



MANAGER ON DEMAND

Dr.-Ing. Detlef Much

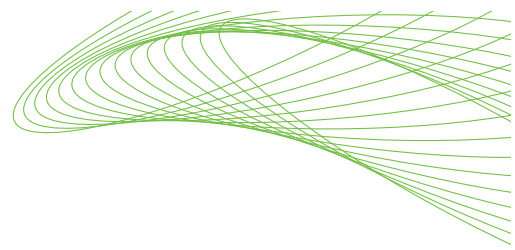
INTERIM MANAGEMENT

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Business Profile – Logistics, Supply Chain Management, Production

- » Born 1965
- » 2 Children
- » Doctorate in Mechanical Engineering
- » Founder of „MANAGER ON DEMAND“ in 2010
- » As of this time, bridging of management gaps – executive line functions - and project management functions
- » Prior to this, 12 years' experience as industrial executive manager (automotive industry suppliers, mechanical engineering, capital goods), as well as in the social services sector
- » 5 years as reorganisation consultant, selection and implementation of production planning and controlling systems
- » **Key roles and areas of responsibility:** General Management, Plant Management, Logistics, Materials Management, Supply Chain Management, Order Management, Production, Management, ERP
- » **Personal skills:** Flexibility, target and result focused management style, social skills, communication skills, self-confident manner
- » **My methods:** Quality Management, Ratios – Management by Objectives (SMART) – Balanced Score Card, Meeting Culture, Leading and Decision Making, Periodical Communication: Top down – Bottom up, Continuous Improvement Process – CIP, Project Management, Effectivity (Strategy) and Efficiency (Processes), Focus on Employees – Coaching, Quick Wins, Risk Management, Change Management, Networking, Human Resources Management
- » **My values:** Integrity, loyalty, trust, reliability, respect, ambition, enjoyment of work, achievement
- » **Knowledge and experience:** Growth, Shutdown, Relocation, Gap Management, Change Management, Reorganisation, Cost Reduction, Project Management and Process Optimisation

Führung auf Zeit –
Lösung von Dauer.



Interim Management Assignments

MANAGER ON DEMAND

2016

Automotive Parts Supplier

Baden-Württemberg, Germany

Automobile industry

Manufacturer of components for vehicle operation and control

Turnover: 140 m €. Number of employees: 750

Manager and project manager of logistics

- » Number of employees supervised: 90
- » Managed inbound logistics, production planning and control, outbound logistics, in addition to material flow management (incoming goods, warehousing, internal transport, dispatch)
- » Optimised delivery performance, booking quality and stock level
- » Implemented a project for process and system optimisation
- » Initiated and operated eight sub-projects for core and support supply chain processes
- » Staff logistics development
- » SAP

2015 – 2016

Automotive Parts Supplier

North Rhine Westphalia, Germany

Automobile industry

Manufacturer of interior furnishings and fittings

Turnover: 60 m €. Number of employees: 450

Head of Logistics

- » Number of employees supervised: 11
- » Managed material planning and customer order scheduling, container management and production control
- » Managed the logistics service provider material flow control; incoming goods, internal transport, dispatch
- » Managed process optimisation
- » Managed the logistics using KPIs; buffer stock, back log, extra tours
- » SAP

2015

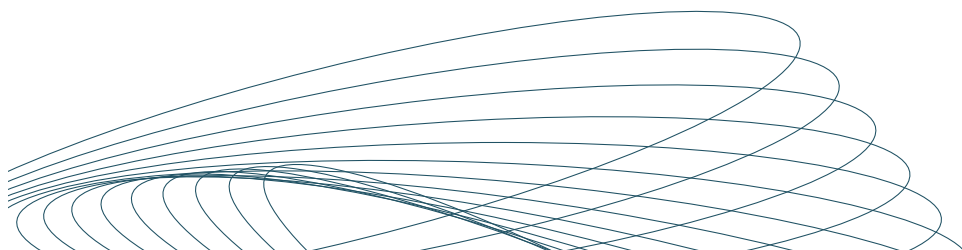
Paper Mill

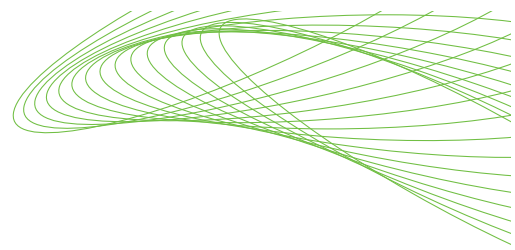
Schleswig-Holstein, Germany

Turnover: 160 m €. Number of employees: 420

Restructuring, Supply Chain Project Management

- » Streamlined portfolio, standardised and setup sales quota system for bad product groups
- » Structured order management, established instruction guidelines
- » Setup shop-floor scheduling, using a detailed capacity planning tool
- » Reduced inventory by 20%: Identified and sold off slow-moving items, established concept of direct use of B stock





2014 – 2015

Manufacturer of fastening and fitting technology

Berlin and *Land* (state) of Brandenburg, Germany

Turnover: 30 m €. Number of employees: 250

Project Manager Supply chain optimisation, steering of seven sub-projects

- » Eliminated heterogeneous IT landscape, integrated use of ERP-system proAlpha in sales, purchasing, production, logistics and dispatch
- » Implemented dispatch und supply chain management
- » Reduced inventories
- » Improved production leveling and smoothing - EPEI
- » Reduced set-up time - SMED

2012 – 2014

Swiss Manufacturer of Office Supplies

Land (state) of Brandenburg, Austria, Poland

Turnover: 190 m CHF. Number of employees: 1,000

Project Manager European logistics (2012-2013)

Head of Group Logistics (2014)

- » Reduced warehousing costs by 50%
- » Reduced warehousing costs by 40%
- » Consigned distribution warehouse to a contract logistics provider (Austria)
- » Converted warehouse and transport logistics to new processes and IT (D)
- » Closed distribution warehouse and transferred same to partner (Poland)
- » SAP and various warehouse management systems
- » Identified optimum location for distribution warehouse (D)
- » Converted ERP System from SAP to IFS – integration of various warehouse management systems

2012

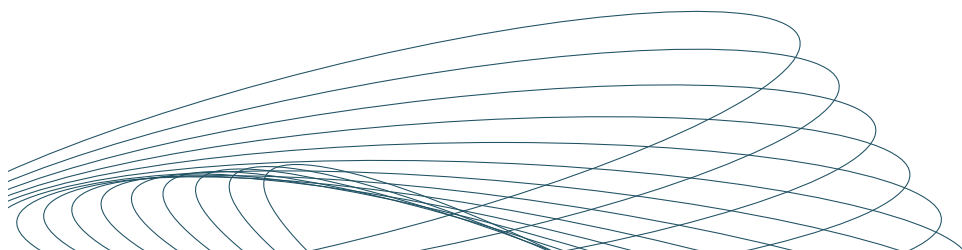
Japanese manufacturer of electronic musical instruments

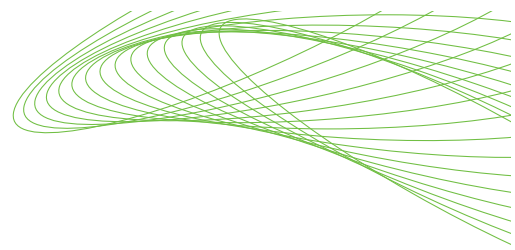
German and Austrian branches, *Land* (state) of Hesse

Turnover: 18 m €. Number of employees: 90

Project Manager in Logistics

- » Eliminated cooperation inefficiencies with the implemented contract logistics company
- » Enhanced delivery performance
- » Developed processes and structures following relocation, recruited new personnel





Automotive Parts supplier

Land (state) of North Rhine–Westphalia, Germany

Automobile industry

Manufacturer of filters, filter-systems and engine components

Turnover: 400 m €. Number of employees: 3,000

Project Manager for process optimisation and SAP implementation

Cosmetic and consumer goods industry

Land (state) of Bavaria, Germany

Turnover: 100 m €. Number of employees: 500

Project Manager in Logistics

- » Reestablished materials supply for the production
- » Achieved the resumption of deliveries to customers
- » Implemented warehousing and carrier services
- » Stabilised turnover
- » Implemented SAP

2011

Chemical and textile industry

Land (state) of Brandenburg, Germany

Turnover: 323 m €. Number of employees: 1,400

Division Manager Logistics

- » Number of employees: 80
- » Enhanced delivery capacity: adherence to schedules, supply availability, reduction of stock, order confirmation times, turnaround times etc. Organisational plant structure Optimised processes for production program planning, order management, production control
- » Directed optimisation of material flow, and restructuring of plant layout
- » Used SAP

2010

Automotive supplier

Land (state) of Saxony, Germany

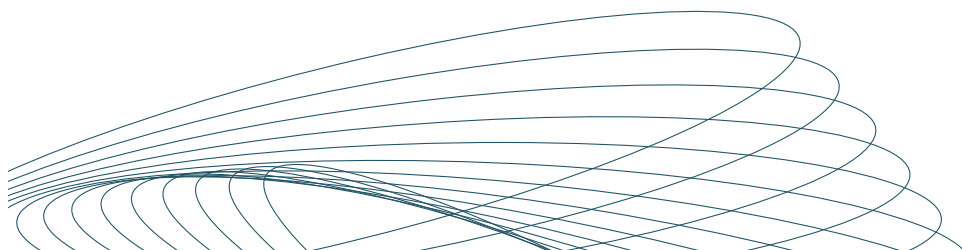
Automobile industry

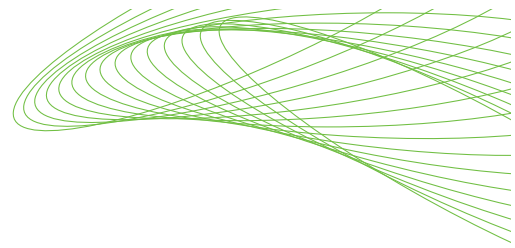
Component manufacturers of radiators and air-conditioning systems

Turnover: 206 m €. Number of employees: 900

Management Consultant

- » Integrated production and logistics concept
- » Reduced inventories and space requirements
- » Achieved 2 m € savings through not erecting scheduled warehouse structure
- » Assessed profitability analysis of the scenarios





Career history / full-time employment

2009 – 2010

Stiftung Drachensee – Arbeit und Wohnen für Menschen mit Behinderungen in Kiel, Germany

Interim Division Manager at the Drachensee workshop (680 employees, 13m € turnover in 2008)

- » Devised concept for the development of an own brand, including definition of communications and product design, approach to sourcing, production and distribution up to product launch.
- » Deputed for the area manager in terms of goals, budget, turnover, profits and personnel

2005 – 2008

BWB Berliner Werkstätten für Behinderte GmbH in Berlin, Germany

General management (1,750 employees 28 m € turnover in 2007)

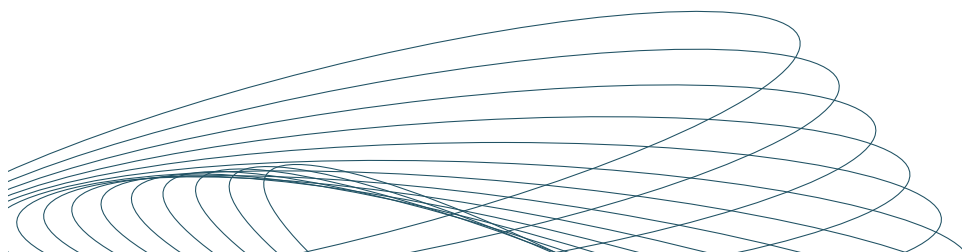
- » Automotive supplier BMW, Faurecia
- » Held overall responsibility as sole general manager
- » Implemented generational change in terms of organisational, technical, operational and human resources, both internally and externally
- » Expanded the company by a further three locations, increasing capacity by 200 workplaces
- » Designed and implemented measures to increase work capacity
- » Implemented a Customer Relationship Management (CRM) System

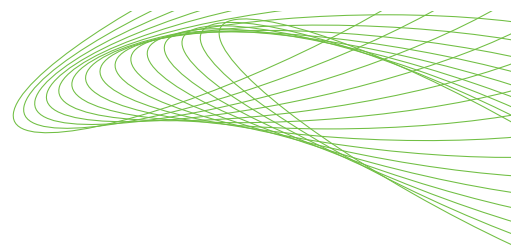
2004 – 2005

Stanztech Treuenbrietzen Blechformteile GmbH in Treuenbrietzen, *Land* (state of Brandenburg), Germany

Plant management (150 employees 26 m € turnover in 2004)

- » Automotive supplier VW, Faurecia
- » Cultivated a goal oriented management style in the Stanztech sectors: Sales, construction, operations scheduling, SVP/time management, order management, scheduling, purchasing, production (toolmaking, stamping, welding), quality management, factory planning
- » Consistently implemented the principle of customer orientation (adherence to schedules, quality, availability, logistics)
- » Actively implemented organisational, personnel-related and technical measures to achieve profitable growth resulting in significant gain in turnover by approx. 30% in the period from 2004 to 2005
- » Acquired second major client and provision of necessary measures in production and quality management; acquired certification in accordance with TS 16949:2002





2003

Montblanc-Simplo GmbH in Hamburg, Germany

Director Logistic Montblanc International (60 employees, 4 departments)

- » Lead responsibility for the divisions: Supply Chain Management, Order Management, Warehousing
- » Implemented Eurologistik platform Italy; centralisation of logistics
- » Product Life Cycle Management, planning and management of new and discontinued products

1999 – 2002

Heidelberger Druckmaschinen AG in Kiel, Germany

Head of Logistics and Order Management (80 employees, 4 departments)

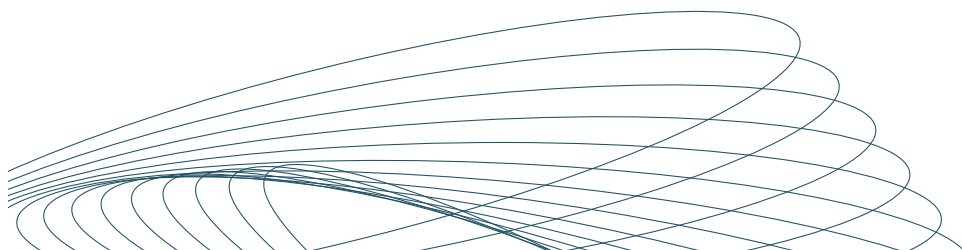
- » In addition to line responsibility: Director of staff for the process management of the Kiel site, supervised and led activities such as process analysis and design, designated and implemented computer systems, performance measurement, Balanced Score Card
- » Increased efficiency, restructuring, organisational adjustments with a 20% reduction in the workforce at the Kiel plant
- » Directed optimisation of inbound- and outbound logistics for air, sea and road transport – achieved cost reduction, Supply Chain Management
- » Optimised plant internal production logistics, evident reduction of process costs
- » Designed factory planning, product innovation-driven layout- and technical adjustments

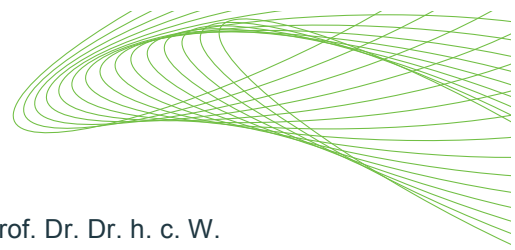
1998 – 1999

Babcock Textilmaschinen GmbH in Maschen, near Hamburg, Germany

Head of Process Planning (7 employees) up to the closure of the plant

- » Responsible for parts lists, work schedules, calculations and CNC programmes for parts manufacturing (metal cutting and sheet metal construction) as well as assembly (aggregate- and switch-cabinet construction)
- » Make or Buy-Analysis
- » Planning and optimisation of processes in the production area
- » Responsible for the conversion of SAP R/2 to R/3 within the PP modules for the areas of work scheduling, production management, parts manufacturing and assembly





1993 – 1997

Forschungsinstitut für Rationalisierung (FIR) in Aachen, Germany (Prof. Dr. Dr. h. c. W. Eversheim, Prof. Dr. H. Luczak), Project Engineer in production management

- » Project Manager and project team member in ten consultation projects with focus on order processing as well as selection and installation of support IT in small and medium-sized manufacturing and commercial enterprises
- » Successfully acquired four research projects with three different carriers, securing the financing of approximately 10 man-years including ancillary costs.
- » Innovative and creative processing of several practical research projects, expansion of the topics of the Institute, highlighting further potential for the future
- » Provided training, for example, for the REFA Association on various topics of business organization in addition to the teaching at the RWTH Aachen
- » Publicized results of consulting and research projects in various publishing houses (in total more than 20 contributions), as well as within the context of lectures

Education

1993 – 1997

Rheinisch-Westfälische Technische Hochschule (RWTH) Aachen, Germany (RWTH Aachen University)

- » Earned doctoral degree in mechanical engineering. The doctoral defence took place on 13 October 1997
- » Doctoral thesis: Harmonisation of technical order processing and production planning and management in company mergers

1985 – 1992

Rheinisch-Westfälische Technische Hochschule (RWTH) Aachen und Technische Universität Braunschweig, Germany (Technical University of Braunschweig)

- » Degree course in mechanical engineering with specialist area production technology
- » Degree examination on 11 December 1992

Additional information

- » Human Centred Systems Ltd. in Hemel Hempstead (GB) und Imperial College, London, research paper
- » Forschungsinstitut für Rationalisierung (FIR) und Laboratorium für Werkzeugmaschinen und Betriebslehre (WZL), RWTH Aachen, student research assistant
- » English: fluent

August 2016

