



Profile

At a Glance

Business Development, Marketing & Sales Professional, Process Engineering All-rounder, with expert knowledge in the petrochemical area and downstream Oil & Gas (markets, marketing & sales, processes, structures).

My professional experience mainly focuses on the development and implementation of innovative and creative solutions for technical and commercial challenges as well as creation and maintenance of successful customer relationships. My major competencies are company leadership, business analysis, strategic planning, restructuring, change and contract management. A high degree of empathy, an integrative and inspirational leadership style and risk-aware decision-making are my most important personal strengths. My inter-cultural competence and working experience in the Middle East, the USA and Europe are very much appreciated by business partners around the globe. Integrity, fairness and autonomy are extremely important for me when working with others.

Downstream Oil & Gas - Petrochemical Industries – My Contacts



Education

Diploma (Master's Degree) in Chemistry, 1975-79

Dr. rer. nat. (Ph.D.) 1980-82

both at University of Karlsruhe, Germany (*today: KIT, Karlsruher Institut für Technologie*)

Professional History

- **Independent Industrial Consultant, since April 2016**, Mainz, Germany
Business Development, Technical Marketing & Sales, Change Management
Chemical, Petrochemical Industries, Downstream Oil & Gas
- **Watlow GmbH, Kronau, Germany, July 2012 – April 2016** (German affiliate of Watlow Electric Manufacturing Co., St. Louis MO, USA)
European Leader of the Business Unit "Energy Processes"
- **Schmidt + Clemens GmbH + Co. KG, Lindlar, Germany; Sept. 2000 – June 2012**
(petrochemical Industries Supplier)
 - a) Director of Technical Marketing (2000 – 2003)
 - b) Managing Director of US sales office (2003 - 2005)
 - c) Director, Corporate Marketing & Sales (2003 - 2006)
 - d) Corporate Business Development Director (as of 2006 - 2012)
- **NUKEM GmbH – several assignments:**
 - a) Hanau, Germany; Dec. 1982 - June 1991
R&D Manager, radioactive waste treatment, process engineering, environmental project management
 - b) **Expatriate Assignment:** ENSR C&E, Houston, TX, USA; July 1991 – Aug. 1993
Project management for environmental consulting and engineering
 - c) NUKEM GmbH, Alzenau, Germany, Sept. 1993 – Aug. 1998
Business Development Manager (flue gas treatment, waste treatment systems, metallurgical coatings)
 - d) **Expatriate Assignment:** Alon Surface Technologies, Inc., Tarentum PA, USA; 1998 – 2000
Executive Technical Manager (temporary assignment, reorganization of the company, metallurgical coatings); Sales Manager Europe (cont'd)
- **KfK GmbH, Karlsruhe, Germany; Jan. 1980 – Oct. 1982**
(*today: KIT, Karlsruher Institut für Technologie*)
Scientific assistant (Institute for Radiochemistry and Institute for Transuranium Elements, Joint Research Center of the European Commission)

Language Skills

German	(native Language)
English	(fluent)
French	(basic)

Professional Career as Independent Consultant and Interim Manager

BGIC Benno Ganser Industrial Consulting (since April 2016)

Independent Consultant – Member of DDIM (“Dachgesellschaft Deutsches Interim Management“, i.e. Germany’s leading national platform for professional interim management)

Consulting and Interim Management for all steps of the customer value chain, in particular:

- Business Development
- Strategic Planning
- Company Leadership
- Restructuring and Change Management
- Technical Marketing & Sales
- Contract Management
- Internationalization

Project 05 – 10/2016

Strategic Positioning and Business Development for US based supplier into European EPC companies in the petrochemical industry

Project 10 – 12/2016

Business Development and Strategy for an affiliate of a European Group of industrial suppliers (Chemistry, Oil & Gas, Energy)

Professional Career as Employee

Leader Energy Processes Europe, Energy Industry Supplier

(Watlow GmbH, Kronau, Germany, July 2012 – April 2016; affiliate of US group; electric heater systems manufacturer)

- Building up and management of the Business Unit “Energy Processes” in Europe
- Built a highly qualified sales / project team, introduced project driven work procedures
- Achieved significant sales increase in a predator market environment
- Significant contribution to the global corporate sales and project structure

Corporate Business Development Director, Petrochemical Industry Supplier

(Schmidt + Clemens, August 2006 – July 2012; metallurgic products manufacturer)

- Responsible for the strategic, technical and commercial aspects of the company
- Responsible for managing the growth of the company, founded new affiliates and Joint Ventures in the Middle East (UAE, Saudi Arabia)

Corporate Marketing & Sales Director of a Petrochemical Industry Supplier

(Schmidt + Clemens, January 2004 – July 2006)

- Responsible for global marketing & sales of the largest company division. Achieved substantial sales increase (120 to about 200 Mio € / year) and market leadership.
- Control of sales & marketing worldwide (Germany, Spain, US, Brazil, India, Malaysia);
- Successfully implemented new partnerships and cooperation contracts with complementary partner companies (Europe, US, Asia)
- Implemented and managed new organization structure, sales control procedures
- Contract management and patent management

Executive Management of US Sales Office (Houston TX) as Interim MD

(Subsidiary of Schmidt + Clemens, part time, January 2003 – December 2006)

- New direction of sales strategy, Introduction of new products and services to the US market, substantial increase of customer basis and project opportunities
- achieved substantial increase in sales (from \$ 3 Mio. to > \$ 20 Mio.) within 2 years

Director of Technical Marketing of a Petrochemical Industry Supplier

(Schmidt + Clemens, September 2000 – December 2004, manufacturer metallurgy)

- Successfully introduced new products, technologies and services to the global petrochemical markets (new materials, new material engineering technologies, new service concepts); incl. direct management of pilot projects
- Substantial contributions to R&D work, management of patent applications, implemented new marketing/sales strategy
- Full commercial implementation of the new products within 3 years, achieved significantly improved price basis

Executive Technical Management of a Metallurgical Production Company

(Alon Surface Technologies, Inc., Pittsburgh PA, USA, June 1998 – August 2000; manufacturer)

- US assignment; Member of the Management Committee; reorganized the engineering department, project management and quality control
- Initiated new processing technology for the improvement of production capacity, production efficiency and work safety, established an efficient project management
- Extended Alon's scope of products and improved the technical basis
- Established a new quality control system for the company acc. to ISO 9000
- Re-established good and trustful contacts to key clients

Sales Representation for US-based Company in Europe

(NUKEM GmbH / Alon Surface Technologies, Inc., 1996 – 2000, manufacturer metallurgy)

- Sales representation of a NUKEM US affiliate in Europe for materials technology in the chemical, petrochemical and refinery industries
- Successful introduction of new products to the petrochemical industries

Business Development for Environmental Technology in Europe

(NUKEM GmbH, 1993 – 1996, Environmental Engineering, EPC)

- Successfully implemented US based projects and methodology
- Introduction of new inside sales management structure
- Prepared and negotiated multimillion-\$ proposals, developed financing / operation concepts on BOO/BOT basis (waste incineration / flue gas cleaning systems)
- Development of new businesses in the emerging East European markets

Environmental Project Management - USA / Germany

(NUKEM GmbH - ENSR C&E, 1990 – 1993; engineering services)

- US assignment to affiliate for a development assignment and knowledge transfer
- Project Management for environmental consulting, conceptual design and environmental engineering projects (wastewater treatment, site remediation, waste treatment, deep underground disposal of hazardous waste)

Nuclear Waste Management – Development, Design, Project Management

(NUKEM GmbH, 1983 – 1989; nuclear engineering EPC)

- Responsible development of waste treatment technologies, successful transfer into engineering projects, start-up operations of full scale waste treatment facilities
- Active technical sales support globally
- Contributed substantially to the long term waste disposal projects of the German Government
- Representative in global scientific and technical working groups

References

- **Horst Roepenack**, Managing Director (ret.), 63486 Bruchköbel, hroepenack@t-online.de, (Managing Director at NUKEM and Alon, until 2000)
- **Kim A. Wynns**, Senior Quality Specialist at BP, Houston (TX), USA, kim.wynns@bp.com, (colleague at Alon und S+C, 1997 – 2003)
- **Andreas Hagen**, Sales Director S+C, 51789 Lindlar; a.hagen@schmidt-clemens.de, (colleague at S+C, 2000 – 2012)
- **Nidal Al Lababidi**, Chairman Nidal Group, Al Jubail, Saudi Arabia, nidal@nidal-group.com, (Partner for S+C, 2007 – 2012)
- **Tim Bruwer**, Bus. Dev. Manager Watlow, St. Louis (MO) USA, tbruwer@watlow.com (colleague at Watlow, 2012 – 2016)
- **Dr. Mohammed F. Al-Malki**, President of TISCO, Dammam, Saudi Arabia, mfalmalki@tisco.com.sa, (Partner for Watlow, 2013 – 2016)
- **Oliver Bub-Kirnberger**, Director Controlling of Mettler Toledo, Zwingenberg, Germany, Bub-Kirnberger@kabelbw.de; (former colleague and Director Controlling at Watlow GmbH)

Miscellaneous

- Volunteer for refugee support in church parish (Philippus-Gemeinde Mainz/Germany)
- Political Party Member (Freie Demokratische Partei FDP)

Publications (Excerpt)

- Numerous **Presentations** at Conferences and Seminars in Nuclear and Environmental Technology, Petrochemical and Refinery Technology, in particular between 1998 - 2012.
- KCI Television Interview, **Nitrogen & Syngas** February 2011, Düsseldorf/Germany <https://www.youtube.com/watch?v=S0ESyrg7kUs>

Successful Projects

Founding of a Joint Venture in Saudi-Arabia to secure market leadership

Task – Initial Situation:

My employer, a global supplier for the chemical, petrochemical and refinery industries, already had a comfortable market share in Saudi Arabia. The strongest competitor, a company based in Japan, wanted to fight our market position. Through a confidential information by a former sales manager of this competitor I learned about plans of this company, to start-up a Joint Venture (JV) in Saudi Arabia together with a strong Saudi group and so to achieve a strategic advantage. My task was to prevent the success of this JV and to establish countermeasures.

My Solution / Actions:

I travelled to Saudi Arabia together with the area sales manager and visited all key customers and the local agent. I discussed with all parties how to improve and to extend our local presence and business activities. The clear message I received was that our company would have strategic advantages if we would establish a local company / JV. I convinced the corporate management to pursue the JV option.

The first approach was to our agent, but he refused. He already was active in the service business and saw no advantages for himself. Consequently, I analyzed the Saudi market for other potential partners. I participated in organized visit events of the German-Arab Chamber of Commerce to talk to possible interested companies and relevant Saudi government agencies. After numerous talks I identified a suitable partner and introduced him to our corporate management and started negotiations about a JV. I also engaged a Saudi law company who had German lawyers familiar with both legal systems, German and Saudi. He assisted in setting-up the corporate JV contract as well as the Saudi procedure to set-up the JV officially incl. all necessary permits. I prepared all necessary documents and identified suitable areas to build the necessary workshops. Together with our JV partner I defined the strategic targets for the JV, and I also hired a person of trust to set-up the production and to train necessary personnel. In parallel, our partner and I talked to all Saudi customers to introduce the new JV and adjusted the JVs local service concept accordingly. By this, we had the immediate customer acceptance and trust right at the JV start-up.

Result:

The JV has been founded successfully. From the beginning, it was successful and profitable. The service concept has developed into a second business unit for the entire group with a sales volume of approx. 20 Mio. USD per year. It became successful also beyond Saudi Arabia, such as other Middle East counties and South East Asia. Thus, the strategic advantages of the Japanese JV were successful neutralized, the market leadership was consolidated.

Successful Projects

Restructuring of a US-Affiliate to improve Profitability

Task – Initial Situation:

My employer, a global mid-sized company group and supplier to the chemical, petrochemical and refinery industries, has a US affiliate who was managed by just one of the European affiliates. Customers in the USA did not fully accept and understand this US affiliate as a representative of the group. New products and services were not offered to the markets, due to a lack of understanding and communication within the group itself. Purchase Orders were directly managed by the US affiliate. i.e. the affiliate purchased the goods at the shareholding company, and resold them to the US customer. This operating system resulted in an insufficient profitability and a substantial workload of the US personnel, because all the flow of communication, technical and commercial, was done through the affiliate. I was asked to act as Interim General Manager to facilitate the internal operating procedures, to improve the market presence in the US and finally to improve the profitability of the US affiliate.

My Solution and Actions:

In close cooperation with the Executive Management of the Group I made a fundamental change of the internal operating procedures, by connecting the US affiliate directly with the central project management of the group, and thus no more just through one of the affiliates. I also changed the business model of the affiliate, changing it to a pure Sales company. This means that the US affiliate just was responsible for marketing & sales, incl. customer communication, however, purchase orders were placed by US customers directly with the production plants of the group. This resulted in a substantial reduction of workload for the US affiliate and a more precise direct communication of the customers with the manufacturing units. During an extensive marketing campaign and road show I communicated this change of the business model, in connection with an extensive introduction of new products. The most important key accounts in the US could be easily convinced by the advantages of both, the new business model as well as new products. I could start several pilot projects for them within one year.

Result:

After one year, all US customers appreciated the facilitated business model, the improved communication and the direct access to new products and technologies. I could realize substantially facilitated internal procedures, reduced work load and increased profitability. Within 2 years, sales and profit grew by more than 100%, and the successful US pilot projects with new products significantly contributed to their acceptance at the world markets.

Strategic Restructuring of Sales for a Mid-Sized German Company

Task / Initial Situation:

I was hired by a mid-sized German company (petrochemical industry supplier) as successor for the retired Sales Director. The company was at this time in a substantial restructuring phase, initiated by the new managing Director, who was hired a year before. Before this, the company consisted of a German Shareholder and a Spanish subsidiary, both units acted semi-autonomous in the markets. With even 2 different names, the companies were not seen as a global unit. The new MD was about to change it, and he extended the company by 2 new subsidiaries in Malaysia and Brazil. My task was, to develop a new sales structure, to develop a new global operating system, and to bring a stronger technical orientation for the sales teams.

My Solutions / Actions:

After initial training in the company's technical basis, its products, its management, sales teams, the markets and customers, I developed a conceptual sales organization, based on a central sales and project control with intensified global operational and communication system.

I faced intensive resistance from the Spanish subsidiary's side, who was not willing to change its autonomous work. I convinced the MD, that the Spanish subsidiary's management needed a careful change. As a kind of compensation, the Spanish subsidiary would need a corporate global sales responsibility, in order to guarantee their global cooperation.

I took the new role as Director of Business Development and Technical Marketing. Thus, I kept control of the global strategy. I organized regular global meetings as central aspect of the global communication and cooperation, developed a global business plan and strategy guided by the global market observations, and I supported the sales teams technically. I developed marketing strategies and business plans for the new products, sold the first purchase orders and managed the pilot projects. In addition, I was responsible for contract management and took care for the company's patents. My technical background and knowledge of the customers' technologies and applications substantially extended the company's understanding of the markets and very much contributed to increased customer confidence, in particular in the US, the Middle East and South East Asia.

Result:

Through this new structure of the company, the whole management team including me succeeded to quadruple the annual sales within 5 years and to take over the market leadership. My technical background, knowledge and experience as well as strategically guiding the R&D activity of the company resulted in an increased confidence and trust of the customers worldwide.

Restructuring of US Affiliate – “Window Dressing“ before Selling

Task – Initial Situation:

My employer had an affiliate in the US which offered a special metallurgical coating services (“Alonizing®) to several industries. After a fundamental change in the general market conditions for its major customers, the affiliate generated consistent losses of about 1 Mio. USD per year, based on a sales volume of 10 Mio. USD per year. The shareholder decided to sell the affiliate, however, not before a fundamental restructuring and return into profitability. My responsibility was initially to take over the European Sales Management, later the entire Sales Management and the Executive Technical Management of the affiliate (R&D, production engineering, quality assurance, project management). In addition, I was asked to support the selling of the company and to identify suitable buyers.

My Solution and Actions:

Sales: I made myself familiar with the basic scope of services, the global customer list, and analyzed the global market potential of the company. I prepared new marketing documents, organized mailing actions to customers, made extensive customer visits in Europe and the USA, talked intensively with all former sales engineers of the company and prepared a detailed business plan- I intensified the technical marketing for new products of the company and introduced them to the European markets. Within 1 year, the affiliate became profitable again.

Technical Management: I transferred to the USA for 2 years to become part of the executive Management of the affiliate. After a detailed deficiency analysis, I prepared and introduced new operational procedures (communication, project management, production flow), I initiated new R&D work resulting in new and improved products and started the preparation for the ISO 9000 qualification. In addition, I took the responsibility for contract management and successfully solved 2 severe pending customer complaints. In cooperation with the technical specialists of the affiliate, I gave several presentations at petrochemical conferences reporting about the new products and their commercial success at customer sites.

Selling the Affiliate: In close cooperation with the CEO of the shareholder, I identified companies possibly interested in purchasing the affiliate. I was responsible to initiate the talks, to provide all necessary information for the interested party and to prepare the business case, and finally to participate in the final negotiations.

Results:

I was successful in positioning the affiliate in the markets and to establish it as reliable supplier to the European and US petrochemical markets. The first successful sales of new products I realized in Europe. I successfully re-established the technical basis for the affiliate, I improved the production engineering and introduced a new IT traveler system. I could substantially improve the internal and external communication and could therefore lay down the basis to return the company to profitability. On that basis, we could successfully sell the affiliate to a new owner, the losses of the years before could be equalized.