

Change and Optimization, consequent but fair



- Interim Manager, Dipl.-Ing. mechanical engineering, 65 years old
- Long-time, international experience as plant manager and managing director in corporate groups and middle-class enterprises of automotive and motor vehicle industry as well as general industry
- Profound knowledge in optimization of processes, process flow and organization
- Well-proven in leadership and change management
- International experience

KNOW-HOW-PROFILE

General management in corporations and medium-sized enterprises

- Leading factories and sites with up to 650 employees and up to 110 million € turnover in the international automobile and general industry
- Overall responsibility at sites for production, human resources, logistics, production planning, maintenance, finance and controlling
- Strong in analysis, optimization and restructuring of complex organization units
- Successful and experienced in change of mindset and structure
- Initiator and driver for cooperation across factories and sites
- Several successful foreign assignments in the function as managing director und plant manager
- Distinctive experience in intercultural cooperation between international sites
- Experienced in problem and conflict solving as well as consequent leadership of employees
- Conversant with cooperation with works council
- Elaboration of ambitious annual programmes and successful realization
- Care for contact with customers, supplier development and price negotiation

Operations Management

- Responsibility for the whole internal added value process with a high vertical range of manufacturing – from small-batch to large-batch production
- Simultaneous leading and coordinating of several production sites, also in various countries
- Break up of set structures in operative and administrative areas
- Calm and successful – also in tricky situations and times of troubleshooting
- Sustainably successful by making use of the very fast ability of perception and integration in optimization of processes, process flow and organizational structures
- Implementation of Lean Production and Culture based on the Toyota production system (Toyota Kata)
- Continuous and significant improvement of key figures with regard to quality, stock, on-time delivery and costs
- Transition from traditional shop production to contemporary production using optimization of material flow up to line production by applying standard methods such as Kanban, Six Sigma, 5S, SMED, ripcord and PDCA

Leadership and values

- Consequent and down-to-earth leadership personality which is oriented to problem solving and results putting forward binding and transparent announcements and absolute integrity and loyalty
- High acceptance and fast integration on all levels of employees without assimilation but rather openness, consistency, pragmatism and hands-on mentality
- Increase of motivation by requiring and encouraging, interdisciplinary teamwork, group work, social competence, appreciation, ability to take criticism and handle conflicts
- Rise of self-initiative and identification with the company by encouraging self-responsibility, delegation of decision competence, definition of clear targets and setting an example
- Ensuring open, trustful and binding communication across factories within and between different disciplines and management levels

Career

Personal data

Birth date: 22nd October 1956 in Schwörnsheim
Marital status: Married, three children
Languages: German: native language
English: fluently
Dutch, Slovak, Hungarian: rudimentary
International experience: Austria, Netherlands, Bosnia-Herzegovina, Slovakia, Hungary, UK

Professional experience in Interim Management

11/2021 – 03/2022 Supporting the plant management in Lean Transformation

Development and production of fasteners and cold formed parts; about 3300 employees; Sales approx. 750 million €

- Set-up time reduction
- Shopfloormanagement
- Multiple machine operation
- Set-up time on pilot projects reduced about 50%
- Through consistent shop floor management positive trend reversal achieved in OEE development
 - Increase in pilot areas approx. 2 % points per month
 - at the biggest bottleneck approx. 55% within 3 weeks
- "Production films" created and analyzed in preparation for multi-machine operation. Then put the project "on hold".

10/2019 – 06/2020 Production management at German headquarter location for underbody protection, cavity preservation, corrosion protection

Development and production of underbody protection, cavity preservation and corrosion protection; about 160 employees; Sales approx. 60 million €

Responsibility for production, maintenance, planing; 30 employees

- Daily Business of production management
- Improvement of efficiency
- Optimization of production equipment
- Optimization of productivity
- Coordination of troubleshooting in production after starting SAP
- Preparation of production for successful IATF recertification
- Reduction of the susceptibility to failure of the steam and cooling water supply
- Operational safety/functionality established on new production equipment
- Analysis of manufacturing times of individual process steps carried out on new production equipment
- => after Corona situation improvement of productivity approx. 70%
- Shopfloor Management designed and communicated to the plant management > Start after special Corona situation

- 06/2019 – 08/2019 Coaching of the individual Team members in Lean and supporting the plant management in restructuring at the Austrian headquarter**
- Development and production of holistic lighting solutions for professional building lighting; about 6000 employees; Sales approx. 1.200 million €
- Employee in the operations area approx. 800, sales approx. 300 million €
- Coaching und mentoring of the production managers and foremen in lean-principals like process optimization, material flow, stock reduction, shopfloor management
 - supporting of the plant management in the production area for improvement of safety, healthness, quality, on time delivery, productivity
- 10/2018 – 04/2019 Production management at German production site of a hydraulic cylinders and -systems manufacturer**
- Development and production of hydraulic cylinders and hydraulic systems; about 1600 employees; Sales approx. 300 million €
- Responsibility for production, maintenance, education; 350 employees
- Future-oriented organizational development
 - Definition and implementation of measures and actions to achieve the goals of OEE, employee productivity, quality and delivery reliability
 - Introduction of shopfloor management
 - Shopfloor management, process optimization, CI and quality improvement implemented
 - OEE, process availability, productivity and quality improved by approx. 10% each
 - operating result increased significantly
 - Employees of an area to be relocated motivated to continuously increase their performance
- 03/2018 – 09/2018 Site management at German production site of a filter and filter module manufacturer**
- Development and production of vehicle & engine filtration; around 3000 employees and sales of approx. 425 million €
- Responsibility for cost center production with approx. 500 employees
- Implementation of the acquired new projects
 - Optimization of existing machinery and processes
 - Ensuring the quality requirements of the automotive industry
 - Implementation of the acquired new projects on schedule
 - Post-audit IATF passed
 - Work safety accident rate matched to plan
 - Productivity of employees sustainably above plan within 3 months (10% increase)
 - Total costs (personnel, maintenance, material costs) within 4 months from big deficit turned into sustainable good profit
- 04/2017 – 09/2017 Production management at the north German site of a wind turbine manufacturer**
- Production of rotor blades; approx. 450 employees
- Responsibility for up to 350 employees and sales of approx. 75 million €

Significant and sustainable improvement of the organization of processes and process flow as well as the motivation and the internal and external communication of "Production Rotorblade-Center" at the site:

- Optimization of production with effectiveness and efficiency aspects
- Implementation of transparent utilization planning and efficient, flexible personnel planning (work process per workplace)
- Management by key figures, cross-functional PDCA as well as distinctive shopfloor management
- Analysis and reduction of scrap and rework costs by means of 5Why
- Definition, implementation and training of suitable lean methods (e.g. visualization, etc.) within the continuous improvement process
- Target-oriented, motivating leading and further development of the teams as well as intensive coaching of a new "leader production rotor blades"
- Shopfloor management and Lean elements manifested
- Employee integration intensified
- Personnel planning refined and optimized
- Historical record figures for the relevant KPIs and positive development of the same:
 - Reduction of non-quality costs by 61%
 - Reduction of variable costs by 20%
 - Training of the new fixed production manager with regard to shopfloor management and employee assessment as well as the identification of further potentials

07/2016 – 02/2017 Coaching and support of the plant management for carwash chemicals part of a medium-sized producer of vehicle wash equipment

Production and service of vehicle wash equipments and associated chemistry; Approx. 1.700 employees

- New construction of storage area and rebuilding of production area
- Commissioning new and replacing existing equipment
- Insourcing of external production
- Standardizing operations
- Implementing lean philosophy
- SAP introduction
- Backlogs and faulty planning of building activities almost caught up and corrected
- Commissioning of the machinery followed suitably to Plan
- SAP implemented
- Introduction of lean production prepared
- Transfer of external production moved for logistical reasons

03/2015 – 09/2015 Plant manager of a German manufacturing site of the Metal Forming Division, part of an international steel company

Production of stamped/metal formed structural components and welded assembly parts for the automotive industry; approx 11.000 employees

Responsibility for up to 650 employees and sales of approx. 75 million €

- Optimization of processes, process flow, material flow and logistic
- Implementation of continuous improvement
- Improvement of EBIT
- Implementation of the restructuring plan

- Lean elements have been reactivated and shopfloor management has been introduced (OPTI teams, ACTiv room, QUALI-Ralley)
- Availability and output of bottlenecks increased by up to 53% and blue color needs reduced by up to 50%
- Value added increased by 11%
- Later fixed full year savings for Andreas Stockinger already exceeded after 3 months by 5%
- Stagnating relocation of 180 production tools (50 employees) abroad within 3 months done
- Repeated complaints reduced by 60%

05/2014 – 12/2014 Director operations of the North German manufacturing site, part of a listed US-based Corporation (pumps and systems)

Manufacturer of industrial pumps and systems with excellent expertise and global service; approx.. 2.200 employees

Responsibility for up to 160 employees and sales of approx. 32 million €

- Make lean production alive
- improvement of KPIs
- Lean production is alive and aligned to the concern philosophy and nearly all employees are involved in the daily management
- The core indicators were significantly improved in spite of 2 months forced interruption:
 - Lead time 21% (from 19 to 15 working days)
 - OTD CRD 12% (from 79% to 89%)
 - inventory turns 82% (from 6 to 10.9)
 - **EBITDA ytd 12%** (from 15.7% to 17.5%)

10/2013 – 02/2014 Plant manager of a German manufacturing site, part of an international automotive supplier (Metal Forming, Hot Stamping, Tailored Tempering, Assembling)

Development and production of high-grade components of body and chassis; approx. 30.000 employees

Responsibility for up to 450 employees and sales of approx. 80 million €

- Turnaround of quality, productivity, personal costs and EBITDA
- Change of Mindset
- Sustainability in production system
- Development of future scenarios
- Weak point analysis successfully completed after 2 weeks and countermeasures introduced gradually
- Sustainable reduction of quality costs by 65%
- Improvement of OEE by 11%
- Reduction of labor costs by 15%
- Personnel measures in the management area
- Concept for spare parts production and future scenario for series developed

03/2012 – 12/2012 Filling a vacancy gap as production/manufacturing engineering manager of a German manufacturing site, part of a listed US-based Corporation

A global leader in thermal management technology; approx. 7.000 employees

Responsibility for up to 230 employees and sales of approx. 40 million €

- Promotion of the team spirit in the manufacturing engineering team
- Improvement of cooperation with production/logistic
- Restart of the new company philosophy like Toyota Kata
- Troubleshooting in a major prestige project

- 5S in production successfully introduced
- Production and logistics melted to a team
- New group philosophy started and 50% improvement of OEE at key processes reached
- Reorganization and team building in Manufacturing Engineering successfully completed
- Project work consistently on APQP aligned
- The prestige project on time with the required quality in the field test

05/2011 – 03/2012 Filling a vacancy gap as plant manager of the dutch manufacturing site, part of a listed US-based Corporation

A global leader in thermal management technology;
approx. 7.000 employees

Responsibility for up to 160 employees and sales of approx. 25 million €

- Reintegration of the dutch site into the concern
- Reestablishment of the team spirit in the management team
- Restart of the new company philosophy like Toyota Kata

- Reintegration of the site and team spirit within the management team after 3 months reached
- Improvement of effectiveness by Toyota Kata on key processes (Pacemaker) by up to 65%
- Improvement of quality by 40%
- Improvement of delivery performance by 30%
- Over-fulfillment of an ambitious plan in sales and profits.

12/2010 – 01/2011 Interim application for consultancy with car supplier (interior)

Automotive supplier of innovative surfaces and decorative parts for the interiors the of premium vehicles; approx. 2,900 employees

- Support of a renowned team of consultants for inventory analysis and inventory reduction
- Implementation of measures to improve quality and increase productivity in the operational area

- Stocks were analyzed and recovery options shown
- Quality improvement methods and procedures for process stabilization were installed using the example of individual processes

12/2010 Troubleshooting with car supplier (Welding / Metal Forming)

Middle-class automotive supplier of innovative structural and protective systems for cars; approx. 2,800 employees

- Coordination, motivation and support as well as instruction of the project team members to guarantee the carrying out in time of two projects and the SOP

- Regular periodic coordination meetings and systematic problem-solving process are introduced
- The 2 and 6 months ahead SOP were achieved in complete customer satisfaction
- Project team was already after 2 weeks a sustainable self-runner

- Project scheduling and project communication between sites were generally converted according to my approach
- Cross-site projects require no special care furthermore

12/2009 – 12/2010 Interim actions at a small enterprise from steel branch

Automotive supplier and mechanical engineering supplier;
approx. 35 employees

- Coaching of the production manager in leadership
- Standardization of the processes and process expiries
- Implementation 5S und KPI
- Workflow and structural optimization in the production > Receiving – storage – blank –shipping
- The operations manager is now able to independently manage the manufacturing operations and further optimize them together with the employees
- The company is organized clear and efficient and runs much more effective and efficiency

Professional experience in permanet employment

2009 – 2009 MANN+HUMMEL GMBH, Marklkofen

Automotive supplier: Filter elements, filter systems and suction systems;
12,500 employees, turnover 1.800 million €

International production engineer,
Responsibility for projects to the standardization and coordination of the production worldwide with main focus Bosnia

- Significant improvement of productivity and quality by fold exactly cutting
- Stabilization and standardization of the painting and heating processes

2007 – 2008 Hörnlein Umformtechnik GmbH, Schwäbisch Gmünd

Automotive supplier: stamping-, metal forming parts, assembling, brazering;
400 employees

Managing director for the East European companies of the Hörnleingroup in Šahy, Slovakia,

Direct report to the managing cocompanion

Responsibility for up to 250 employees and sales of approx. 16 million €

- Optimization of the material flow and 25 % increases of the productivity by introduction line manufacturing and supermarkets in relevant production area
- Reduction of work in process about 50 %
- Reduction of the lead time about 80 %, supported by using Kanban
- Reduction of scrap and reworking about approx. 75 %
- Reduction of set up time by introduction of SMED of around 45 %
- Prize negotiations with key suppliers for the reduction of the purchase price about over 30 %

2001 – 2007 Kienle + Spiess, Stanz- und Druckgiesswerk GmbH, Sachsenheim

Supplier electrical industry: Stamping and diecasting company;
1,400 employees, turnover 220 million €

Plant manager for the production locations Sachsenheim, Vaihingen and Enzweihingen

Direct report to company board, member of company management

Responsibility for up to 450 employees and sales of approx. 110 million €

- Optimized material supply chain and increased on-time deliveries by 60% and productivity by >30 % by implementing line manufacturing in relevant production areas
- Turned around the Enzweihingen facility through process and cycle optimization and personnel reduction
- Obtained a 100 % on-time delivery rate by introducing the kanban principle for large series
- Significantly increased productivity from 15 % to 60 % by stabilizing pilot processes
- Improved company culture and leadership philosophy with Lean Culture, introduction of work groups, promotion of individual responsibility, delegation of decision-making responsibility, and target agreements, as well as by promoting interdisciplinary teamwork
- Measurably reduced absence and work accident quotas by introducing a Health & Safety program
- Helped create a trade union restructuring agreement and individual works agreements on job preservation, flexible working time and a new compensation model
- Worked to improve cost structure by closing the Enzweihingen facility and relocating to Hungary and Sachsenheim
- Spent four months at Tokod facility in Hungary: Implemented measures to optimize production and service departments in order to reduce backlog, measurably increase on-time delivery rates and significantly improve productivity

2001

TEXTRON PEINER Umformtechnik GmbH, Peine

Conglomerate: 44,000 employees, turnover 13.200 million USD

Production manager and deputy plant manager in Peine with 350 employees and a turnover of around 50 million €

1985 – 2000

Federal Mogul Friedberg GmbH, Friedberg
(former T & N, former Goetze AG)

Automotive supplier: Engine parts/-systems, bearings, liners;
40,000 employees; turnover 6.900 million USD

1990 – 2000

Plant manager Large-Bore-Engine-Rings,
Plant manager Automotive,
Production manager Molybdän- and Plasma-coated-Piston-Rings,
reporting directly to the executive manager,
Responsibility for up to 340 employees and a turnover of up to 50 million €

- Optimization of the plant for Large-Bore-Engine-Rings and conception of the industrial plant
- Construction and leading of the automotive plant in line with Lean principles
- Introduction of the line manufacturing for great series of uncoated piston rings with next takeover of this method in the whole group
- Construction of a new, material flow optimized production unit for moly and plasma piston rings with integration of planning/regulating of the orders, work preparation, final inspection and maintenance
- Suggestion and collaboration on agreements between the works committee and the management for safeguarding of jobs and Saturday as regular working time
- Starting of cast-iron-liner-production
- Development and building up Goedel-Liner

1985 – 1990 Leader of the Molybdän- und Plasma-Surface-Coating,
Leader of the quality control in the mechanical production,
Leader of the sample production,
Responsibility for up to 60 employees

1984 – 1985 **Kling Bohrtechnik GmbH, Krumbach**
Earth drilling company: ground investigations;
40 employees
Leading of drilling rigs and machine shop
Leading of technical purchase

Education

1979 – 1985 Study of mechanical engineering at the Technical University Munich and at
the Academy of Engineering Augsburg
Diploma: Diplom-Engineer (FH))

1978 – 1979 Air force in Penzing near Landsberg

1978 Abitur at Albrecht-Ernst-Gymnasium, Oettingen