

## PERSONAL DETAILS

### **Hilmar Fuchs**

Graduate Engineer Material Engineering

51 years old, born 20.03.1965

German nationality

Married, Spanish spouse

2 daughters, 11 and 18 years old

## CONTACT DATA

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## PROFILE SUMMARY

- Core Industries
  - Multinational automotive suppliers and machine building between mass production/JIT/JIS and high variety of parts (make-to-order)
- Leadership competencies
  - 11 years in General Management, Plant- and Production Management
  - Lead of up to 650 associates, P&L responsibility up to 90 Mio. €
  - 7 years in Project Management with up to 8 Mio. € budget
  - 3 years in Business Development, Sales und Engineering
- Internationality
  - Fluent in spoken and written business English and Spanish (C2-level)
  - Working abroad in Spain (9 years) und Benelux (3 years)
  - Numerous project leads with Teams in Europe, China, India, USA und Canada
  - Used to work in multinational US companies
- Functional competencies
  - Management of complex change situations
  - Lead of 5 financial turnarounds up to +100% EBIT in 2 years
  - Broad track record of LEAN transformations (annual savings > 10% EBIT) and lead of several 6-Sigma projects (200K€ - 3m€ savings)
  - Technology experience:
    - Metal: high precision processing (>200 machines), foundry, forging
    - Plastics: injection molding, blow molding, fiber-reinforced materials
  - International Project Management for green field projects, production relocations, due diligence, product/ process development and supply chain management, R&D and innovation management
  - Productivity management, reorganization and restructuring
  - Experienced with unions & works council negotiations
  - Implementation of business and auditing processes
- Strengths
  - Forming and coaching of teams toward high performance culture and leadership
  - Excellent social competence, communication and motivation
  - Effective leadership style: hands-on, team oriented, empowering, result driven
  - Firm identification of core success drivers, fast paced execution
  - Problem solving in any complex technical and organizational environment
- Preferred Assignments: General Management, Plant Management
- Assignment Locations: worldwide
- Availability: 100%
- Daily Rate: 1.400 EUR

## CURRICULUM VITAE

- 09/2016 - today     **Hilmar Fuchs Interim Management GmbH**  
**Managing Director / Owner**
- 03/2016 – 08/2016     **Mahindra Forgings Europe (GSA), Aalen**  
6 months     Forging of truck parts, 450 employees, 95m€ sales  
**Managing Director**
- Change from Hagen to Aalen plant due to most of 100 customers being in quality and delivery escalation, half of management team incl. General Manger and further key employees terminated
  - Lead and turnaround of 2 plants (forging/machining)
  - Achievements:
    - Successful executive search for all open positions
    - Launch of continuous improvement teams with logistic & SCM focus
    - Lead of MFE-wide task force for main customer Daimler (80m€), June 2016 all customer deliveries free of backlog
    - Reduction of special transports by 75%
- 01/2016 – 02/2016     **Mahindra Forgings Europe (Schöneweiss), Hagen**  
2 months     Forging of truck parts, 400 employees, 90m€ sales  
**Managing Director**
- Reporting to Board of Directors in Spain
  - Lead of task force after closing/transferring 1 of the 4 german production plants into the remaining plants and outsourcing of 4 further production units
- 01/2013 – 12/2015     **Johnson Controls, Espelkamp (Germany)**  
3 years     Seating plant with niche technologies (wood/coco-fibre), 450 employees, 75m€ sales  
**Plant Manager**
- Reporting to Director Operations Foam Product Group
  - P&L responsibility
  - Turnaround in terms of financial performance, QDC, HSE and business processes, starting point: -100% EBIT, 22 years of losses
  - Introduction of structured problem solving process
  - Development of breakthrough improvement of loss making technology
  - Reorganization of all management levels
  - Achievements:
    - Turnaround to break even in March 2015
    - Successful execution of formerly mismanaged product launches (lack of serial production machines until 9 months after SOP), increasing sales from 20m€ to 70m€
    - 95% reduction of cost of poor quality
    - 92% increase of sales/head
    - 35% increased Process Compliance
    - 50% reduction of HSE incidents
    - Initiation/execution of new development and patent application
    - First "Financial Audit 5-Star Award" in Foam Business Unit
    - Quality Award in "Gold"

- 10/2009 – 12/2012 **PREMIUM Stephan B.V., Hamelin (Germany)**  
3 years, 3 months Previously "REXNORD Stephan GmbH"; industrial gear boxes; 23 m€ sales, 140 employees; plant acquired by PREMIUM Transmission Ltd., India, in July 2011
- Plant Manager**
- Reporting to CEO Europe
  - Turnaround regarding financial performance and On-Time-Delivery
  - Definition and execution of OPEX strategy
  - Lead of a comprehensive "Total Associate Engagement" project
  - Analysis of sales prices and execution of price increases
  - Working capital optimization
  - Achievements:
    - Financial turnaround after 17 years of losses, +11% EBIT vs. budget after 8 months
    - Sales increase by 65%, while OTD increased from 60% to >90%, inventory decreased by 28% and scrap cost by 65%
    - Lead of comprehensive improvement project for Chinese supply chain with 400k€ annual savings
    - Successful due diligence and sale of the plant instead of alternative closing
    - Trust building between both managements and employees/union
    - Lead of post merger integration projects
- 08/2008 – 09/2009 **New orientation and removal to Germany** due to impact of financial crisis in Spain  
14 months
- 06/2005 – 07/2008 **MAHLE S.A., Vilanova i la Geltrú (Spain)**  
3 years, 2 months Piston systems operation, 85 m€ sales, 760 employees
- Production Director**
- Reporting to Managing Director; lead of 650 employees
  - Lead of 5 areas including foundry, maintenance and tool shop
  - Financial turnaround, mainly through leading comprehensive LEAN transformation as lead plant for European business unit
  - Achievements:
    - 9,3 m€ annual cost and productivity savings vs. jump-off-point
    - Lean Audit Score ("Kaizen Institute"): 3% to 68% in 2 years,
    - Plant wide introduction Lean Basics, TPM, TFM (Total Flow Mgmt.), TQM and THM (Total Human Mgmt.)
    - Reduction of external failure cost by 90%, internal failure cost by 65%, WIP by 50%, special transports by 75%
    - Customer satisfaction increased by 24%
    - Restrukturing of 240 employees
    - Elimination of entire Management Level
- 09/2002 – 05/2005 **KAUTEX TEXTRON Ibérica (Spain)**  
2 years, 9 months Fuel systems operation; 75 m€ sales; 300 employees in 5 plants
- Director Operation JIT/JIS Plant Martorell (14 months)**
- Reporting to Managing Director, lead of 70 employees
  - Introduction of lean concepts (5S, problem solving, 6 Sigma, Kaizen)
  - Volume ramp-up of SEAT Altea (Golf) platform
  - Financial turnaround
  - Achievements:

- Turnaround in 6 months mainly due to reduction of internal scrap rate from 9% to 0,6-0,8% by focused 6 Sigma projects
- Gained productivity used to re-incorporate outsourced production lines from Czech Republic without increase of workforce
- Re-engineering of transferred production acc. 6-Sigma aspects
- Customer satisfaction increased by 15%
- Lowest ever Year1-launch-PPMs in Kautex Group

**Director Projects (19 months)**

- Reporting to Managing Director; lead of 2 employees
- Project lead for all Kautex Iberica projects, mostly Ford and VW Group
- Certification „Six Sigma Green Belt“

02/1999 – 08/2002 **ABC Automobilformteile GmbH, Dieburg (Germany)**  
3 years, 7 months Automotive plastic components, 13m€ sales, 80 employees

**Manager Fuel Systems Europa**

- Reporting to Executive Vice President (owner), Toronto, Canada
- Business development of new “Fuel Systems” BU in Europe
- Acquisition of 3 important projects with sales increase of 80%
- Lead of project team in Germany, USA, Canada

**Additional: Manager Sales & Engineering (since 01/2001)**

- Lead of 9 sales engineers
- Lead of the turnaround task force led to 10% EBIT increase

08/1998 – 01/1999 **SOMMER ALLIBERT, Rüsselsheim (Germany)**  
6 months Business Area Manager OPEL/GM

07/1993 – 07/1998 **TI Group (ex WALBRO Automotive)**  
5 years, 1 month Automotive fuel systems, 120 m€ sales, 100 employees

**Project Manager, Lokeren (Belgium) 11/1995 – 07/1998**

- Expatriate, reporting to Managing Director, 8m€ project budget
- Technical consulting during the construction phase of the new site
- Lead of 2 Volvo-Projects, generating 60% of later plant sales
- Recruiting and lead of 4 development and sales engineers
- 36% productivity increase vs. budget due to innovative process improvements, becoming most profitable WALBRO plant
- 6 month from start of green field building construction until SOP

**Project Manager R&D, Ettlingen 01/1995 – 10/1995**

- Lead of internal and external resources, a.o. Fraunhofer Institute and several suppliers with focus on process technology
- Process recommendation led to introduction of new technology in all European plants

**Project Manager, Ettlingen (Germany) 07/1993 – 12/1994**

- Green field production facility project Pamplona, Spain: Responsibility for safety and production equipment (6 months abroad, 1,5m€ budget)
- Development of tank systems and related production processes
- Specification and setup for new Tech Center equipment

12/1990 – 06/1993 **SCHÜTZ WERKE, Selters (Germany)**  
2 years, 7 months Chemical packaging & automotive fuel systems; 1200 employees

**Process/Project Engineer**

- Development of process and tooling technology for all SCHÜTZ product ranges, mainly blow molding, inj. molding, robot welding, deep drawing
- Process and quality control
- Identification and lead of continuous improvement projects

## STUDIES

03/1987 – 09/1990 **“Graduate Engineer Material Engineering”  
(Dipl.-Ing. FH)  
Specialization in Plastics Materials**  
University of Applied Science, Osnabrück  
Diploma thesis at Honeywell, Emmen (The Netherlands)

## LANGUAGES

German: Mother tongue  
English: Negotiation level (C2)  
Spanish: Negotiation level (C2)