSTELLUNGEN

08/2008 – 08/2013	Schaeffler Group, Asia HQ located in Shanghai (Automotive, 8,9 Bill. EUR Turnover in 2007 & 66.000 employees) Positionsbezeichnung SVP Asia Procurement , (China, India, Japan, Korea, Vietnam, Thailand) Responsible for a total spend of 1,2 Bill.EUR and over 200 employees
1/2004 – 07/2008	Danfoss Group, China HQ located in Beijing (Industrial, 2,7 Bill. EUR turnover in 2004 & 21.000 employees) Positionsbezeichnung Head of Group Procurement in China <ul style="list-style-type: none"> • In 2004 set up three world class procurement offices in China (Shanghai, Guangzhou and Tianjin) and employed high performing and qualified local Chinese team covering strategic procurement, logistics and quality and trained them in world class processes and tools. • To further accelerate the results analysed in 2006 all the group spend by category and outlined by plant and category, what savings can be reached. • Achieved to be one of the fastest growing industrial procurement offices in China. In 4 years increased the group spend from China suppliers 10 * times and reached

spend and savings above target. Plans and targets for the coming years were outlined for the next success story.

9/2002 – 12/2003

SIG Combibloc China located in Shanghai

(Global provider of packaging solutions (Net sales: 1,2 BILL.EUR, 4.800 employees)

Positionsbezeichnung

CFO China

CFO for China companies covering also administration, IT and legal for setting up a green field manufacturing company in Suzhou and sales offices in China. Deputy China CEO.

Three main achievements:

1. Reorganized organization and set up organization to support the fast growth plans.
 2. Set up business processes and tools including IT systems (SAP) to support the growth.
 3. Reviewed financing and tax options including leasing in China to give better results.
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8/2001 – 08/2002

Danfoss, Refrigeration Control, HQ in Denmark

(Global provider of packaging solutions (Net sales: 1,2 BILL.EUR, 4.800 employees)

Positionsbezeichnung

Global Procurement Director

Head of procurement for BU with factories in China, Denmark and Mexico.

Three main achievements:

- Set up new sourcing strategies and targets to gain higher profits.
- Build up a global purchasing organization consisting of China, Denmark and Mexico.
- Reached over 7% material cost savings during 1. half year of 2002.

2/1996 – 07/2001

Danfoss China located in Beijing, China

Positionsbezeichnung

VP Administration (CFO, HR, Logistics, IT)

Four main achievements:

1. Key driver to set up successful green field manufacturing and sales offices in China.
2. Set up an efficient organization covering the functions Finance and Accounting, Legal, Supply chain, IT and HR.
3. Implemented best practice systems (SAP, etc.) and processes to support the fast growth (over 50% growth annually).
4. Appointed in 2000 (after president change) as legal representative for the manufacturing company in Tianjin by the board.

08/1991 – 01/1996

Danfoss Hydraulic Division, Denmark (5 plants in Denmark & USA)

Positionsbezeichnung CFO / BU Controller

04/1989 – 07/1991

Dean & Wood (Danfoss subsidiary in the UK)

Positionsbezeichnung: Project Manager

(part of high potential candidates' career development plan)

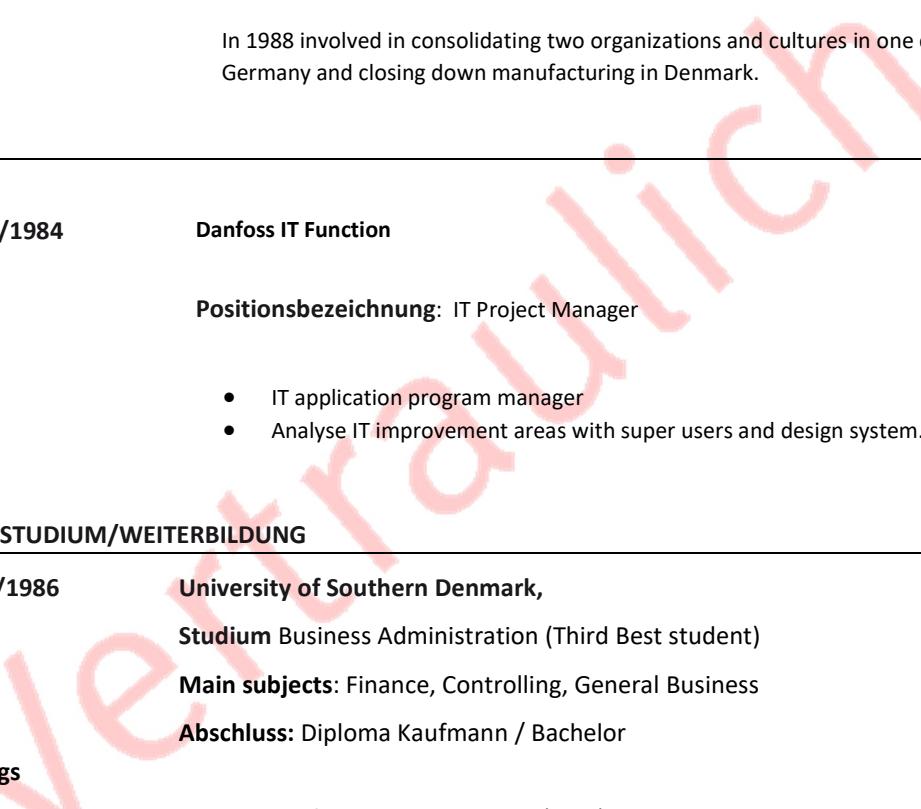
01/1985 – 03/1989

Danfoss Compressor GMBH in Germany & Denmark

Positionsbezeichnung: Controller

- Financial controller to analyze and comment results.
- Strategic planning and budget planning process.

In 1988 involved in consolidating two organizations and cultures in one company in Germany and closing down manufacturing in Denmark.



08/1980 – 12/1984

Danfoss IT Function

Positionsbezeichnung: IT Project Manager

- IT application program manager
- Analyse IT improvement areas with super users and design system.

AUSBILDUNG/STUDIUM/WEITERBILDUNG

08/1982 – 06/1986

University of Southern Denmark,

Studium Business Administration (Third Best student)

Main subjects: Finance, Controlling, General Business

Abschluss: Diploma Kaufmann / Bachelor

Other Trainings

SIG company key manager training (2003)

Strategies and plans for all divisions.

Danfoss company Strategic management (1999 - 2000)

Danfoss top management course (with external MBA lecturers)

IT programmer and project manager (1979-80)

Reserve officer in the Danish army (1977-79)

Reserve officer school in Denmark (6. best out of 35).

Schaeffler: Best in Class Company Training – top management team with Michigan University (2011-2013)

Key note speaker on procurement and business conferences (Shanghai, Copenhagen, Sydney, Chicago, Singapore, etc)

SPRACHEN

English (fluent)
German (fluent)
Danish (fluent), partly other Scandinavia languages
Chinese (basic oral)

IT SKILLS

MS Office
Basic SAP Modules
Good MRP Understanding

WEITERE KOMPETENZEN

- Been involved in consulting projects with McKinsey, AT Kearney, Bain Consulting, etc.
- I have 20+ years of senior International experience in Purchasing, Supply Chain, Finance, IT, Management and Leadership, in Automotive and Industrial global Groups.
- International manager with successful track record from Denmark, Germany, England, US and over 15 years in Asia.
- Highly experienced global senior manager in change management and transforming & developing companies / organizations.

REFERENZEN

- 1. Referenz** **Consort Consult GmbH at interim management project**
Owner
Kontaktdaten (auf Anfrage)
- 2. Referenz** **Maine Pointe at Consulting project**
Peter Grosse, Seaside Engineers
Kontaktdaten (auf Anfrage)
- 3. Referenz** **Seit 2019 Mitglied von DDIM – Automotive & International**

Main Procurement categories for automotive and industrial companies:

- Stamping parts
- Turned / Machined Parts
- Alu, Steel, Brass, Iron
- Casted and extruded parts
- Plastic parts
- Electronics, electromechanic parts & std. components
- Assembled moduls
- MRO
- Capex equipment

