

# RALF COENEN

M.S. PHYSICS, M.B.A.

born June 19<sup>th</sup> 1961

Takes over executive management responsibilities (CEO/ CRO/ COO) and leads restructuring or change programs. Quickly identifies the important improvement needs. Has proven achievements in product development, production (incl. relocation), supply chain management, distribution and M&A. Motivates staff even during critical phases. Is well connected in USA, Japan, China, India and Africa.



## MANAGEMENT EXPERIENCE:

- Restructuring, change management
- Innovation management; product portfolio optimization
- International business processes and structures (SCM, R&D, Distribution)
- Continuous improvement initiatives

## INDUSTRY SECTOR EXPERIENCE:

- Automotive
- Electronics, optics, machine building
- High-quality branded products
- IT/Telecom logistics and repair services

## PROFESSIONAL CAREER - SUMMARY

since 2009	Partner, taskforce Management on Demand AG, Munich / Germany Society for Interim and Project Management
since 2007	Interim Manager / Member of the Board in turnaround situations Restructuring • Reorganization • Crisis management
2005 – 2007	Member of the Board (International Operations), ComBase AG, Karlstein am Main / Germany, South Africa, Nigeria, Kenya Restructuring • Reorganization
2000 – 2005	Member of the Board (COO/CEO), Leica Camera AG, Solms / Germany Restructuring • Innovation management • Technology cooperation • Process improvement • Premium distribution
1996 – 2000	Vice President, Carl Zeiss, Oberkochen / Germany International reorganization • Innovation management • Process improvement
1990 – 1996	Engagement Manager, McKinsey & Company, Inc., Munich / Germany Design-to-Cost • Supply Chain Management • Company evaluation

## EDUCATION AND QUALIFICATION

1989 – 1990	Master of Business Administration (M.B.A.), University of Pittsburgh / USA Scholar from Germany State Agency (DAAD)
1984 – 1989	Master of Physics, Ludwig-Maximilians-University, Munich / Germany Major: solid-state- and surface physics
1981 – 1984	High School degree; military service; intermediate diploma in precision mechanics (secondary-adult education)
1979 – 1981	Apprenticeship in mechanics and electronics, Rohde & Schwarz, Munich / Germany
Languages	German native speaker English business fluent