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Consulting - Interim Management
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CV



Personal Data

Born: 13th May 1963 in Frankfurt am Main
Nationality: German
Marital status: Married, 2 children

COMPETENCE:

Long-standing international experience in Purchasing / SCM / Logistics at all company levels

International experience through travel and business in the whole of Europe, USA, Canada, India, China, Middle East

Intercultural Competence

Target Costing / Make or Buy / Sourcing

Management and coaching of Purchasing and Supply Chain organizations as well as Development of employees

Competence for Procurement at all company levels (from Purchaser to CPO)

Project Management (cross-functional and international)

SPECIAL KNOWLEDGE:

Strategic and operational purchasing

Long-term experience in the purchasing of Directs (chemicals, sophisticated intermediates, excipients, APIs, packaging materials, medical devices, iron and steel castings, metal assemblies, fans for cooling systems), Indirects (Technology (electrical and electronical equipment), IT (hardware, software, licenses), CAPEX (machines, production components), Utilities, Fleet Management, External Services (repairs, construction services, maintenance work, toll and contract manufacturing))

Negotiation of international contracts for goods and services

Supply Chain Management (planning a robust supply chain for new products (new market release for Generics), planning a supply chain for a new product / Biotech, building a Supply Chain Organization for a Biotech company, Head of Supply Chain at a Pharmaceutical company producing Generics)

Logistics

Global Sourcing of “directs” and services from CMOs and CROs

Product Group Management

Supplier Management

Supply / Risk Management

Process Optimization

Target Costing/Make or Buy/Sourcing

Industries

Pharmaceutical industry (biotechnology, large multinational research companies (top 10), manufacturers of generics and biosimilars)

Chemical industry (fine chemicals, specialty chemicals)

Pulp & Paper Industry

Insurance company

Machine Building Industry

EXPERIENCE WITH PROJECTS

01/2004 – today **Consultant and Interim Manager, Freelancer**

Selected projects:

08 – 09 and 11/2023 **Purchasing Project**

- Support of McKinsey & Company in negotiation training / coaching of international purchasing staff from large pharmaceutical companies in preparation for planned purchasing negotiations with top suppliers

07/2023 – today **EVER Pharma Jena GmbH**
Manufacturer of pharmaceuticals

Responsibility in direct purchasing for the strategic support of active pharmaceutical ingredients (APIs), also for the Austrian sites

- Negotiation of annual contracts
- Sourcing / qualification of potential suppliers
- Attendance at an international trade fair in Barcelona (CPhI)

04/2022 – 08/2023 **CureVac RNA Printer GmbH**
R&D in biotechnology located in Tübingen

Responsibility within the new founded company for building up a supply chain

- Accompanying the production in the creation of requirement lists for raw materials and consumables as a preliminary stage of a bill of materials (BOM)
- Coordination with production about materials to be used, required quality parameters, container types and sizes as well as planned/probable quantities per production run
- Sourcing for potential manufacturers and suppliers
- Contact with purchasing and potential suppliers to coordinate and clarify requirements
- Coordination with Quality Assurance to document requirements / create specifications
- Accompanying the introduction of the SAP module MM/WM as part of the process definition and master data management
- Creation of a BOM for different manufacturing stages
- Definition and coordination of interface processes to internal service departments

02/2022 – 08/2022 **AMSilk**
Manufacturer of silk proteins for certain technical applications

- Supporting AMSilk in finding a suitable CMO for the purification of crude protein

11/2020 – 03/2022

BioNTech SE

Development and manufacturing of vaccines against Covid 19 located in Mainz, Germany

Interim project Supply Chain Management

- Supplier Relationship Manager for Baxter within the External Supplier Organization (ESO) department, central contact person internally and externally, head of an internal multifunctional project team and an additional team together with the CMO
- Coordination with CMOs and external laboratories regarding manufacturers, suppliers, materials and consumables used
- Central contact for CMOs to optimize the flow of information internally and externally
- Support of CMOs in the search for (alternative) suppliers and communication with their suppliers to improve delivery dates, if necessary
- Organization of interdisciplinary meetings with CMOs to coordinate and clarify open issues
- Allocation of bottleneck products within the CMO network to ensure production
- Contract management for contracts and agreements with CMOs and creation of a contract overview, preparation of alterations and communication internally to other functions involved in the process in the event of changes / amendments

09/2019 – 07/2020

Lonza AG

Leading manufacturer of Fine Chemicals and Pharmaceuticals located in Basel/Visp, Switzerland

Lead Buyer CAPEX

Responsible for all procurement activities with the construction of a new production facility

Major spend categories:

- construction services (brick walls, steel works, ceiling, doors)
- HVAC, heating/cooling systems, black/white piping
- gas extinction, sprinkler
- services of architects
- Long Lead Items (production equipment like vessels, fermenters skids etc.)
- laboratory equipment
- etc.
- negotiation of contracts with suppliers
- negotiation of change orders
- claim management
- strong interaction with internal functions and Project Management

Total value of approx. 50m CHF

01/2020 – 02/2020

Consultancy project for the preparation of a market analysis for raw sugar, refined sugar and artificial sweeteners for **Expense Reduction Analysts (ERA)**

11/2019 – 01/2020 **Consultancy project** for the evaluation of saving potentials for a manufacturer of detergents in Hungary via **Expense Reduction Analysts (ERA)**

- Market analysis and start with sourcing initiatives
- Preparation of proposals for cost savings by optimization of processes

07/2019 – 09/2019 **Consultancy project** related to the foundation of a holding comprising service and trading companies

- Advise in law, tax law, design/content of web site and internet trading

02/2019 – 07/2019 **Wörwag GmbH**
Manufacturer of Generics located in Böblingen, Germany
Interim Project Strategic Purchasing

Responsible for all sourcing activities within Strategic Purchasing

Taking care for “Supplier Management”

- analysis of existing suppliers
- looking for deficiencies, e.g. number of suppliers per API, region, performance, prices, etc.
- strong interaction with internal functions, e.g. QA, QC, Supply Chain, Medical & Scientific Affairs /Regulatory, Compliance and team responsible for registration of new suppliers at EMA
- sourcing for additional potential suppliers of APIs mainly in India and China
- sourcing for additional 3PM (CMO, Contract Laboratory)
- optimisation of internal and external supply chain processes
- negotiation of contracts for supply and services

Success: Saving potentials of 3.5 m € identified

10/2018 – 12/2018 **Cheplapharm GmbH**
Manufacturer of generics located in Greifswald, Germany
Interim Project Supply Chain Management

Responsible for the implementation of a robust supply chain to be ready for a launch of a new generic pharmaceutical after having completed successfully a planned MAT

- strong communication with in-licensing partner regarding estimated demand versus available quantities in the required SKUs per country in their warehouses in Europe, availability of samples, distribution from country to country
- intense collaboration with internal functions, e.g. Marketing, Medical Affairs, Regulatory etc. to obtain latest information about status of registrations
- planning of launch quantities and following potential demand based on estimations of launching dates and planned quantities from Marketing
- member of team dealing with Tech Transfer

- sourcing for potential 3rd Party Manufacturing Companies

02/2018 – 10/2018

Cinfa Biotech GmbH

Manufacturer of biosimilars located in Pamplona, Spain and office in Munich, Germany

Project Lead Supply Chain

Responsible for the implementation of a robust supply chain in view of an upcoming successful registration of a new pharmaceutical (biosimilar).

External partners were selected for production of API in a fermentation process, for logistics between partners, for manufacturing of finished dosage form (liquid filling), for packaging and labelling activities and for cool warehousing.

Furthermore sourcing and selection of external partners for QA, testing and release to market

- creating and implementing optimized processes and workflows together with the internal team and external partners already selected by Management.
- coordination of activities with CRO, CMO, Contract Laboratories and additional contractual partners
- preparation of the implementation of SAP MM, SD and an additional CRM system
- sourcing for manufacturers of medical devices and vials

11/2017 – 01/2018

Kelvion Machine Cooling Systems GmbH

Manufacturer of cooling systems for a variety of industries (automotive, shipping, utilities etc.) with manufacturing sites in Monzingen and Herne, Germany

Project Lead Procurement

Responsibility for driving procurement processes and achieving savings targets in Q4 which were originally set for the full year.

- introduction / implementation of new purchasing processes
- improvement of internal communication and collaboration
- optimisation of supply relationships (Supplier Management)
- (re)-negotiation of contracts
- sourcing activities to achieve an extended supplier base
- improvement of material availability by alteration of internal planning system, mode of ordering and external stocks

Savings targets finally achieved with the team by >90%

04/2017 – 11/2017

Mercer International Group Germany

Manufacturer of pulp for paper industry with production sites in Stendal, Germany, Blankenstein, Germany and saw-mill in Friesau, Germany

Head of Central Purchasing

- responsibility for all purchasing activities in Germany and lead of three purchasing teams located in three sites
- negotiation of contracts mainly for CAPEX and major raw materials

- analysis of present purchasing organisation, working with Procurement team on a proposal and finally presentation of a new potential organisation that is more connected with defined responsibilities and improved information flow
- optimisation of purchasing processes and interfaces with internal functions and integration in SAP
- implementation of Category Management
- improvement of Data Management in SAP
- implementation of Supplier Management
- development of KPIs

05/2016 – 01/2017

Gurit AG

Manufacturer of Composite Materials and Tooling with HQ in Zürich and production sites worldwide

Based in Newport site, Isle of Wight, UK

Chief Procurement Officer

Responsibility for Procurement worldwide, leading and coaching a team of lead buyers located in the UK

- optimisation of (Purchasing) processes
- improvement of relationship and collaboration between local Supply Chain Teams and Group Purchasing and clear definition of tasks and responsibilities
- organisation of Group Purchasing (definition of roles and responsibilities)
- updating of a Purchasing Policy and implementation of purchasing tools
- negotiation of contracts with assistance of legal counsel
- discussions and negotiations with major suppliers to identify areas of improvement and reduction of cost
- hiring and intensive coaching of new Head of Purchasing in China
- initiation of sourcing projects in China to mitigate risk and visit of major suppliers
- evaluation and definition of a purchasing strategy in three Chinese sites based on current developments in the markets and change of legal environments
- leading a cross functional project for the definition of raw material specifications and agreement with suppliers

08/2015 – 04/2016

Puren Pharma, former Actavis Deutschland

Manufacturer of generic pharmaceuticals in Munich, Germany

Head of Supply Chain

- leading and coaching a Supply Chain team
- optimisation of internal processes and preparation of SOPs
- improvement of collaboration with external service provider for cooled and ambient warehousing and logistics
- meetings with key suppliers to evaluate saving potentials and to mitigate risk of non-conformance with requirements
- assisting implementation of Oracle as operational system

01/2014 – 07/2015

CureVac AG

Biotechnology company in Tübingen, Germany

Head of Purchasing

Responsibility for Procurement and Supply Chain, leader and coach of a small team. Representative of these functions in a major CAPEX project (estimated spend >100 m €) for the extension of current production facility and the construction of a new production site. Participation in bidding processes for the selection of service partners for all spend categories

- strategic planning of potential demand during the coming years for raw materials and consumables in close cooperation with technical team and engineering
- calculation / estimation of potential demand after launch of new APIs based on various assumptions, calculation of demanded future capacity for the supply of larger quantities (upscaling or new production sites, if applicable)
- sourcing of potential manufacturers to cover the new estimated demand (up to 1000 times higher than present demand) and brainstorming with them in a separate multi-functional project (production, QA, etc.) for the definition of quality parameters
- negotiation of contracts with CROs (clinical testing), assisted the team of Clinical Managers
- sourcing activities for new potential service providers or suppliers of goods, negotiation of contracts for all spend categories

12/2009 – 09/2010

Various projects with customers in Germany and India

and

01/2004 – 07/2008

- Project at WWK Versicherungen, an insurance company located in Munich (definition and implementation of new processes for their Procurement Dept. (Change Management))
- Update of current procurement rules, compilation of a purchasing manual for buyers, definition and implementation of processes e.g. internal revision of purchasing processes to detect and prevent fraud in cooperation with internal auditing team, Contract Management, Supplier Management including supplier evaluation. Preparation of checklists for buyers and evaluation of new contracts with suppliers.
- Analysis of chemical market in Europe for an Indian manufacturer of amino acids and peptides and establishment of business contacts for sales opportunities
- Market analysis for an Indian manufacturer of amino acids and peptides and establishment of business contacts for sales opportunities
- Consultancy activities for an Indian manufacturer of chemicals based on azides. Analysis of usage and sales opportunities for amino-tetrazoles as an intermediate in chemical synthesis
- Market research in Europe for an Indian manufacturer of antigens for diagnostic kits in cooperation with a consultant in the US
- Implementation of Product Management processes for a chemical trader in Munich. In addition development of a target customer data base, travel activities in Eastern Europe
- Preparations for the development of a new division for generic pharmaceuticals, market research and negotiations with providers of dossiers and licenses for pharmaceutical products

- Optimisation of QA-processes and SOPs for the preparation for customer audits for an Indian manufacturer of amino acids and peptides.
- Moreover representation of this company worldwide by contacting potential customers and attending at all major trade fairs with a stand
- Head of Purchasing (Interim Manager) at a manufacturer of pharmaceutical products and devices in Munich. Optimisation of processes and integration of Procurement in the supply chain
- Sourcing activities in Easter Europe (re-/parallel-import of pharmaceuticals) for a German generic company

PERMANENT POSITIONS

01/2013 – 1/2014

Raschig GmbH in Ludwigshafen, Germany
Specialty Chemicals/Plastics/Steel
Head of Purchasing

- Responsibility for the site in Ludwigshafen and major chemicals used in their sister company Oxiris in Spain
- Change Management (development and implementation of centralised procurement processes. Regrouping of a purchasing team
- Spend Map Analysis, planning and realization of activities
- Strategic sourcing in Asia and Easter Europe for raw materials, intermediates and custom manufacturing. Negotiations with suppliers of key products and fixing of contracts
- Implementation of Contract Management
- Optimisation of Supplier Management
- Sourcing for alternative suppliers for major raw materials, organisation of bidding processes and substitution of various service providers and furthermore to establish savings initiatives in cross-functional teams for cost reduction of raw materials
- Implementation of reporting system of targets and KPIs
- Risk Management activities for strategic products and qualification of additional potential suppliers

10/2010 – 12/2012

Chemtura Manufacturing Germany in Waldkraiburg, Germany
Manufacturer of Specialty Chemicals
Procurement Hub and Logistic Manager

- Head of Procurement and Logistic with the responsibility for the production sites in Waldkraiburg (Germany), Catenoy (France) and Pedrengo (Italy).
- Furthermore responsible for Toll Manufacturing in Europe within the Global Procurement Department
- Commercial head in a major project to transfer production from Italy to a toll manufacturer in Antwerp including negotiations of prices and commercial parts of the contract
- Operational and strategic procurement of raw materials, technical equipment, capital expenditure, fleet, external services, excipients and packaging material (primary and secondary)
- Logistics

- Analysis and improvement of purchasing processes, Change Management

08/2008 – 11/2009

Dynamit Nobel in Leverkusen, Germany
 Custom Manufacturer of Fine Chemicals and APIs
Head of Purchasing

- Responsibility for operational and strategic procurement of raw materials, technical equipment, investments (capex), energies, fleet management, external services and packaging materials
- Initiator and head of a project to bundle purchasing activities together with European sister companies located in France
- Head of a project for sourcing activities to find a second source for the most valuable strategic raw material. After 9 months a manufacturer in China was found, qualified, enabled to upscale production capacity, enabled to secure tight raw material sources in China and successfully produce about 1,500mt/year (50% of our demand) which led to savings of several million USD.
- Optimisation of procurement processes
- Integration of procurement into the supply chain process. Optimisation of processes and interfaces between Procurement, Production, Quality Control, Technical Departments and Logistics.
- Strategic sourcing of raw materials in Asia and Eastern Europe
- Auditing of key suppliers worldwide
- Risk Management for strategic products and development of new potential suppliers
- Target Costing activities for new product development and strategic products

01/2002 - 12/2003

Aventis Pharma AG in Frankfurt, Germany
 Pharmaceutical Company
Purchasing Manager

- Lead of an international procurement project named „Supplier Base Optimisation" in teamwork with PWC with the goal to focus midterm on preferred suppliers and to reduce the huge number of suppliers worldwide. This project included lead of an international team, worldwide communication of company policies and the implementation of a long-term thinking process to continue with these activities.
- Analysis of suppliers worldwide
- Instruction and training of an international team and members of international purchasing organisations
- Coordination of activities in the countries involved (e.g. USA, Japan, Brazil, UK, France, Italy, Spain, Germany etc.)
- Lead and presentation in frequent meetings of the core team to control goal-oriented activities
- Uploading of only selected suppliers onto the new purchasing software from Ariba
- Control of compliance with the new company policy
- Achievement of objectives: The goal to reduce the number of suppliers per product / spend category and to load only these suppliers onto the system was achieved in time. Processes and control mechanisms were implemented in the second year of the project to prevent loading of additional suppliers.

01/2000 - 12/2001

Aventis Pharma Deutschland GmbH in Frankfurt, Germany
Pharmaceutical Company
Head of Purchasing Industrial Operations Drug Products

- Purchasing volume approx. € 200m
- Responsibility for operational und strategic procurement of external services (customs manufacturing), APIs including sourcing activities for potential new suppliers, excipients and all packaging materials (primary and secondary) for Aventis Pharma (e.g. medical devices like insuline pens, syringes, folding boxes, glass, drums, pallets etc.).
- Sponsor of a project to improve cooperation and cost reduction within the supply chain with key suppliers (Key Account Management / Industrial Excellence).
- Leader of various European purchasing projects concerning packaging materials with the achievement of savings for folding boxes and glass in the range of €3-4m
- Key Account Management with major suppliers
- Achievement of objectives: The most important KPI, the realisation of annual savings of 3% / year was achieved in the first year with about 4% and in the second year with about 3,5% and thus built the basis to achieve a long-term objective of 10% savings.

06/1997 - 12/1999

Hoechst Marion Roussel in Frankfurt, Germany
Manufacturer of Pharmaceuticals
Strategic and operational Purchasing Manager

- Responsibility for all chemical raw materials and intermediates used for pharma production in the multi-purpose plants
- Purchasing volume approx. DM 100m
- Sourcing activities for potential new suppliers worldwide
- Member of various integration teams to build up a new purchasing organisation together with members from Rhone Poulenc
- Representative of the German purchasing organisation in a European „Quick Hit Team" to realise short term savings after the merger with Rhone Poulenc in Fleet-Management with savings of several hundred thousand DM for Germany only
- Intensive cooperation with colleagues from all over the world (USA, Brazil, Japan, China and major European countries) by integration in projects and purchasing conferences
- Participation at worldwide supplier audits in cooperation with Quality Assurance Dept. to qualify new suppliers
- Participation at international events (DCAT-Meeting New York, CIA-Meeting London) or trade fairs like Informex USA, Chemspec und CPhI to build up an international network
- Head of purchasing teams (Spend Teams) consisting of members of the complete supply chain (head of production, QA, QC, logistics). The objective was to optimise internal processes, integration of purchasing and coordination of

activities to identify new products (make or buy decisions), to qualify new suppliers, to reduce cycle time and increase capacity for development products.

- Representative of purchasing in three international Supply Chain Teams for potential block busters from Aventis with the achieved goal to reduce cycle time and to accelerate launch to the markets
- Risk Management analysis and sourcing activities to qualify additional suppliers as well as Supplier Management
- Achievement of objectives: Savings of approx. 5% in the first year and approx. 3% / year in the following years. Development of second sources for major products (Risk Management initiatives) and development of new suppliers for development products which were up-scaled in the multi-purpose plants.

06/1995 - 05/1997 **Hoechst AG** in Frankfurt, Germany
Chemical Company
Product Manager

- Responsibility for worldwide sales of products from the facility in Gersthofen (Chloroacetic acid derivatives) which are mainly used by producers of pharmaceuticals, detergents, fragrances and flavors
- Sales approx. DM 60 m
- Participation at international trade fairs and marketing conferences. Experience with American and Asian customers and colleagues.
- Representative of Marketing in a Strategic Business Team to optimise the strategic alignment for various products embedded in an analysis of strategic business segments. Benchmarking analysis, strengths-weakness analysis, cost-benefit analysis against competition.
- Achievement of objectives: Increase of sales by approx. 3-5% through acquisition of new customers in an environment of stagnating prices.

06/1985 – 05/1995 **Hoechst AG** in Frankfurt, Germany
Chemical Company
Area Sales Manager

- Responsibility for sales of pharmaceutical active ingredients (API) in Central- and West-European countries in Austria, Switzerland, Benelux, France with customers like Sandoz, Ciba Geigy, Hoffmann-La Roche
- Sales approx. DM 40 m
- Achievement of objectives: Increase of sales by approx. 1-2% per year in an environment of decreasing prices due to growing competition from Asia.

06/1993- 09/1993 **Delegation to Hoechst Iberica** in Barcelona, Spain

- Working in a project to optimise cycle time and cost for finished dosage forms within Europe
- Development of knowledge about Supply Chain Management

03/1990 - 06/1992 **Job-Rotation with Central Procurement Department of Hoechst AG** in Frankfurt, Germany

- Responsibility for purchasing and sourcing of raw materials and intermediates mainly for API production with a spend of approx. 40 m DM
- Learning of new methods and tools (TCO, Supplier Management, Sourcing)
- Knowledge about production according to cGMP, Quality Assurance Measures, ISO-certification, audits of suppliers, statistical production process

Education

Politics, Macroeconomics, Law University in Hagen without degree	2001 - 2005
„Certified in Production and Inventory Management CPIM" (APICS)	1999
Certification in „Basics of Supply Chain Management" (APICS)	1998
Diplom-Betriebswirt (FH) Business Administration (University of Applied Sciences Mainz)	1986 - 1991
Commercial Apprenticeship Wirtschaftsassistent (IHK)	1986 - 1988
Commercial Apprenticeship Industriekaufmann (IHK)	1983 - 1985
Military Service	1982 – 1983
A Levels	1982

Additional training:

Professional - Seminar for executives

Procurement of Pharmaceuticals

PEP-Training (Procurement Enhancement Program)

GMP-Training

General GMP Requirements

Change Control

Pharmaceutical Quality System

SOP

Manufacturing of Biological active substances and Medicinal products for human use

Manufacture of Sterile Medicinal Products

Qualified Person

Complaints, Quality Defects, Product Recalls

Pharmacovigilance

GDP-Training

Requirements

Excerpts from Guideline GDP of medicinal products for human use (personnel, responsible person, qualification of suppliers and customers, storage, complaints, returns, falsified products, outsourced activities and transportation

SPC (Statistical Process Control)

Marketing

Strategic Marketing I and II

Intensive language courses 1-4 Spanish

Key Account Management

Techniques for Presentations

Sales Training

Simulation of managing a company

Time Management

Rhetoric

Supply Chain Management

Chemistry for Businessmen

Trading of dangerous goods

Legal Compliance and Ethics

UK Bribery Act

Conflicts of interest

Fraud at the working place

What you should know about Emailing

Foreign Corrupt Practices Act

Code of business conduct

Training in mediation and conflict solving

Act of non-discrimination

Logistics

Training of responsible persons according to 1.3 ADR

Trading of dangerous goods to the US

General briefing for caretakers

Obligations according to GGVSEB (German Law) and dangerous goods regulation

Additional qualifications:

German:	Mother tongue
English:	Fluent
French and Spanish:	Basic knowledge

MS Office: Word, Excel, Powerpoint
SAP R/3-MM
Microsoft Dynamics AX
Lotus Notes
Oracle (basics)

Hobbies:

Martial Arts 6th DAN black belt in Korean Hapkido, hunting