

Project Success Stories

C-Transform - Value Creation with Expert Interim Management



Diethard Engel
Management & Consulting Services

I implement the C-level agenda.

Business Transformation

| Post-merger Integration / Carve-out

| Executive Finance

C-Transform: Value Creation with Expert Interim Management

Complex issues are best unlocked by breaking them down into manageable tasks and initiatives. No matter at which stage I have joined a transformation or M&A project: With my structured approach, I have always driven measurable change and implemented the C-level agenda - verifiably.

In this document, I have listed examples of successful projects and descriptions of interim management programs with lasting impact.

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Project Success Stories

Commercial Due Diligence 1

Business Transformation in Procurement 1

Development of a Business Integration Plan 2

Integration of a Mid-size Business into an International Group..... 2

Buy-and-build: Leading an International Post-Merger Integration 3

Creating a New Business: PMI & Carve-out Coordination 3

Forging Two Independent Global Businesses into One 4

Running the CEO-Agenda 4

Safeguarding Financials and Commercial Success in Construction & Automation 5

Integration & Change Management 5

Leading the International Finance Organisation..... 5

Industrial Portfolio Management 6

Ensuring Effective Controlling Processes 6

Start-up Professionalization: Process and Cash Management 7

Commercial Due Diligence

Client:	Private Equity Investor
Duration:	June 2023
Objective:	Provide industry insight for due diligence and assess the integration status in the group prior to acquisition
Deliverables:	Input for risk evaluation during the due diligence process
Successes:	Project controlling and management review yielded key insights into best practice. Scrutinized processes and identified project risks and areas for process and cash management improvement. Provided several recommendations for future setup and systems integration.

Business Transformation in Procurement

Client:	M-DAX Special Purpose Vehicle and Machine Building corporation, through a US-based consulting firm
Duration:	July 2022 – May 2023
Objective:	Design and Implementation of a Global Procurement Function
Deliverables:	Global Organization and Operating Model: Global organizational structure incl. roles and responsibilities; global governance and collaboration model; global footprint, headcount & resource requirements, and talent management
Successes:	<p>Defined an organization and governance workstream, focusing on three areas, namely on aligning and developing Procurement leadership, designing and implementing the target procurement organization and operating model (including global governance), shifting the organizational performance culture and talent management approach.</p> <p>Engaging stakeholders at all levels of the organization across the globe, we designed and implemented the procurement organization of the future:</p> <ul style="list-style-type: none">• Established a new vision. Going from big-to-small, we distilled a picture of the future organization collaboratively with procurement leadership,• We defined and implemented a target culture that would enable new ways of interacting within procurement and with interfacing functions,• Defined organizational cornerstones based on value, consistency, agility, and collaboration,• Created a new operating model considering the elements of organizational structure, people, footprint, roles & responsibilities, governance, and collaboration models.• Implemented the new organization• We developed a communication strategy and plan, going along with regular updates on different channels like emails, platform discussions,

team meetings, customer and site visits. We prepared all materials and performed trial runs with management.

- We defined real-life lighthouse projects touching on all regions and functions to test the new organization and operating model.
- We established cross-functional and cross-regional transformation teams and equipped them with suitable tools to set up interfaces and processes.
- We documented new processes in RACIs.

Results: Seamless processes with streamlined interfaces with clear hand-off points between procurement and other functions (like operations, supply chain and R&D) allow the organization to collaborate in ways unthinkable before. Defined escalation paths enable management to focus on those exceptions truly requiring their attention. The new global governance structure drives effective decision making leading to better and faster decisions, and optimized resource utilization.

Development of a Business Integration Plan

Client:	SIEMENS Gamesa Renewable Energy GmbH & Co. KG
Duration:	Jan – Oct 2022
Objective:	Development of an integration plan for services in Germany
Deliverables:	A detailed integration plan (White Book) considering all major aspects of integration, from HR to service area design.
Successes:	<p>Evaluated several alternatives for legal integration and came up with a strong proposal which was accepted.</p> <p>Described integration path incl. §613a-process, HR implications suggestions for compensation alignment, operating model incl. service area distribution, leadership and staffing. New spare part distribution model. Created a detailed communications playbook with key messages and tailored information for internal and external stakeholders, customers and suppliers.</p> <p>Aligned all necessary integration steps with Management & Legal, ready for implementation.</p> <p>(Project did not go forward due to acquisition by SiemensEnergy which took preference.)</p>

Integration of a Mid-size Business into an International Group

Client:	Qualitest Group; Software Quality Assurance/Professional Services (Private Equity)
Duration:	June – December 2021
Objective:	Integration of a German acquisition into an international business in the role of PMI Director
Deliverables:	Set up and run project governance; run project communications; manage project teams and stakeholders

Successes: Adjusted integration template to business needs, developed milestone plan and monitored timelines.
Wrote communications plan, timetable and internal/external announcements
Actively engaged in particular in IT and Finance integration, with daily meetings, burning down action items etc.
Initiated and organized transfer of functions into Shared Services (AP/AR)
Followed up on action items and milestones – identified and addressed any issues
Ran and documented functional and cross-functional meetings, results and progress/risks. Organized and prepared Steering Group meetings.
Delivered the project on time: completed 6/8 workstreams and handed over any open items to functions.

Buy-and-build: Leading an International Post-Merger Integration

Client: Gala Group; FMCG (Private Equity)
Duration: October 2019 – October 2020
Objective: Complete a buy-and-build approach: Integration of four legal entities; implementation of a pre-defined strategic integration plan as PMO and Integration Lead
Deliverables: Develop project structure, lead the project team (Steering Committee, workstream teams); review and revise the milestone plan; documentation; reporting to Board and shareholders.
Successes: Reviewed and pressure-tested the suggested project plan.
Completed revamp of the project plan, and Board acceptance; development of a controlling concept and regular reporting of financial success of the synergy projects. Reflection of synergy targets in the annual business plan. Development of a completely new three year project plan.
Active project management at one of the Group's subsidiaries. Operational project lead of a new e-commerce brand launch.
Special Board task assignments: Various what-if-scenario analyses and capital expenditure reviews; implementation of a new Group standard capex profitability calculation.

Creating a New Business: PMI & Carve-out Coordination

Client: DowDuPont/Corteva; Agriculture / Life Sciences ([DACH]; NYSE)
Duration: March 2018 – May 2019
Objective: Carve-out of a business unit into a new legal entity; stand-up/integration of three legal entities at one location, shut-down of two sites, preparation of legal integration for Germany in the role of PMI Lead for DACH
Deliverables: Project organization setup (functional teams, steering committee); development of a milestone, project and action plan; preparation of decision memos and

organizational proposals; safeguard functional project progress and management of the timeline; activity coordination across the management matrix, management of the project team; documentation and reporting.

Successes: Acceptance of project plan; fine tuning of staff planning in the new (joint) organization, coordination of recruitment. Implementation of organizational changes to warrant working business processes.
Closure of one site on 31 Oct 2018; transfer of business activities into the new legal entity. Ensured systems readiness.
Preparation of the other site shut-down for 30 June 2019. Selection and preparation of the new site. Successful works council negotiations. Project has been delivered within budget and on schedule.

Forging Two Independent Global Businesses into One

Client: Kion AG; Vehicle and Machine Building Industry (M-Dax)
Duration: January – December 2017
Objective: Merger of two global subsidiary organizations (0,1b€ and 1.8b\$ respectively in Sales) into one organization in the role of Global PMI Manager
Deliverables: Definition of project goals, development of milestone, project and action plans, safeguarding functional flow and course of action, leading the international project team, leading of steering committee meetings; reporting to steering committee and parent company
Successes: Approval of integration plan by the parent company, documentation and implementation of processes, preparation of decision memos, preparation of SAP go-live, coordination of functional activities including communication plan (internally and externally), merger or close-down of seven entities, coordination and supervision of balance sheet transfer; development of a synergy plan, controlling of cost reductions.
Delivery of the project on time and without people loss
Special assignment: Delivery of Salesforce.com implementation, from planning to go-live.

Running the CEO-Agenda

Client: Dematic GmbH; Machine- und Plant Construction (DACH countries plus ME; Private Equity)
Duration: August – December 2016
Objectives: Back-up to the CEO: Completion of various projects which could not be resourced internally
Deliverables: Preparation of decision memos, merger of the European management holding with the operating entity; final closure of the Luxembourg holding offices.

Successes: Approval of the merger, preparation and implementation of schedule and action plan. Approval of a proposal document with regards to a relocation of a business unit (admin, R&D and production). Preparation of relocation in coordination with local management.
Successful negotiations of various rental contracts and office closures.

Safeguarding Financials and Commercial Success in Construction & Automation

Client: Dematic GmbH; Machine- und Plant Construction (DACH countries plus ME; Private Equity)

Duration: August 2015 – July 2016

Objectives: Safeguard a smooth process between functional project teams and central functions (Finance, Treasury, Legal, Procurement, and HR) as Commercial Project Director

Deliverables: Coordination of all Finance, Procurement- and Legal subjects for two international warehouse construction and automation projects (70 and 135m€ respectively): development and supervision of payment schedules, management of bonds and securities, contract management, negotiations with major suppliers, project controlling, customer communication, insurances.

Successes: Establishment of a subsidiary in Dubai (UAE); mirroring terms and conditions from customer contracts to purchasing contracts; fending off of unjustified customer demands; pushing of supplementary customer orders; hand-over to new contract manager – projects were on schedule and in budget

Integration & Change Management

Client: Dematic Europe; Machine- and Plant Construction (DACH countries plus ME; Private Equity)

Duration: August 2015 – July 2016

Objectives: Integration of a recently acquired group of companies (40m GBP in Sales) into the European organization in the role of PMI Manager

Deliverables: Development and implementation of the integration plan, simplification of entity structure, cost reduction.

Successes: Integration plan completed and communicated; regular updates to stakeholders (incl. private equity shareholders), reduction of expenses by 70%, reduction in the number of entities from 18 to 6 by means of merger, asset deal or closure; divestiture of minority interest holdings, site closures, staff reduction, successful negotiations with workers council. Implementation of new processes and reporting lines; SAP roll-out to two surviving locations.

Leading the International Finance Organisation

- Client:** Dematic Europe; Machine and Plant Construction (Private Equity)
- Duration:** March – August 2015
- Objective:** Take-on of responsibility for the European Accounting and Controlling organization in the role of CFO for Europe (approx. 70 reports); safeguarding of internal and external service levels.
- Deliverables:** Coordination of the three-year financial plan and of the budget for the following year. Ensure quality of monthly and quarterly close-outs (IFRS) and of reporting. First point of contact for the Group CFO and Country FDs. Support of the CEO in business management; project reviews, filling of open positions.
- Successes:** Timely completion of strategic and tactical plan, of all close-outs and forecasts. Development of a (finance-)integration plan for a recently acquired group of companies with locations in seven European countries. Ensured reporting of the acquired business, shortened reporting time from six weeks to five days.

Industrial Portfolio Management

- Client:** Manufacturer of Fishing Gear / E-Commerce
- Duration:** January – February 2015
- Objective:** Results improvement
- Deliverables:** Consulting: Suggestions for optimization of product portfolio and working capital
- Successes:** Full analysis by SBU and product; delivered completely new view on the business and its components; identified leading products and lossmakers (“dogs”), directed resources towards profitable segments; significant reduction in working capital, and lasting improvement of profitability.

Ensuring Effective Controlling Processes

- Client:** Grammer AG; Automotive supplier (S-DAX)
- Duration:** July - December 2014
- Objective:** Take-on of responsibility for Controlling of an SBU with 440m€ in Sales and >5.000 employees as Senior Manager SBU Controlling
- Deliverables:** Coordination of the budget process for seven locations between Mexico and China; Controlling of product costing, analysis of monthly results, monitoring of variances (in SAP CO und BW).
- Successes:** Budget was delivered on schedule, reporting was completed timely. Developed and implemented action plans for cost reduction (Change of shift patterns, overtime management, cost of quality).

Start-up Professionalization: Process and Cash Management

Client:	HiTech Start-up; Electronics Manufacture (private investor)
Duration:	December 2012 – March 2013
Objective:	Professionalize business and stabilize financials as Interim CEO
Deliverables:	Drive business strategy, take control of accounting; implement controlling;
Successes:	Checked/changed business plan and communicated with internal and external stake holders; determined operational steps towards business stabilization; negotiated terms for technology licensing agreements; proposed product portfolio and market approach. Took control of cash-flow management and payment schedules. First point of contact, internally and externally.