INTERIM MANAGING DIRECTOR

Interim Managing Director

Commercial Director / Transformation Lead

Technical B2B businesses / Energy / Infrastructure

ASSIGNMENT START BY AGREEMENT

GERMANY / INTERNATIONALLY MOBILE

I take operational ownership when sales and order intake have stalled, leadership is needed quickly or change is stuck inside the organisation. I connect commercial clarity, culturally effective leadership and disciplined execution. Numbers guide my steering; for deeper restructuring finance I add specialists.

SELECTED RESULTS

0 -> 28	EUR 2.6m	EUR 983.6m	~21,000
Employees	**Framework**	**Team platform sales**	**Stakeholders**
Business built from inception	Three years, critical infrastructure	Two-person E-Business team	Four firms and c. 60 people steered

MANDATE FIT

- Rapid cover of a Managing Director or commercial leadership role
- Sales, order intake and commercial realignment
- Market entry into technically and regulatorily demanding markets
- Change management connecting leadership, communication and culture
- Operational stabilisation, structure building and orderly handover

OWNERSHIP SCOPE

- P&L, margin, cash and business impact as steering measures
- Business development, key accounts and sales governance
- Operations, governance and leadership structures
- Culture, communication and cross-functional transformation
- External partners and complex stakeholder environments

SELECTED EXECUTION RECORD

COMPANY BUILD

Critical infrastructure

I built a business from inception, entered a hard-to-access infrastructure market and established direct business with leading operators.

Result: 28 employees, approximately EUR 1.2m annual revenue and a EUR 2.6m three-year framework.

CHANGE & PROGRAMME CONTROL

Major infrastructure programme

I led four external companies and approximately 60 people, clarified roles and established a binding decision and operating cadence across disciplines.

Result: Operating control across an environment of roughly 21,000 stakeholders and contribution to relevant planning approvals.

COMMERCIAL OPTIMISATION

Technical product business

I redesigned packaging sourcing and developed an adjacent CNC-based product concept.

Result: Unit cost reduced from approximately EUR 2.00 to EUR 0.30, creating recurring six-figure annual savings.

CAREER SNAPSHOT - ANONYMISED

CURRENT	**International engineering**	Market & Business Development / Commercial Transformation
5+ YEARS	**Critical infrastructure services**	Founder & Managing Director / shareholder
4+ YEARS	**Global professional services**	Senior Manager / interim & transformation assignments
EARLIER	**Technical distribution**	E-Business / digital platforms and e-procurement

MBA Project Management / B.A. Business Administration / German: native / English: business fluent

Direct identifiers and company, mandate, client and location names have been removed. Details are disclosed only in a confidential conversation.