



Jörg Schumacher

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# COMPETENCY PROFILE

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## INDUSTRY FOCUS

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- Automotive / Tier 1
- Mechanical Engineering and Metal Processing
- Packaging Technology (metal)
- Printing and coating.

## TECHNICAL FOCUS

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- Production and Technical leadership as well in large scale as in batch manufacturing
- Plant Management, Lean Methods, Shop Floor Management with a strong worker participation
- Process optimization, efficiency and result improvement
- International Project lead (relocation of production units to Eastern Europe, production line "ramp up" in Texas, USA)

## MANAGEMENT STYLE / WAY OF WORKING

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- Leadership and management skills, result- and performance-driven
- Structured and analytical, figures and facts oriented
- Communication based on equal terms, from shop floor to upper-level management.

## EXECUTIVE SUMMARY

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- Successful track record of production, quality and technical leadership as well in large scale as in batch manufacturing
- Confident with working in international corporations and classical mid-sized companies
- Solid knowledge and experience in the field of engineering, machining, forming of steel and aluminum, assembly, maintenance, toolmaking as well as the technical administrative areas
- Solid knowledge in plant organization as well as Change- and Shop Floor Management
- Confident and skilled in the use of Lean Methods like Standard Work, Value Stream, PDCA
- International experience as responsible Senior Project-Manager (East- and West Europe, USA)

## WORK EXPERIENCE

### Apr 2019 - Present | JS Interim Management

**Headquarters:** Ettenheim, Germany | **Number of Employees:** 1 to 10 | **Ownership Structure:** Others |  
**Industry:** Interim management and consultancy

#### Jan 2022 – Present | Consultant

**CONSULTING** Location: Hesse, Germany

Reporting to (Position)	Context	Core Competences
Managing Director and owner	Growth	Manufacturing / Production, Production Planning, Process Optimisation

#### Description

Task: For a manufacturer of complex and variant-rich individual and standard products, material flow-oriented production processes are to be set up following lean principles. Any required layout changes must be defined and implemented and production control must be adapted and adjusted to suit.

Company: Owner-managed company for the making of hydraulic drives

Industry sector: Metalworking, Machine and Equipment Industries

Scope: Product classification based on Pareto principles, analysis of production structures, identification of automatization potentials, recording of cycle and set-up times, creation of productmachine combinations (segmentation), capacity balancing, introduction of lean-oriented production control processes

The project works in cooperation with the customer in workshops and is expected to be completed in Q4/22.

#### Feb 2023 – Apr 2023 | Consultant

**CONSULTING** Location: Herford, Germany

Reporting to (Position)	Context	Core Competences
Managing Director	Growth	Production Setup, Production Logistics, Mass Production

#### Description

Consulting for the setup of a serial production Unit for cylinders.

The cylinders are used in machines for the production of accumulators (batteries) in connection with e-mobility. The consultations and planning covered the areas of production, logistics and automation and lead to an economic assessment (business case) for presenting to the advisory board.

#### Feb 2023 – Apr 2023 | Consultant

**CONSULTING** Location: Herford, Germany

#### Jan 2022 – Jun 2022 | Consultant

**CONSULTING** Location: Voralberg, Austria

Reporting to (Position)	Context
Director	Growth

#### Description

Task: Drawing up a "Production 4.0" concept for the transformation of an existing plant into a modern, highly automated production site. As Cooperation Partner of a management consultancy responsible for the part „Production“

Company: GRASS (Würth Group), movement systems manufacturer for the furniture industry

Industry sector: Metal Processing

Scope: Factory layout Brownfield, optimization of production and logistics concepts, utilization concept for land and existing buildings, site development concept in phases with time schedule, cost and investment estimate

The concept was developed together with the customer in interdisciplinary workshops and was completed on schedule. By drastically reducing the routing of materials, a much more efficient production time can be achieved, resulting in a greater profitable growth by doubling production volume.

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<b>Experience Abroad</b>	<b>Months Spent</b>	<b>Type of Assignment Abroad</b>
Austria	5 months	regular visits

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### Nov 2021 – Dec 2021 | Head of Production

**INTERIM** Location: Bavaria, Germany

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<b>Reporting to (Position)</b>	<b>Personnel Responsibility</b>	<b>Number of Direct Reports</b>
Managing Partner	10 to 50	3
<b>Context</b>	<b>Core Competences</b>	
Operational management	Manufacturing / Production, Production Setup, Process Optimisation	

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#### Description

Task: production responsibility of the Christmas Business for a young business unit

Company: Startup operating in the field of digitizing and printing technology

Industry sector: Digital Printing

Scope: Increasing delivery performance and reducing backlogs, efficiency improvements through process standardization, employee qualification and instruction, staff scheduling

Management: 45 employees

Output more than doubled due to organizational changes and the bringing additional machinery on stream. More robust processes due to qualification training taken during ongoing production.

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### Sep 2020 – Dec 2020 | Head of Production

**INTERIM** Location: North Rhine Westphalia, Germany

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<b>Reporting to (Position)</b>	<b>Personnel Responsibility</b>	<b>Number of Direct Reports</b>
COO EMEA	50 to 200	3
<b>Context</b>	<b>Core Competences</b>	
Operational management	Manufacturing / Production, Production / Plant Transfer, Project Management	

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#### Description

Task: Production management in the line of a plant closure, support for the production transfer to Eastern Europe

Company: Marmon Foodservice Technologies / Berkshire Hathaway

Industry sector: Equipments, Food Industry

Management: 100 employees

Scope: Production management of several assembly lines as well as consulting and practical support for the production transfer. Installation of Night- and Saturday shifts to increase output. Qualification activities as part of the production transfer. Concept and realization of performance reports in regard to a new bonus system

The critical main line of the largest customer was relocated as requested at the beginning of the year and put into operation at the new location.

### May 2020 – Aug 2020 | Project Manager

**CONSULTING** Location: Baden Wuerttemberg, Germany

Reporting to (Position)	Context	Core Competences
Managing Director	Growth	Production Setup, Manufacturing / Production, Project Management

#### Description

Task: Planning the technical infrastructure for two Algerian can and tube factories on behalf of Mall Herlan.

Company: Mall + Herlan GmbH

Industry sector: Special engineering, Packaging Industry

Scope: Q-Equipment, machinery, energy supply, exhaust air and waste water treatment

Concept completed on time.

### Apr 2019 – May 2020 | Senior Project Manager

**INTERIM** Location: Texas, United States

Reporting to (Position)	Context	Core Competences
Managing Director	Operational management	Manufacturing / Production, Production / Plant Transfer, Project Management

#### Description

Task: Ensuring the ramp-up of the world's first production line for Monoblock Steel Cans

Company: Mall + Herlan GmbH.

Industry sector: Special engineering, Packaging Industry

Scope: Takeover project management for the production line ramp up as well as support of the Texan owner in the area of factory organization and quality management

Line acceptance by the Texas owner took place in December 2019 by fulfilling the run@rate conditions.

Experience Abroad	Months Spent	Type of Assignment Abroad
United States	12 months	regular visits

## Feb 2016 - Dec 2018 | Tubex GmbH

**Headquarters:** Rangendingen, Germany | **Turnover:** 50 to 100 m EUR | **Number of Employees:** 200 to 500 |

**Ownership Structure:** Family Business | **Industry:** Packaging: Aerosol can maker

### Technical Director

**PERMANENT** Location: Rangendingen, Germany

Reporting to (Position)	Personnel Responsibility	Number of Direct Reports
Managing Director	50 to 200	9

Context	Core Competences
Operational management	Manufacturing / Production, HSEQ (Health, Safety, Environment and Quality), Mass Production

### Description

Tasks/Projects:

- Contact person for the regulatory authorities, in special the Regierungspräsidium (regional council)
- Commissioning of production lines subject to licensing
- Strategic plant organization, investment planning
- Restructuring of maintenance to increase plant availability
- Restructuring of QS and its temporarily management
- Introduction of an MES system and digital link-up of the production lines
- Expansion of worker self-testing on the production lines by using SPC
- Change management and implementation a culture of continuous improvement (KAIZEN)
- Customer support for engineering and quality issues, reviews.

Results:

- Reduction of complaints and occupational accidents by more than 30%.
- Productivity growth through organizational and technical changes)

## Jul 2014 - Jan 2016 | MS Powertrain Technology GmbH

**Headquarters:** Spaichingen, Germany | **Turnover:** 100 to 200 m EUR | **Number of Employees:** 200 to 500 |

**Ownership Structure:** Publicly Listed |

**Industry:** Manufacturer of valve trains, rocker arms and similar power train components

### Head of Production and Technology

**PERMANENT**

**Location:** Spaichingen, Germany

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#### Reporting to (Position)

Managing Director

#### Personnel Responsibility

200 to 500

#### Number of Direct Reports

8

#### Context

Operational management

#### Core Competences

Manufacturing / Production, Quality  
Management (QM), Mass Production

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### Description

Tasks/Projects:

- Expansion of the performance and quality standards in order to ensure the further production ramp-up
- Setup a key performance indicator system to control production and productivity
- Setup of a cross-site demand and capacity planning system
- Customer support for engineering and quality issues
- supplier development
- Budget planning and cost analysis

Results:

- Site audited and approved in accordance with ISO/TS 16949
- Value stream based productivity increase, especially in assembly, massive backlog reduction and reduction of special deliveries
- Increase in machine availability (OEE), among other things through outsourcing of maintenance and repair work.

## Jan 2012 - Jun 2014 | TRW Sparte: Engine Components

**Headquarters:** Livonia / MI, United States | **Number of Employees:** more than 10000 |

**Ownership Structure:** Publicly Listed |

**Industry:** Manufacturer of intake and exhaust valves for cars, trucks and large engines.

### Head of Production

**PERMANENT**

**Location:** Blumberg, Germany

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<b>Reporting to (Position)</b> Plant Manager	<b>Personnel Responsibility</b> 200 to 500	<b>Number of Direct Reports</b> 9
<b>Context</b> Operational management	<b>Core Competences</b> Manufacturing / Production, Kanban, Kaizen, Process Optimisation	

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### Description

Tasks/Projects:

- Application and further development of the Toyota Production System, with a strong focus on shop-floor-management (SFM)
- Technical improvement of machinery and equipment
- Stabilization and improvement of plant availability
- Daily review of key figures and corrective actions with 5 foreman and support areas with SFM
- Daily review of key figures and measures with the management team and plant management
- Leading the CIS (Cost Improvement and Savings) projects for the plant and reporting to "Operations Europe"
- Establishment of quality circles to reduce scrap and rework costs
- Layout optimizations to improve multi-machine operation.
- Member "Operations-Europe" with workshops in the Czech Republic, France and at three German sites.

Results:

- Increasing productivity by modifying shopfloor layouts and workflow. Value stream analysis were used as base
- Improvement of earnings through Cost Improvement & Savings (CIS) projects; the savings targets of the CIS projects were achieved every year.

## Jan 2001 - Dec 2011 | SCHAEFFLER

**Headquarters:** Herzogenaurach, Germany | **Turnover:** more than 5 bn EUR | **Number of Employees:** more than 10000 |

**Ownership Structure:** Publicly Listed | **Industry:** Automotive supplier and bearing manufacturer

### Segment Manager

**PERMANENT**

**Location:** Lahr, BW, Germany

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<b>Reporting to (Position)</b> Plant Manager	<b>Revenue Responsibility</b> up to 50m EUR	<b>Personnel Responsibility</b> 50 to 200
<b>Number of Direct Reports</b> 11	<b>Context</b> Operational management	<b>Core Competences</b> Manufacturing / Production, Production / Plant Transfer, Project Management

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### Description

Tasks/Projects:

- Budgeting as well as responsibility for all activities to achieve the business plan, including manufacturing costs
- Managing different production segments, sometimes at the same time
- Continuous improvement activities such as process optimization, 0-defect programs and best in class
- Design and implementation of material flow oriented, robot assisted assembly systems
- Management of international relocation projects of production units with up to 200 employees
- Implementation of a restructuring pilot project with the management consultancy Staufen AG.
- Set-up and management of a production unit for balancer shafts with anti-friction bearings for the Daimler OM651 engine.



Results:

- Restoration of delivery performance in a very critical phase
- Significant reduction of lead times as well as internal and external complaints, defect rates and costs
- Compliance with budget agreements
- Successful relocations within the committed deadlines.

## Sep 1995 - Dec 2000 | Rothe Erde ThyssenKrupp

**Headquarters:** Dortmund, Germany | **Number of Employees:** 5000 to 10000 | **Ownership Structure:** Publicly Listed |

**Industry:** Manufacturer of seamless rolled rings and slewing bearings

### IT-Operations

**PERMANENT**

**Location:** Dortmund, Germany

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#### Context

Other

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#### Description

Project management, mainly in the area of IT/PPS/CAM

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Experience Abroad	Months Spent	Type of Assignment Abroad
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United States

6 months

lived in country

## EDUCATION

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**Sep 1988 – Jul 1995**

**Professional Engineer Mechanical Engineering**

Diploma | Germany

Field of study: production engineering

**Oct 1981 – Feb 1985**

**Foreman (metal works)**

Other | Germany

in service training

**Aug 1976 – Jan 1980**

**Tool and die maker**

Other | Germany

Industrial training

## LANGUAGE

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German, Mother tongue

English, Fluent

## IT-SKILLS

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SAP, Other ERP Systems

## OTHER ACTIVITIES

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- DDIM Member
- Interactive Interim Network Member