

# Curriculum Vitae

**Dietmar von Polenz**

**Status: December 13, 2023**



***MANAGER and CONSULTANT with successful leadership of operation and creation of automotive business over the entire value chain on 4 continents with all drivetrain concepts:***

General Management, CEO, MD

Supervisory board assignments

Corporate Development worldwide

Turn-key Greenfield plants

Business Development world-wide

Plant and Production Management

Interim Program Management

Interim Project Management

Launch management new products

Global supply chains, SCM

# CURRICULUM VITAE

**Dietmar Erich von Polenz**

## PERSONAL DATA:

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Germany

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Birthday & place: 26<sup>th</sup> May 1955 at Marburg/Lahn, german citizen

Family state: married since 1987, two adult children

## PROFESSIONAL RECORD:

2009 – today      **Founder INTERIM[4]AUTOMOTIVE** – management & consulting  
for international manufacturing industries

Website: <http://www.interim4automotive.com>  
e-mail office: [polenz@interim4automotive.com](mailto:polenz@interim4automotive.com)

member of DDIM (Association of German Interim Management)  
and founding member DDIM practise group Automotive,

regular speaker on congresses as “CTI Symposium Automotive  
Transmissions, HEV and EV drives” Berlin 2015, Detroit 2016,  
Shanghai 2017; International Automobile Congress Zwickau 2017,  
2021.

Consultant e-mobility listed at Landeslotsenstelle Transforma-  
tionswissen BW [https://www.transformationswissen-bw.de/ueber-  
uns/team](https://www.transformationswissen-bw.de/ueber-uns/team)

<b>INTERIM MANAGEMENT ASSIGNMENTS:</b>
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02/2021 – 09/2021 KS Huayu Alu Tech GmbH (JV Rheinmetall & SAIC),  
Neckarsulm, Germany  
**Interim project manager investment engine blocks for OEM**

- Project management for the build-up of a new aluminium foundry and machining of boxer engine blocks brownfield from selection of suppliers to launch with new machinery,
- Leadership and qualification of the project teams,
- Adherence of capital investment of € 65 mil., timing, quality gates, product maturity, prototype delivery and specifications,
- Regular reporting to Porsche and top management

09 – 12/2019

Constellium Switzerland AG, Zürich - plant Nanjing/China

**Interim Launch Manager Aluminium Structural Components**

- Leadership of launch team in the new-built plant in Nanjing for battery box, electric motor subframe (Byton) and engine siderails (Ford).
- Qualification of a launch team for future orders and build-up of Project Management Office (PMO).
- improve manufacturing processes to volume-production readiness
- Safeguarding of launch for delivery to target vehicles.

03/2019 – 05/2019 Herzog GmbH, Schramberg, Germany

**Interim Program Manager Launch Transmission Parts**

- Organization and leadership of the project & program for preparation volume production and very steep scale-up of gear set for new BOSCH e-bike drivetrain.
- Solution of launch problems and de-escalation OEM delivery status.
- Implementation of automotive standards (VDA6.3).

10/2018 – 02/2019 NIDEC Motors & Actuators GmbH, Bietigheim, Germany

**Interim Program Manager new electric drivetrain-module (HEV, BEV)**

- external leadership of the project to enter new business field “integrated electric tractions modules” in new role as tier1 system supplier.
- Systematic set-up of project and lead of program for supplier nomination by OEM in Europe and Asia
- Commercial & technical evaluation and update of business plan, technical solutions, tasks and timing;
- Input of expertise on manufacturing and product development of drivetrains, transmissions and vehicle dynamics testing and integration;
- Systematic implementation of global project management office (PMO) with additional management capacity to integrate product development, manufacturing, procurement and supply chains in foreign sites in 4 countries and 2 continents for new role tier1 system supplier.

02/2018 – 05/2018 Robert Bosch GmbH, Automotive Electronics, Reutlingen plant

**Operational Support Pressure-Sensor Manufacturing**

- Line-Management to improve yield, deliveries, uptime and throughput of 4 production lines in clean room operation.
- Systematic elimination of failure events, finding of potentials and tracking of execution.

- 11/2017 – 02/2018 BorgWarner Transmission Systems Arnstadt GmbH, Germany  
**Interim Production Manager**  
Management of manufacturing clutches for Dual Clutch Transmissions (DCT). Focus on two product- and production equipment launches and capacity increase for excess demand. Workforce 400 employees.
- 06/2017 – 08/2017 Continental Automotive Hungary Kft., Veszprém, Hungary  
**Improvement New Product Launch Performance**  
Develop systematic approach to accelerate with more efficiency launch processes, variety management and releases at new product development and manufacturing of sensors for chassis, engines and transmissions.
- 05/2016 – 12/2016 Fritz Winter Iron Casting GmbH & Co KG, Stadtallendorf  
**Management support green field plant USA**  
Structuring and acceleration of the build-up of a green field casting and machining plant for brake rotors in Kentucky, USA.
- 01/2016 – 4/2016 Robert Bosch GmbH, Gasolin Systems, Schwieberdingen  
**Task Force Manager Test Field High Pressure Fuel Injection Pumps**  
Leadership of root cause analysis and management of improvements of the test field for high pressure fuel injection pumps to gain and improve reliability and performance.
- 09/2015 Supplier interior plastic parts in Ansbach county, Germany  
**Task Force Manager launch ultra-glossy plastic parts**  
After assembly line stop at OEM during SoP of a new SUV, OEM called by short term assignment for detailed root cause analysis of output and quality in die-casting, ultra-glossy painting and assembly of plastic parts for instrument panel and door appliances. Elaboration of 40-items action plan to OEM and tier1 for internal implementation with resident experts of OEM.
- 07/2014 – 06/2015 Reich LLC, Asheville-Arden, North Carolina, USA  
**General Manager & Plant Manager**  
Management of fast-growing overseas plant and company of Reich GmbH, Mellrichstadt / Bavaria, for high precision steering- and transmission parts for OEM-customers “Detroit Big Three” and ZF. Results in 11 months: profitability, revenues (+ 19%), 120 employees (+35), new machinery +9, improvement of delivery quality by factor 10 to low 2-digit ppm; certifications ISO TS 16949 and VDA 6.3.
- 06/2014 – 07/2014 Koepfer Zahnrad & Getriebetechnik GmbH, Furtwangen

- Interim Program Manager Launch engine valvetrain gearset**  
Leadership and structuring of the launch management for a major order of gear-modules for Lanchester-drive and variable valve-timing of a new passenger car Diesel engine with SoP 2015/2016.
- 12/2013 – 04/14     GETRAG International GmbH, Untergruppenbach, Germany  
**Manager for improvement development & launch of Dual Clutch Transmission**  
Leader of an interdisciplinary project group with 12 design engineers, procurement, quality managers, manufacturing experts and controllers to improve features, quality and production capacities of 7DCT750 for high performance sports cars AMG GT and Ferrari.
- 4/2013 – 5/2013     Robert Bosch GmbH, division Automotive Electronics, Kusterdingen plant, Germany  
**Senior Consultant Launch new manufacturing line**  
Safeguarding to shorten by some weeks the supply and build-up time of a semiconductor thick-layer-hybrid device manufacturing line in USA for transmission control units.
- 9 – 10/2012     Korean-indian and chinese OEM  
**Leader feasibility workshops for transmission industrialization in Korea or China**  
Leadership of feasibility workshops with Akka MBtech Group GmbH & Co. and Daimler AG to elaborate industrialization project and business plan for the industrialization of an automatic transmission in China or South Korea.
- 6 – 9/2012     Robert Bosch GmbH, division hybrid & electric vehicle propulsion, Schwieberdingen, Germany  
**Task Force Manager Spline Reinforcement Solution**
  - Interim Manager to solve root cause after loss of spline in overload endurance tests and manage process improvement including heat treatment & coating, delivery and testing of improved samples of rotor shaft splines.
  - reached tight launch targets of a full-electric vehicle of an Italian-American OEM.
- 6/2011 – 5/2012     INCOVIS Project- and Processconsulting GmbH, Filderstadt  
**Senior Consultant**
  - e. g. Project Manager launch oil-module at tier 1 engine supplier and leader of team to restructure the product creation process of Hengst filtration systems GmbH, Muenster;
  - electric vehicle master plan and project structure plan for development, testing and manufacturing a BEV in Europe to be manufactured in China.
- 6/2010 – 9/2010     Dornier Seastar Company Ltd., Montréal, Canada  
**Consultant Industrialisation**

Planning assembly modules, supply chain & purchasing strategy for projected assembly of bi-turbo-prop 16-seater amphibious commercial plane in Canada.

<b>UNLIMITED MANAGEMENT CONTRACTS (Daimler AG):</b>
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|-------------|---|
| 2006 – 2008 | <p>Daimler AG, Mercedes-Benz Cars, Product Engineering Engines and Powertrain, Stuttgart, Germany</p> <p><b>Senior Manager Engineering and Project Mercedes-Benz Cars at Common Axle Project</b> (combined function)</p> <ul style="list-style-type: none"> <li>• Leader of MB Cars project (&gt;150 members project team),</li> <li>• Leader of 3 product engineering teams of MB Cars, Chrysler and Daimler Trucks for Common Axle Project (about 100 engineers direct reports cross-atlantic).</li> <li>• Co-Planning of green field Marysville Axle Plant (now ZF)</li> <li>• Member of three-head project lead committee and strategy-development group (capital Investment US\$ 700 mil.)</li> </ul>  |
| 2005 – 2006 | <p>DaimlerChrysler AG, Mercedes-Benz Car Group, Untertuerkheim powertrain plant</p> <p><b>Senior Manager power train &amp; chassis S-class, all wheel drive, industrialization overseas</b></p> <ul style="list-style-type: none"> <li>• Leader power train &amp; chassis for launch for new 4WD generation M-B 4matic for S-, C-, E-class, GLK,</li> <li>• Leader Industrialization power train &amp; chassis new C-class in South Africa (budget €42 mil.) and Brazil (€ 11mil.),</li> <li>• Leader of big cross-functional project teams (&gt;200)</li> </ul>  |
| 2003 – 2005 | <p>Mercedes-Benz Car Group, Untertuerkheim powertrain plant</p> <p><b>Senior manager power train &amp; chassis new SUV</b></p> <ul style="list-style-type: none"> <li>• Leader project powertrain and suspension smart formore</li> <li>• Leader of extension plant Untertuerkheim as tier1 system supplier powertrain and suspension (budget € 42 mil.),</li> <li>• Leader industrialization project of driveline &amp; chassis assembly in Brazil.</li> </ul>   |
| 2001 – 2003 | <p>DaimlerChrysler, Passenger Car Division, Untertuerkheim plant</p> <p><b>Senior manager industrialisation automatic transmission in USA</b></p> <ul style="list-style-type: none"> <li>• Development overall strategy „Worldwide Transmission Scenario“. Restructuring corporate transmission portfolio to reduced product variety and lower cost.</li> <li>• Leader of all Mercedes-Benz activities in transmission plant Hedelfingen (e.g. technology transfer, training, planning, supply chain, extension of plant, joint global sourcing, ...) with 800 team-members, € 52 Mio. Capital investment in 3 german plants.</li> <li>• Project co-leader on corporate level with Chrysler for the greenfield Indiana Transmission Plant 2, Kokomo (400.000 units/year, US\$ 550 mil.).</li> </ul> |

- 1995 -2000 Mercedes-Benz AG, Commercial Vehicles Division  
**Manager industrialisation projects at „Projects Overseas“**
- Single responsibility project manager for green field passenger car assembly plant „Egyptian-German Automotive“ near Cairo since foundation of Joint Venture until hand-over of full scale running plant (budget € 24 mil.)
  - Leader of product- and production planning for licensees at Iran and Egypt.
  - Co-Leader of 2 „Post Merger Integration“ projects with Chrysler for Daimler-Benz.
  - Empowerment for signature.
- 1990 – 1995 Daimler-Benz AG (corporate holding), Affiliates, Mergers & Acquisitions  
**Manager Reporting & Information Systems**
- Leader team reporting- and information systems
  - Development of new report-, documentation- and evaluation systems pioneering cash flow based shareholder value methods
  - Regular Board reports about running M&A projects
  - Compilation of integrated business plans for new passenger car assembly plant Mercedes-Benz India Ltd.
  - Implementation and execution of commercial functions at MBIndia Pune site for several months in SOP.
- 1987 – 1990 Daimler-Benz AG, Board member Marketing, Sales organization and controlling abroad  
**Key account business administration and organisation consulting for foreign sales subsidiaries**
- Leader of system- and data center planning for the implementation of new corporate IT systems
  - Key account for organization and data processing of Mercedes-Benz France, Belgium, Nederland, North America and Japan.
- 1983 -1987 Daimler-Benz AG, Directorate Public Relations, Corporate Economics and Transportation Policy  
**Assistant of the PR director (senior vice president)**
- Management of the PR director's office of Dr. Bernd Gottschalk,
  - Compilation of all corporate statements of the official corporate top spokesman,
  - Concept teamwork for big PR-projects as product presentations, 100 years automobile, introduction catalytic exhaust converters and unleaded fuel, corporate identity, restructuring corporate sponsoring,
  - Co-signature empowerment; promotion to team manager.
- 1981 – 1983 Daimler-Benz AG, Corporate Auditing  
**Audit team leader**
- Team leader (since 1982) for audits of data centers and IT - systems at plants, sales outlets and corporate offices,
  - Auditor data centers and IT systems.

- 1980 – 1981      Daimler-Benz AG, Finance and Controlling  
**Expert business methods finance- and controlling at corporate accounting of Daimler-Benz AG**
- Method development for budgeted and target costing,
  - Elaboration of guidelines for costing and profit accounting,
  - Finance interface to software engineering.

## EDUCATION:

- 1973 – 1979      University Heidelberg**
- Study of public economics with applied computer science (military service in between)
- Graduation:** “Diplom-Volkswirt” (Masters degree in economics) with best records
- Diploma thesis „Material management with small IT systems“ (published as book and 2<sup>nd</sup> ADD-award for commercial computer science doctoral & master thesis)
- 1977 – 1978      Undergraduate assistant to professor for business administration and applied computer science
- 1979              Traineeship at data center and data base design at state education loan authority at Oslo, Norway; volunteer work at international student organisation AIESEC
- 1977              Traineeship at cash management Crédit Suisse bank at Geneva, Switzerland
- 1974 – 1975      **Military service** in German Air Force, Schoeneck near Hanau
- 1965 – 1973      Bunsen-Gymnasium Heidelberg, **Higher education degree:** Abitur

## LANGUAGE SKILLS:

- |         |   |
|---------|---|
| German  | mother language                                       |
| English | fluent negotiation level in speaking and writing      |
| French  | fluent negotiation level in speaking and writing      |
| Spanish | advanced level  |
| Latin   | “Grosses Latinum” as base for other romanic languages |

## IT SKILLS (current applicable software only):

MS Windows; MS Office Pro; MS Project; Lotus Notes & Sametime

## HOBBIES:



Sport                      Tennis, bicycle, jogging, fitness, ski, culture      Literature,      art,  
   music, history, foreign countries, photography

Stuttgart, December 13, 2023

*Dietmar Polenz*

*(references on request; Deutsche Fassung erhältlich; demandez version française svp;  
carrera en español)*

Web-documents: <http://www.interim4automotive.com>, <http://www.visualcv.com/dpolenz>

