

## Successful Projects

### 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.