

MANAGER PROFILE

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Increasing efficiency in industrial SMEs - 10% is always possible



As an Interim Manager and LEAN expert, I support medium-sized companies in increasing their efficiency and effectiveness in production & logistics, supply chain and quality management.

Companies benefit from this through shorter lead times, cost reduction, higher customer satisfaction, greater employee motivation and stronger competitiveness.

To achieve this, I bring my thirty years of professional experience as a LEAN expert with process optimization and lean management methods such as KAIZEN and CIP to bear with great passion.

PROFILE

- Expertise as **LEAN expert** in organizational development, **restructuring**, efficiency increase and **cost reduction** through **process optimization** along the entire value chain
- 25 years of **leadership experience** as **managing director, plant and production manager** in leading, internationally active **family businesses** and **medium-sized companies** in the **metal and electrical industry**
- Many years of experience in **production & logistics, maintenance, supply chain and quality management**
- **Wide industrial experience:** automotive, rail vehicle construction, metal and electrical industry, aluminium industry, mechanical engineering, plant and equipment construction
- **International activities:** D-A-CH region, Great Britain, Italy, France, Sweden, Poland, Czech Republic and Philippines
- **Current consulting focus: SCM optimization / logistics concepts**

OVERVIEW

- **5 consulting mandates** in the field of supply chain management, logistics planning and factory planning
- **8 interim mandates** as plant manager, head of **production**, head of **supply chain management** and head of **quality assurance** in the **automotive, rail vehicle construction and metal and electrical industries**.
Management responsibility for up to 1,000 employees
- Extensive experience in **quality management and quality assurance** as well as in the application, review (**auditing**) and implementation of the following standards:
 - ISO 9001
 - IATF 16949
 - ISO 14001 (environmental management)
 - ISO 45001 - formerly OHSAS 18001 (Occupational Health and Safety Management System)
- Proven track record in operational excellence through process optimization using **lean management methods** (5S, SMED, CIP, TPM, Six Sigma, 8D, FMEA, Ishikawa, 5-Why, Kaizen).
- Experience with:
 - **Cost reduction** through efficiency programs and restructuring
 - **Leadership coaching** and development of a permanent, internal successor
 - **Change management** during the introduction of new organizational structures
 - **ERP software usage**, including SAP-PP/-MM and ABACUS-PP/-MM and others
- **Working style characterized by** analytical and systematic approach, situational leadership style and successful combination of conception and "hands-on" mentality
- **Personality characterized by** resilience and calmness, confident appearance, social and motivating interaction with people at all levels, customer-oriented working style

MANUFACTURING PROCESS EXPERIENCE

- **Welding** of thick-walled pressure vessels made of aluminium, stainless steel and high-temperature resistant steel (MIG, MAG, TIG, Plasma-MIG, FSW)
- **Welding** of thin-walled stainless steel vessels and thick-walled steel structures for rail vehicles
- Induction **high-frequency longitudinal seam welding** of steel pipes
- **Joining technology**: press-in fasteners, wobble rivet technology, stud welding technology, blind rivet nuts
- **Machining technology**: turning, milling, drilling, thread cutting, brushing of aluminium and steel parts
- **Heat treatment** of aluminium alloys and drawn steel tubes
- **Surface coating**: painting, powder coating, anodizing, galvanic and chemical nickel plating, galvanic silver plating of steel, stainless steel, non-ferrous metals, aluminium and titanium
- **Hydroforming** of aluminium components
- **Injection moulding** machines to produce thermoplastic housings and thermoset components
- **Assembly** of textile machines, locomotives, cable cars, electrical and electronic components

PRODUKT-KNOW-HOW AUTOMOTIVE

- **Safety parts:** Suspension parts, stabilizers, drive shafts, headrest tubes, structural parts for aluminium bodies, rubber-to-metal damper elements.
- **Hydroformed aluminium components:** tubes for charge air cooling systems
- **Aluminium profiles** for heat exchangers / rubber-metal damper elements / Audi body components
- **Inlet and exhaust valves** for combustion engines
- **Charging stations and charging boxes** for electric vehicles

PROJECT LIST

Consulting Mandate: Process analysis plant logistics
Automotive Intralogistics / [van Eupen Logistik GmbH](#)
December 2021 / D-Gaggenau

Interim Mandate: Unit Manager Surface Technology
Coating Technology / [De Martin AG](#)
Aug 2021, 1 Month / CH-Wängi

Consulting Mandate: Factory Planning
Plant Engineering / [Bosch GmbH](#)
May 2021 / D-Stuttgart

Consulting Mandate: Analysis of Logistics Concept
Rail vehicle construction / [Stadler Deutschland GmbH](#)
Dec 2020 / DE-Berlin

Interim Mandate: Head of Production
Container Construction / [THIELMANN UCON GmbH](#)
Mrz - Jul 2020, 5 Months / DE-Hausach

Interim Mandate: Head of Production
Rail Vehicle Construction / [Vossloh Locomotives GmbH](#)
Sep 2018 - Apr 2019, 8 Months / DE-Kiel

Interim Mandate: Head of Production & Supply Chain E-Mobility
Energy Supply / [innogy SE](#)
Feb - Jun 2018, 5 Months / DE-Dortmund

Interim Mandate: Head of Final Inspection
Automotive / [TENNECO \(Federal Mogul Powertrain\)](#)
Oct - Dec 2017, 3 Months / DE-Blumberg

Interim Mandate: Plant Manager
Electronics Industry / [Molex \(FCT electronic GmbH\)](#)
May - Sep 2017, 5 Months / DE-Leipzig

Interim Mandate: Head of Quality Assurance
Automotive / [Jansen AG](#)
May - Oct 2016, 6 Months / CH-Oberriet

Consulting Mandate: Factory Planning
Energy Supply / [ABB High Voltage Products Brno](#)
Sep - Oct 2008, CZ-Brno

Interim Mandate: Head of Production
Textile Machinery / [Benninger AG](#)
Sep 2007 - Jun 2008, 10 Months / CH-Uzwil

Consulting Mandate: Supply Chain Management
Energy Supply / [ABB High Voltage Products Brno](#)
Aug - Sep 2007, CZ-Brno

PROFESSIONAL STATIONS (OVERVIEW)

- Since 2020 **Managing Partner**
[F&P Executive Solutions AG, Hamburg](#)
 Partnership of management consultants and interim managers
Projects see CONSULTING & INTERIM MANAGEMENT STATIONS
- Since 2007 **Founder and owner**
[GS Industrial Consulting GmbH, CH-Pfeffikon](#)
 Consulting and Interim Management
Projects see CONSULTING & INTERIM MANAGEMENT STATIONS
- 2013 - 2016 **Head of Production**
[Hager Industrie AG, CH-Emmenbrücke](#)
 Market leader in the electrical sector for power distribution, cable routing, switches and sockets
- 2011 - 2012 **Head of Product Management Automation**
[KVT Fastening AG, CH-Dietikon](#)
 Europe-wide wholesaler and engineering company in fastening technology
- 2009 - 2011 **COO - Head of Supply Chain Management, Board Member**
[CWA Constructions SA/Corp., CH-Olten](#), Tochterfirma der [Doppelmayr/Garaventa-Gruppe](#)
 World market leader in ropeway construction
- 2000 - 2007 **Deputy Managing Director, Business Unit Manager Plant and Apparatus Engineering**
[Wartmann Technologie AG, CH-Oberbipp](#)
 Leading system manufacturers in aluminium and stainless steel in energy, industrial and automotive
- 1994 - 2000 **Member of the Executive Board / Division Manager of 3 Business Units**
[Alu Menziken Industrie AG, CH-Menziken](#)
 Leading global manufacturer of aluminium profiles and rolled products
- 1999 - 2000 Management of the "**Automotive**" business division
 1997 - 1999 Management of the "**Machining**" profit centre
 1994 - 1997 Management of the "**Application Technology**" division
- 1989 - 1994 **Project Manager Development, Calculation and FEM Simulation**
[Helbling Technik AG, CH-Aarau](#)
 Leading engineering and consulting partner for innovative solutions
- 1985 - 1989 **Calculation Engineer Aerospace Engineering**
[MBB \(Airbus Space\), D-München](#)
 Aerospace Group

CONSULTING & INTERIM MANAGEMENT MANDATE

12/21 - 12/21 Consulting mandate: Expert for Process Analysis Plant Logistics
van Eupen Logistik GmbH, D-Gaggenau, Production Logistics at the Daimler Truck AG Plant
800 employees, turnover: CHF 82 million

Task:

- Analysis of the **logistics processes**
- Analysis of the **work instruction**
- Process study in logistics for the areas of **goods receipt and goods dispatch** KLT/GLT
- Preparation of work and inspection plans
- **Optimisation** of processes regarding quality and costs
- Preparation of **training documents**
- **Training** of logistics staff

08/21 - 08/21 Interim Head of Production
De Martin AG, CH-Wängi, Coating technology
150 employees, turnover: 30 Mio. CHF

Task:

- Responsibility for **quality** and **deadlines** in the production area
- Ensuring **process stability** of the surface coating process
- Creation/review of **work instructions and operation plans**
- Processing of **error reports** by means of 8D reports
- Implementation/optimization of **Shopfloor Management**
- **Personnel scheduling** shift operations

Management responsibility: 22 MA

Reporting line: COO

Result:

- **Increase in quality:** Decrease in internal and external error messages
- **Improvement of delivery reliability:** Reduction of deadline postponements

CONSULTING & INTERIM MANAGEMENT MANDATE

05/21 - 05/21 Consultancy Mandate: Factory Planning
Bosch GmbH, D-Stuttgart, Plant engineering
400'000 employees, turnover: 70 billion EUR

Task: As part of a project, the company is developing various new innovative products and will launch them on the market in a staggered manner starting in 2022

The following figures were calculated for each quarter in the period from 2022 to 2026

- Necessary number of employees in assembly
- Necessary number of employees in the warehouse and logistics area / packaging
- Necessary assembly and storage areas incl. areas for material supply
- Necessary working hours and resulting personnel costs

12/20 - 12/20 Consultancy Mandate: Analysis of logistics concept
Stadler Deutschland GmbH, D-Berlin
1'500 employees, turnover: EUR 380 Mio.

Task:

1. Analysis of the **current state** of the existing logistics area
 - Development of **recommendations for the optimization** of the existing logistics area
2. Analysis of the **target state** of the planned logistics concept
 - Development of recommendations for action regarding weak points/deficits of the planned logistics concept
3. Development of recommendations for action: **From the actual state to the target state**

Reporting line: Managing Director

Results:

1. **Existing logistics area**
 - A total of 7 weak points were identified and corresponding recommendations for action were made
2. **Planned logistics concept**
 - Several key points regarding the planned storage systems, load carriers and distribution of storage space were assessed as critical and corresponding recommendations for action were identified

CONSULTING & INTERIM MANAGEMENT MANDATE

03/20 - 07/20 Interim Head of Production

THIELMANN UCON GmbH, Hausach
150 employees, turnover: EUR 30 million

Task:

- **Continuous improvement (KPI)** of the operational performance of the site
- **Development of reporting**, KPIs such as delivery reliability, **productivity/efficiency** and quality
- Responsible for **compliance with quality assurance** in accordance with the ISO 9001 standard
- Responsible for the **preventive maintenance** of the production facilities
- Implementation of **shift planning** for 2- to 3-shift operation
- **Induction and coaching** of the future Head of Production (internal succession planning)
- **KAIZEN project management** to optimize order planning and productivity

Management responsibility: 100 employees

Reporting line: Managing Director and Executive Board in Spain

Result:

- Increase in monthly **production volumes by 16%** after 3 months
- Improvement of delivery reliability (**OTD**) **by 22%**
- Implementation of KPIs for daily controlling of production quantities in the Daily Shopfloor Meeting
- Successful **induction of the successor** Head of Production

09/18 - 04/19 Interim Head of Production

Vossloh Locomotives GmbH, D-Kiel
400 employees, turnover: EUR 200 million

Task:

- **Restructuring** of production.
- Set up a **LEAN efficiency programmes** to optimize productivity
- Introduction of a key performance indicator (**KPI**) system in production
- Introduction of synchronised flow production with **JIT and JIS (just-in-sequence)** material provisioning
- Responsible for the implementation of the standards ISO 9001, ISO 14001 (environmental management) and ISO 45001 - formerly OHSAS 18001 (Occupational Health and Safety Management System)

Management responsibility: 200 employees

- Body shell construction, assembly, painting, test field, putting into operation (IBS), maintenance of machines, plants and buildings

Reporting line: Managing director

Result:

- Increase in efficiency of all processes in production
- Increase in productivity
- Reduction of throughput times

CONSULTING & INTERIM MANAGEMENT MANDATE

02/18 - 06/18 Interim Head of Production & Supply Chain E-Mobility

innogy SE, D-Dortmund

40,000 employees, turnover: EUR 44 billion / E-Mobility: 97 employees

Task:

- Technical and content-related management of the **Production & Supply Chain department**
- **Qualification and management of suppliers** together with Purchasing
- Selection and coordination of assemblers for hardware production
- **Verification of the quality standards** of the suppliers according to ISO 9001
- Control of all **materials management and logistical processes**
- **Quality assurance** of the produced products in the series process

Management responsibility: 4 employees

Reporting line: Business Unit Manager

Result:

- Stabilization of production and procurement processes
- Sustainable reduction of delivery backlogs
- Successful establishment of an additional assembler

10/17 - 12/17 Interim Head of Final Inspection

TENNECO (Federal Mogul Powertrain), D-Blumberg

750 employees, turnover: EUR 100 million

Task:

- **Reduction of delivery backlog** in final inspection.
- Establishment of the **4-shift model**
- Responsible for **quality assurance in accordance with the IATF 16949 standard**
- **Coaching** of the future head of department (internal succession planning)
- **Optimization of communication** within the department and across departments

Management responsibility: 80 employees

Reporting line: Managing Director

Result:

- The **backlog of deliveries was sustainably reduced** and thus the costs significantly lowered
- **Full 4-shift operation** was realized after only two months.
- **Communication** within the department and across departments was greatly improved.

CONSULTING & INTERIM MANAGEMENT MANDATE

05/17 - 09/17 Interim Plant Manager

Molex (FCT electronic GmbH), D-Leipzig
230 employees, turnover: EUR 30 million

Task:

- Lead and organization of all **production activities including logistics, QA and maintenance**
- Responsible for quality, delivery reliability and **productivity increase**
- Responsible for the **preventive maintenance** of the automatic assembly machines
- Initiation and implementation of **process optimization** projects using **LEAN management methods**

Management responsibility: 7 departments with 230 employees

Reporting line: Managing Director in Munich

Result:

- Introduction of a **new production planning system**
- Significant **reduction of the backlog of deliveries by 14%** after 3 months
- Significant **increase in production quantities by 50%** after 3 months
- Achievement of **annual savings in the five-digit range** through organizational adjustments

05/16 - 10/16 Interim Head of Quality Assurance and Complaint Management

Jansen AG, Oberriet
1'000 employees, turnover: CHF 300 million

Task:

- Reorganisation of the quality unit in **complaint management in accordance with the ISO 9001 standard**
- Processing of customer complaints with **8D, FMEA, Ishikawa, 5-Why**, according to **IATF 16949**
- Ensuring the continuous improvement process (**CIP / KAIZEN**)

Management responsibility: 7 Employees

Reporting line: COO

Result:

- **Increase in service quality** through timely conclusion of customer complaints
- Massive **cost reduction** through processing time reduction of customer complaints by 80%
- Determination of the cause of errors through consistent **application of the Six Sigma method**

CONSULTING & INTERIM MANAGEMENT MANDATE

09/08 - 10/08 Consultancy Mandate: Factory planning, Czech Republic

ABB High Voltage Products, CZ-Brno

800 employees, turnover: CHF 200 million

Task:

- Analysis and **risk assessment of the planned machine concept** and manufacturing processes
- Analysis of the planned welding machine concept incl. all manufacturing process

Reporting line: Executive Board in Zurich

Task:

- Ensuring quality for the planned production of GIS enclosures in accordance with the requirements of the ISO 9001 standard
- Ensuring the planned "flow production" and the planned production quantities
- Assessment of the planned welding machine concept and review of the entire manufacturing process for completeness regarding all necessary process steps
- Identification of improvement potentials in the entire value-added chain
- Assessment of the planned hall layout regarding "flow production"
- Risk assessment regarding the entire value chain
- Proposals for improvement measures - Proposals for improvement measures

09/07 - 06/08 Interim Production Manager

Benninger AG, CH-Uzwil

650 employees, turnover: CHF 220 million

Task:

- Budget and cost responsibility for **parts production and pre-assembly**
- Planning and implementation of **productivity improvements**
- Responsible for the **preventive maintenance** of the production facilities
- Ensuring the continuous improvement process (**CIP / KAIZEN**)
- Planning and implementation of **5S audits** within the framework of CIP projects
- **Supplier selection** and **supplier audit** according to ISO 9001 for purchased parts

Management responsibility: 6 departments with 70 employees

Reporting line: COO and Executive Board

Result:

- Ensuring the day-to-day business through consistent exercise of **leadership responsibility**
- Massive **cost reduction** of changeover times in production of up to 70%
- **Outsourcing** of 100 different turned parts to 3 sub-suppliers in CH, D and Hungary with an **annual saving of more than CHF 200,000**
- Introduction of a **key performance indicator (KPI) system** as a new leadership tool

CONSULTING & INTERIM MANAGEMENT MANDATE

08/07 - 09/07 Consultancy Mandate: Supply Chain, Czech Republic

ABB High Voltage Products, CZ-Brno

800 employees, turnover: CHF 200 million

Task:

- Analysis and **risk assessment of an outsourcing partner** in the Czech Republic
- Identifying weaknesses and pointing out the need for action
- Review of the implementation of the ISO 9001 standard in practice

Reporting line: Executive Board in Zurich

Result:

- Order processing / ERP system
- Production halls / infrastructure / material flow / logistics
- Production facilities / jigs and fixtures
- Technical know-how
- Risk assessment regarding different joint venture variants

PROFESSIONAL STATIONS

2000 – today **Partner**
F&P Executive Solutions AG
D-Hamburg, Consulting & Interim Management

2007 – today **Founder and Owner**
GS Industrial Consulting GmbH, CH-Pfeffikon, Interim Management
CH-Pfeffikon, Consulting and Interim Management

2013 – 2016 **Head of Production**
Hager Industrie AG, CH-Emmenbrücke, Electrical Industry
Turnover: CHF 25 million, 40 employees

Tasks and projects:

- Management and organization of the assembly department switches & sockets
- Responsibility for **quality, delivery performance and productivity**
- Responsible for the **preventive maintenance** of the automatic assembly machines
- **Initiate and implement process optimization projects using LEAN management methods**

Results:

- Annual **increase in productivity of over 7%**
- Increase in **OTD delivery reliability to over 99%**
- Optimisation projects implemented regarding **plant layout and warehouse/logistics**
- Successful introduction of environmental management system **ISO 14001** and occupational health and safety management system **OHSAS 18001**

2011 - 2012 **Head of Product Management Automation**
KVT Fastening AG, CH-Dietikon, Joining and Fastening Technology
Turnover: CHF 3 million, 4 employees

Tasks and projects:

- Management and organization of the automation and press-fit parts department
- **Turnover and margin responsibility**
- Technical customer advice and support of the purchasing department

Results:

- **Significant increase in turnover** with strategically important customers
- Introduction of a new welding machine on the market

PROFESSIONAL STATIONS

2009 - 2011 **COO - Head of Supply Chain Management, Board Member**
CWA Constructions SA/Corp., CH-Olten, Cable car, Transportation
 Turnover: CHF 45 million, 80 employees

Tasks and projects:

- Management of the SCM division with the **4 departments Production, Logistics, Purchasing and AVOR**
- **Process optimization** along the entire supply chain, **from supplier to customer**
- **Optimisation of production processes** in pre-fabrication and assembly
- **Reduction of lead times and inventory levels**

Results:

- Successful implementation of the new management and organisational structure in the area of responsibility
- Realisation of a **flow production** to increase productivity
- Significant **reduction of processing time** in the paint shop

2000 - 2007 **Deputy Managing Director, Head of Plant and Apparatus Engineering and Q- Representative of the Executive Board**
Wartmann Technologie AG, CH-Oberbipp, Plant and Apparatus Engineering
 Turnover: CHF 20 million, 75 employees

Tasks and projects:

- Management of the power engineering division (gas-insulated switchgear) with **sales, order processing, purchasing and production & logistics.**
- Responsible **for predictive maintenance** of the production facilities
- **Restructuring of production** through process optimisation and productivity increase
- Implementation of the **growth strategy**
- **Reorganisation** of sales and order processing
- **Establishment and quality management** of the new business field of railway vehicle construction, considering the **EN 15085-2** standard
- Organisation and participation as exhibitor at international trade fairs in CH, DE, FR, SE
- **Change management:** reorganisation of sales and order processing
- **Optimisation of production processes** in container manufacturing
- **Optimisation of plant logistics** through layout optimisation of the production plants
- Planning and realisation of various **investment projects**
 => Welding robots, automated pipe-sawing equipment, plasma MIG welding equipment
- **Supplier evaluation and selection, supplier audits, price negotiations**
- **Certification** according to EN 15085-2 (formerly DIN 6700) - Railway applications
 => Welding of railway vehicles and parts by TÜV Southern Germany
- **International acquisition of new customers** in the field of rail vehicle construction
 => Stadler Rail CH, Siemens Transportation Vienna, Alstom Transport Salzgitter

Results:

- 2006: Achievement of the **most successful half-year result in the company's history**
- 2002: Achievement of the **most successful annual result in the company's history**

PROFESSIONAL STATIONS

- 1994 - 2000** **Member of the Executive Board / Division Manager of 3 Business Units**
Alu Menziken Industrie AG, CH-Menziken, Metalworking
 Area of responsibility: 1,000 employees, turnover: CHF 250 million
- 1999 – 2000 Management of the **Automotive business division** with responsibility for results
- **Establishment of the new automotive business field** considering the ISO 9001 standard
 - **Product management:** Product development of new heat exchanger profiles
 - **International acquisition of new customers** in the automotive sector
- 1997 – 1999 Management of the **Machining profit centre** with responsibility for results
- Responsibility for **sales, order processing, production & logistics and SCM**
 - Definition, planning and implementation of a **product streamlining strategy**
 - **Restructuring** of the "Machining" business unit
 - **Turnaround** into profit and significant increase in turnover
- 1994 – 1997 Management of the **Application Technology division** with responsibility for results
- **Development of the new hydroformed parts product line** into a profitable product group
 - **Europe-wide technical advice** to car manufacturers (OEM) regarding hydroformed parts
 - Responsible for the technical and commercial cooperation with **the joint venture partner** in Austria
 - **Turnover development** from zero to 3 million CHF within 2 years
- 1989 - 1994** **Project Manager Development / Calculation / FEM Simulation**
Helbling Technik AG, CH-Aarau, Design and Development
- 1985 - 1989** **Calculation Engineer Aerospace Engineering**
MBB (Airbus Space), D-München, Aerospace Group

EDUCATION AND TRAINING

2019	PRINCE2® Practitioner Certificate in Project Management Astroth Training, Hannover
2018	Interim Executive (EBS) EBS European Business School, Oestrich-Winkel
2015	GREEN BELT Lean Six Sigma inspire Academy, Zürich
1994 – 1995	Postgraduate Studies in Business Administration / Corporate Management Lucerne University of Applied Sciences and Arts
1978 – 1985	Mechanical and Aerospace Engineering Munich University of Technology TUM Degree: Dipl.-Ing. Univ.

PERSONAL AND PROFESSIONAL SKILLS / INTERESTS

Management style / working method

- Working method characterized by an analytical and systematic approach
- Situational leadership style and successful combination of conception and "hands-on" implementation
- Personality characterized by resilience and calmness
- Confident appearance, social and motivating interaction with people at all levels
- Customer- and goal-oriented way of working

System knowledge

- Microsoft 365, MS Project, MAC OS
- ERP- Systems: SAP R/3, MS Dynamics, Abacus, proAlpha, BAAN + Brain (today: Infor ERP)

Publications

- 2022 "Lean Management in Production" in the **book "Interim Manager berichten aus der Praxis"**
- 2005 "Aluminium welding in rail vehicle construction" in Sheet Metal Tubes Profiles
- 1999 "A new alloy for cold forming" in Automotive Technology International
- 1996 "Hydroforming of extruded profiles" in VDI-Z, Sheet Metal Tubes Profiles and Automotive Industry

Language skills

- German, Mother tongue
- English, Business fluent

Interests, Community / Groups / Organizations

- - Member of [DDIM](#) - The German Interim Managers Association V
- - Member of [DSIM](#) - The Swiss Interim Managers Association
- - [SKV](#) Swiss Management Association