
Personal Data:

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Capabilities:

- Experienced Interim Manager with excellent IT/operations/business know how
- Leading international strategic programs / projects / transitions
- Transformation / restructuring / change management
- Business Process Improvement along the complete supply chain (Planning, Sourcing, Producing, Distributing including SCOR, lean and 6σ)
- Strategic consulting and hands on interim management (plan, do, check, act)
- Carve-out and post-merger integration
- ERP: SAP / IFS / legacy systems and applications integrating know-how
- IT Infrastructure assessments, pilots and roll outs
- Industry 4.0 / Digitalization of business processes

Education:

2020: Webinars: Digital Misfits / Data Driven Transformation / Covid + Digital Organization / Interactive Communication Zoom + Canvas
2019-2020: INSEAD Gender Diversity Programme
2017-2018: INSEAD; Innovation in the Age of Disruption
2017: INSEAD; Strategy in the Age of Digital Disruption / A-Lounges
2016: Industry 4.0 / IoT, MF Rheinhausen / AWS Summit / MS Azure
2014-2015: Introduction Biotechnology and GXP / Top-Selling
2014: DIAI; ESUG, Restructuring under insolvency law
2012: Prosci / ADKAR Change Management
2011: Interactifs communication methodology
2010: INSEAD Entrepreneurship Bootcamp
2005-2006: PMI Project Management and How 2 Change
1999-2001: APICS: Certified Production and Inventory Manager
1998: INSEAD; MBA-Program
1985-1991: Erasmus-University Rotterdam; MSc Economics
1986-1991: Leiden University; LL.M. Law
2007-2013: Sport / Hockey-trainer DHB
1983-1991: Sport / Hockey-coach KNHB

Languages:

Dutch: mother tongue English, French, German: fluent Norwegian: basics

Industries:

Automotive, Chemical, ITC, Logistics, Life sciences, Raw materials

Interim Management:

Interim Manager, Jindal - Treofan

Description: Post Merger Integration and restructuring of European and US IT and business operations of Treofan and Jindal
 Project title: CIO Europe
 Revenues in B. €: 2
 Employees: 2.000

Project:

- Steering Post Merger Integration of Treofan, a recent acquisition in the packaging foil business of Jindal
- Reorganizing IT -Infrastructure, MES, Planning and SAP– for the European and American business operations in close cooperation with Delhi based management and Dubai based back-office
- Integration of IT Infrastructure to enable effective cross - company communication and efficient cooperation
- Databased SAP System Landscape Optimization Transformation project with focus on Order to Cash and Procurement to Pay processes
- Rapid home-office roll-out at start of Covid-19 pandemic
- Managing about 30 resources in Dubai, Europe and USA

Duration: 16 months

Interim Manager, Neovia Logistics

Description: Lead IT stream
 Project title: SAAM AKO
 Revenues in M. \$: 750
 Employees: 4.000

Project:

- Leading the IT stream from red to green
- Planning and realizing a green-field kitting and distribution operation for Schaeffler Automotive After Market business, Invest of € 160 Mio, 400-1000 employees, responsible for IT hardware and software
- Building a datacenter according to EN 50600
- Implementing Infrastructure
- Developing and implementing SAP EWM on S4 HANA including warehouse automation and ERP interfaces with suppliers Dematic, FIT and GSE
- Coordinating multiple contract partners in Germany, India and USA

Duration: 13 Months

Interim Manager, Rieter

Description:	Digitalization Product Unit Systems
Project title:	Digitalization Program
Revenues in B. CHF:	1
Employees:	5.000
Project:	<ul style="list-style-type: none"> - Drafting concepts in Rieter's digitalization program, - Realizing several projects –sensors, mill control systems and transport automation- in a very international context with production units in China, Europe and India and customers in China, India and USA
Duration:	7 Months

Interim Manager, Volkswagen

Description:	Contract Management in Application Managed Services
Project title:	Contract Management AMS
Revenues in €:	217 B
Employees:	627.000
Project:	<ul style="list-style-type: none"> - Managing Contracts and solving issues between Volkswagen AG and different IT service suppliers like Accenture, GOD, IBM, Infosys, NTT, Tech Mahindra for a range of applications, using ITIL and VW guidelines
Duration:	8 Months

Interim Manager, RUAG

Description:	Interim Project Management
Project titles:	AE VTS BLUE / LASSIM SMW
Revenues in CHF:	2 B
Employees:	7.600
Project:	<ul style="list-style-type: none"> - Building, delivering and installing tank simulation systems for training of recruits. Managing budgets, contracts and time. Hardware sourcing and agile software development. Coordinating development in Switzerland, construction in France and installation in UAE. - Bid management laser guided anti-tank simulation gun, Phases; development, SRM, 0-Series and Series, Project volume some CHF 60 M. Managing suppliers in Germany and Sweden
Duration:	6 Months

Interim Manager, Thales

Description: Carve-out/in IT-lead for the acquisition of an Airbus unit
Project title: Orlando / Texas
Revenues in €: 13 B
Employees: 68.000

Project: - Thales proceeded to take over a business unit from Airbus in a carve-out / carve-in acquisition
- Transition from an IT shared service approach towards an alternate set-up with insourced / outsourced infrastructure and some 140 applications
Duration: 2 Months

Interim Manager, Novartis Pharma

Description: Setting up a new way of working for IT Governance and Management within CTO
Project title: Master plan IT compliance
Revenues in \$: 65 B
Employees: 135.000

Project: - Plan to reorganize and simplify the worldwide IT-compliance team in four work streams: QMS, Qualification, SOX-IT and IT-change management including cloud computing and Nutanix
Duration: 5 Months

Interim Manager, Bayer HealthCare / Bayer Technology Services

Description: Cost controller in set up phase of biopharmaceutical production unit
Project title: Cost controller CEB rF8
Revenues in €: 40 B
Employees: 115.000

Project: - Establishing new Bayer Kogenate biopharmaceutical production unit in Germany (Investment € 700 M)
- API production, Quality management, Filling operation, Warehousing, Knowledge transfer USA-China-Germany
Duration: 12 Months

Interim Manager, INEOS Styrolution

Description: Site lead carve out of Styrolution from BASF and INEOS
 Project title: Site lead Cologne
 Revenues in €: 6 B
 Employees: 3200

Project: - Carve out and joint venture of two chemical companies
 - Transition towards a new company, new headquarter, new processes and new IT systems
 - Global SAP ECC 6.0 Implementation (modules BI, FI, MM, SD, PM; testing, cut-over, go-live), working with Accenture as service provider
 Duration: 7 Months

Interim Manager, GaVI

Description: Section leader for dissolution of shared service center
 Project title: ENGAGE / SVI operation
 Revenues in €: 300 M
 Employees: 500

Project: - Steering dissolution
 - Finding in- / outsourcing alternatives for services
 Duration: 1 Month

Interim Manager, Atos / CEVA / Volkswagen

Description: Turnaround of ET2000 SAP Supply Chain Project at VW Group UK's spare parts business (central warehouse with about 800 outlets)
 Project title: ET2000 UK
 Revenues in €: 192B
 Employees: 550.000
 Project: - Leading turnaround of SAP Implementation at VW UK
 - Team with 130 FTE in Germany, India and UK
 - Modules FI, MM, SD, WM/MDE, EWM
 - Integration of around 70 legacy systems
 Duration: 5 Months

Interim Manager, Atos IT Solutions and Services GmbH

Description: International IT service provider
 Project title: Building up of a Consulting Unit
 Revenues in €: 8.700M
 Employees: 75.000

Project: - Building up consulting unit, focus on SCM (10 persons)
 - Bid management „Manufacturing, Retail & Services“
 - International cooperation, especially in West-Germany
 Duration: 7 Months

Interim Manager, Orion Engineered Carbons GmbH

Description:	Transition / Carve out of large chemical company
Project title	EMEA IT Infrastructure Migration
Revenues in €:	1.500m
Employees:	1700
Project	<ul style="list-style-type: none">- EMEA program management IT infrastructure migration- Carve-out from Evonik of a EUR 1.5B specialty chemical company by two venture capital funds- Coordination of insourcing / outsourcing with the CIO for the worldwide program- Responsible for 9 out of 23 production units and the HQ- Leading 3 central and 6 decentralized teams
Duration:	2 Months

Advisory Services

Description:

- Associate professor Business System Transformation, Aalen University
- Post Merger Integration for SAP Service Provider itelligence
- Guiding Voice Infos, a start-up App development company, active in Android's Open Automotive Alliance
- Initiated and established cooperation between Dutch Interim Management Provider Schaekel & Partners and German Interim Management Provider Keep in Step
- Establishing a business plan for changing the supply chain for animal health care in Germany

Professional career

From 2011	Self employed interim and advisory manager
2015 -	<u>Partner SEViX</u> Business Transformation Management Co-author of book "Carve-out, M&A & Post Merger Integration" Challenges in Business Transformation, F.A.Z. Edition 2016
2015 -	<u>Partner Execon Partners</u> Next level execution in the chemical and pharmaceutical industry
2014 -	<u>Atreus IT Network Expert</u>
2014 -	<u>Cooperating Partner Keep in Step</u> Recruitment solutions
2013 -	<u>Informatik Group</u> A team built as a global force for positive, comprehensive technology support
2012 -	<u>Cooperating Partner Transformation Affairs</u> Management Consulting in organizational psychodynamics
2012 -	<u>Independent Professional a-connect</u>
2012 - 2015	<u>Partner taskforce</u> Partnership for qualified interim and project management
2011 - 2012	<u>Partner Trust Management Consultants</u> Efficiency advisory services for „Mittelstand“ companies

2003 - 2011

Director international projects, Norsk Hydro ASA / HISP / EDB

Consulting and projects unit of a multinational company, active in the aluminium, fertilizer and oil businesses with revenues of about € 25B. and 50.000 employees

Assignments with a broad scope covering business development, Business and IT Management and restructuring, foremost in the Aluminium division of Norsk Hydro

Business and IT Management

- Implementation of SAP HR personal management system covering master data for about 5500 employees, enabling organization, people resourcing, learning and development, compensation and rewarding, and employee follow up. Matrix organization with 8 direct reports (6 months, Hydro Aluminium Germany)
- Selection of new payroll application for Hydro Aluminium Germany, covering about 5500 employees, 3000 external resources and 12500 pensioners (4 months, Germany)
- Devising and evaluating IT sourcing strategies for Hydro IS Partner (4 months, Norway)
- Sarbanes Oxley Act, for IS/IT on behalf of Hydro corporate. Set up pilot project in Hydro Aluminium Extrusion Deutschland, going through a tremendous learning experience. Educated 20 IT managers of different production units on getting „SOX-compliant“ Succeeded in getting 18 sites and the sector SOX compliant within a short time frame. Project approach was stated to be innovative, cost efficient and exemplary for other sectors within Hydro Aluminium. (12 months, worldwide)
- SOX Baselining of 4 ERP-applications: Scoping, Processes, Risks, Controls, Functionality, Test design, Test results, Documentation (7 Months, France)
- Sarbanes Oxley Project, assuring financial reporting for downstream aluminium activities represents business reality, concentrating on finance and IT in 26 different units, divisional headquarters and corporate headquarters, covering about EUR 4,5 B in revenues. (24 Months, Europe)
- Value system optimization project, enabling efficient use of supply chain capacity-through lean fabrication and cooperation in planning-over multiple aluminium production units (6 Months, Europe)
- Selection of advanced supply chain planning system for metal fabrication (3 Months, Germany)

Restructuring

- Assessment and analysis of activities, capabilities and costs of IT for post merger integration of Hydro and VAW (Europe and USA)
- Led teams doing business and IS/IT assessments, initial studies focusing on IT capabilities and costs thereof. Gaining insights whilst at the same time building trust. Assessments eventually led to standardization of IT processes, procedures and products

throughout Hydro's Aluminium divisions and outsourcing of a number of activities.

- Standardization of infrastructure, applications and processes including SLA and SOA (USA and Europe, Germany in particular) in order to enable outsourcing
- Transition of IS Partner out of Hydro and subsequently out of Statoil, hereby setting-up a company as external service provider for different customers. Neutral operation and functionality after split. Working in a matrix organization with 5 direct reports and responsible for investing about 20m NOK per week for half a year. Initiated pilots for several sub-projects. Change management within 9 functional teams, devising new ways of working. (12 months, Norway, Europe)
- Reorganization and relocation of IS partner operations, closing two existing locations with some 35 people each and setting up a new office for about 40. Large part of redundancies on voluntary basis. Cross-border transfer of employees. Project costs € 500T, annual savings € 200T. (Benelux)
- Cleared field for data-protection and IT-related works-council issues (Belgium, Germany, Netherlands, Norway)
- Change management during multiple projects (Europe)

Business Development

- Centre of excellence for IFS ERP
Screened opportunities and identified potentials, positioned resources and capabilities towards them, negotiated and implemented EDB-IFS partnership agreement, drove business development activities (14 months, Belgium)
- Data management in production IT
Market research and product development for business intelligence warehousing for large databases in the oil and gas industry (6 months, Norway)
- Pandemic Risk Mitigation
Initiated and marketed concept and developed IT tools to minimize consequences of illness related mass absence (2 months)
- Further development of data-room technology for lean M&A transactions (2 months, Norway)
- Outsourcing of software development activities to India and Ukraine

2001- 2003

Member of the management team (FK1) Microlog Logistics AG

Entrepreneurial 3rd party contract-logistics service provider, within 6 years growing from MBO with 70 people and € 10m revenues to 1600 people and € 280m revenues.

Responsibilities /successes:

- Devised business development strategy in a low margin service environment, leading multiple, small, high profile teams, in automotive, electronics, chemical, metal and paper industries, projects ranging from € 5 - 125m (Europe, mainly Germany, customers included BMW, Bosch, FAG, Heel, Henkel, Heraeus, ZF)
- Initiated, negotiated and implemented outsourcing –contract logistics- projects in multiple medium size companies, turning cost-to profit centers (Belgium, Germany, S-Africa, UK)
- Led integration of traditional “Mittelstand” company (330 employees, € 60m revenues, € 4m profits) in an entrepreneurial enterprise (Germany)
- Director of French subsidiary

1999 - 2001

Consultant / Team leader / Supply-Chain-Specialist

Pittiglio Rabin Todd McGrath (PRTM) Paris office

Globally leading management consultants to technology based companies in the fields of supply chain management and product development (partnership with 500 employees, € 200m revenues)

Responsibilities / successes:

- Implementing best practice in sourcing for a computer manufacturer
Results: 10fold improved supply chain reaction times, at a 99,5% service level at 30% of original inventory costs (Germany, worldwide)
- Led and managed 12 persons interdisciplinary team that formulated and implemented an innovative warehousing and delivery concept for Europe, achieving € 15m cost savings and € 30m inventory reduction at a € 600m corporation. Roll-out of SAP FI/CO, MM and SD (Europe)
- Developed and tested measurement concept and improvements in distribution concept for a major automotive supplier, leading to less complexity, a 50% reduction in the number of references and a 100% profit increase (France)
- Improved demand-supply balancing process at major mobile phone manufacturer, enabling a 600% clock-speed increase in new product introductions (Germany)

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| 1991 - 1997 | <u>Product manager, Alcatel</u>
Multinational manufacturer of telecom equipment, about € 50B revenues and 150T employees
Responsibilities /successes: |
| 1997 | Product manager Business Communication Systems Netherlands <ul style="list-style-type: none"> • Led and managed 4 persons team that started up direct sales in the Netherlands • Introduced innovative communication system and voice processing applications • Initialized and managed workflows (planning, priority setting, hiring and training) • Originated and executed the first three major projects (internal system, United Nations ICTY and Miele call center) • Generated sales of over € 2m in the first year |
| 1995 - 1996 | Commercial Development Business Systems & Applications Austria, Central- and Eastern Europe <ul style="list-style-type: none"> • Created and led 14-member sales / marketing / technical team for quick identification and evaluation of market opportunities in Austria. • Responsible for product management and introduction of telecom equipment in several central and eastern European countries, total revenues € 32m |
| 1994 - 1995 | Product Manager Applications, Austria <ul style="list-style-type: none"> • Designed product identification process in business process reengineering team • Initiated applications sales growth from € 3m to € 8m |
| 1992 - 1994 | Business Development Austria, Belgium, Germany, France <ul style="list-style-type: none"> • Estimated, analyzed and budgeted market potentials • Specified applications and provided international marketing and sales support |
| 1991 - 1992 | Competition analysis Eastern European PABX market <ul style="list-style-type: none"> • Market research and data analysis with emphasis on competitive information • Used information from competitive analysis to train international sales force • Co-developed system to evaluate distribution expenses in different business units |