

KLAUS PETERS

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PERSONAL INFORMATION

- Marital status: married
- Nationality: German

EMPLOYMENT HISTORY

SINCE 06/03

Freelancer; Interim Manager

**ASSIGNMENTS
FOR:**

Pomona Kellerei GmbH

***Hessisch-Oldendorf (March 2025 – June 2025)
Insolvency Support/Consulting Mandate***

- Support for the ongoing insolvency to assist the owner family
- Review of existing banking arrangements and new tender offer
- Support for the ongoing sale and lease back process for the operating real estate

***Auto-Kabel Management GmbH, Hausen im Wiesental
(May 2024 – December 2024)***

Head of Global Supply Chain // Interim Manager

- Guiding the ongoing insolvency proceedings in collaboration with the assigned insolvency administrator GRUB BRUGGER
- Liquidity planning and supplier management
- Inventory management for a Tier 1 supplier to ensure supplies to OEMs
- Ensuring compliance with insolvency law requirements in purchasing and contract management

Employees: 4200 / directly subordinate: 32

Medewo AG / Rausch Verpackung GmbH
Meisterschwanden, Switzerland / Augsburg
(November 2023 - April 2024)
Purchasing Manager // Interim Manager

- Establishing an operational and strategic purchasing organization in wholesale
- Conducting a comprehensive demand analysis
- Master data review
- Liquidity planning
- Analyzing and stress-testing the existing process landscape and making adjustments
- Employee assessment (strengths/weaknesses analysis)
- Efficiency check and optimization of the ordering process
- Cross-functional interface analysis and adaptation
- Contract review of purchasing framework agreements

Employees: 700 / directly subordinate: 23

Härter Stanztechnik GmbH & Co. KGaA
Königsbach Stein

(09/22- 09/23) Einkaufsleiter // Interim Manager

- Member of the restructuring team as part of the implementation of the restructuring report according to IDW S 6
- Liquidity management to ensure material availability
- Complete restructuring and replacement of the purchasing team
- Supplier management

Employees: 550 / directly subordinate: 7

Ratioparts (Arrowhead) GmbH
Euskirchen

(07/22-08/22) Director Supply Chain and Purchasing Europe
// Interim Manager

- Team building and development of strategic purchasing
- Development and introduction of a KPI dashboard
- Restructuring of operational purchasing after the incorrect introduction of a new ERP system (BC)
- Missing parts management / inventory management

Employees: 250 / directly subordinate: 8

Diebold Nixdorf International GmbH
Paderborn

(03/22-06/22) Einkaufsleiter // Interim Manager

- Supplier management, R&D, strategic purchasing consulting
- Focus on inventory management and crisis management
- SAP, data analysis (data mining), process management and optimization
- Project management

Employees: 23.000 / directly subordinate: 15

Nordex Energy SE & Co. KG

Hamburg

(02/22-03/22) Director Global Sourcing Controlling // Interim Manager

- Tracking BOM costs
- Tracking Indirect Spend
- Management of forecast and budget process including avoidance analysis
- Budget control, definition of savings and efficiency initiatives
- Monitoring and mitigating supplier risk related to finance and capacity

Employees: 8.500 / directly subordinate: 8

Mayser GmbH & Co. KG

Ulm

(04/21-11/21) Leiter Zentraleinkauf & Leiter Logistik // Interim Manager

- Further development of the purchasing department and preparation for SAP implementation
- Availability management in the context of the COVID crisis to ensure the ability to deliver as Tier1
- Supplier management and strategic realignment
- Team development

Employees: 800 / directly subordinate: 23

Qundis GmbH

Erfurt

(02/21-03/21) Einkaufsleiter

- Implementation of the "F4Future 2021" restructuring program developed by GOETZPARTNERS Consulting

Employees: 300 / directly subordinate: 7

Universitätsklinik Frankfurt

Frankfurt am Main

(12/20-01/21) Einkaufsleiter // Sonderprojekt

- Support for the availability of special commodities in a pandemic situation (Corona)

Employees: 5000 / directly subordinate: 16

MOSOLF SE & Co. KG

Kirchheim/Teck

(08/20-11/20) Leiter Zentraleinkauf //Beratungsmandat

- Transfer of the central purchasing function from the owner to the line
- Integration of further subsidiaries into central purchasing
- Personnel recruitment

Employees: 3000 / directly subordinate: 6

Petrofer Chemie GmbH & Co KG

Hildesheim

(12/19-07/20) Beratungsmandat // Consulting

- General analysis of the company-wide supply chain
- Visualization of all purchasing processes
- Development and presentation of optimization measures with a special focus on the upcoming SAP implementation
- Kick-off support for the implementation of these measures
- Implementation of a cost savings program to finance these measures
- Personnel recruiting

Employees: 750 / directly subordinate: 7

IFA Powertrain GmbH & Co KG

Haldensleben

(05/19-12/19) Director Purchase // Interim Manager

- Management of the ongoing restructuring agreement by taking over the purchasing management.
- Re-establishment of the 2018 mandate

Employees: 3000 / directly subordinate: 32

Joseph Dresselhaus GmbH & Co. KG

Herford

(01/19-04/19) Purchasing Director // Interim Manager

- Takeover of the purchasing management as part of an ongoing corporate restructuring project
- Support of the SMP consultancy in the implementation of the restructuring report
- Purchasing implementation of this report including personnel strategy
- Support of the ongoing merger process for company sales
- Head of EBIT-Improvement project
- Establishment of a quality assurance system for a trading company
- Integration of the purchasing teams of the branches into the future central purchasing department
- Human resource development
- Development process-oriented global sourcing organization

Employees: 800 / directly subordinate: 52

IFA Powertrain GmbH & Co KG

Haldensleben

(06/18- 12/18) Director Purchase // Interim Manager

- Takeover of the operational, strategic and project purchasing organisation
- Close cooperation in the restructuring reports prepared by Helbling Business Advisors
- Management of extensive outsourcing projects
- Takeover and expansion of purchasing controlling and the SAP-Keyuserteams with 4 employees
- Lead the global team product cost optimization
- Reimplementation and optimization of the existing SAP system
- Establishment of a Global Sourcing Council
- Implementation of special EBIT-Improvement-Projects
- Personal takeover of SOP hazardous projects at the OEM

Employees: 3000 / directly subordinate: 32

(03/18- 06/18) Senior project manager // Interim Manager

Zollern GmbH & Co KG (on behalf of Kloepfel Consulting), Sigmaringendorf

- Takeover of the ongoing purchasing optimization project of Kloepfel Consulting at Zollern
- Complete tendering of all major commodity groups
- LCC sourcing of core goods groups (machining, raw materials, etc.)
- Takeover of the restructuring project for the Soest site incl. outsourcing of a partial production line
- Adaptation of the existing reporting tool
- Implementation of the special facility management project

Employees: 4000 / directly subordinate: 4

Reintjes Gears, Hameln

Head of Purchasing // Interim Manager (08/17-01/18)

- Reconstruction of the purchasing department after a successful reduction of 20% of the workforce
- Adjustment of purchasing processes to the new company situation
- Reorganization of the division after incorrect SAP implementation
- Management special project drawdown of inventories
- Management inter-divisional special project "component availability"
- Restructuring / Reorganisation of the supplier base incl. set-up of supplier management
- Sourcing of new suppliers for the introduction of assembly purchasing

Employees: 400 / directly subordinate: 10

Uhlmann Pac-Systeme GmbH & Co. KG, Laupheim

Head of operative purchasing // Interim Manager (04/17-07/17)

- Reorganization of the division after incorrect SAP implementation
- Development of an efficient supplier management for special machine construction in the pharmaceutical industry
- Management of the outsourcing team turning and milling
- Head of Task Force Missing Parts
- Formulation of employee development program for purchasing

Mitarbeiter: 2000 / Direkt unterstellt: 12

Schletter Solar GmbH, Haag (Oberbayern)

Head of Purchasing & Logistics // Interim Manager (06/16-03/17)

- Member of the core team reorganisation and restructuring
- Global Outsourcing further production areas after a staff reduction of 50%
- Set-up and management of the outsourcing team
- Implementation of an S & OP process for the entire supply chain in collaboration with Roland Berger Strategy Consultants
- Outsourcing of internal and external logistics processes
- Implementation of consignment stocks to SAP standard
- Set-up and training of a new supply chain team to manage the above named processes

Employees: 600 / directly subordinate employees: 45

Röhm Spanntechnik GmbH, Sontheim an der Brenz

Head of Group Purchasing // Interim Manager (09/15--05/16)

- Set-up & managed the purchasing organisation at the corporate headquarters and as a matrix organisation in 2 further factories in Germany as well as in Slovakia, India and China
- Developed strategies for the business area
- Advanced the previously nationally-oriented purchasing team
- Conducted training modules for technical employees in basic commercial issues
- Initiated the return of the pronounced "Maverick Buyings"
- Established a modern purchasing controlling; close cooperation with the areas Finance and Controlling
- Analysed procurement markets (direct and indirect goods) & defined procurement strategies
- Supplier management (qualification, development, assessment)
- Implemented and expanded material group structures including an appropriate lead buyer concept

Employees: 1.400 / directly subordinate employees: 18

Head of IT (in personal union with Head of Group Purchasing))

Interim Manager(as of 03/16)

- Outsourcing of entire, in-house IT department with 12 employees to an external service provider
- Taking over of the role of IT coordinator for all processes and systems (main focus SAP)
- Selecting and coordinating qualified, external IT consultants and service providers for the respective tasks
- Providing support for specialist departments / Key User for defining IT requirements and project handling with external consultants
- Monitoring of project implementation and that test procedures are observed
Ensuring consistency within SAP applications and between the different modules / avoid variances from SAP standard
- Involving other specialist departments for cross-module effects of system changes
- Identifying optimisation potential and impetus for improvement processes
- Definition and monitoring of service level / Escalation authority for the specialist departments / contact person for external IT service providers

Recaro Aircraft Seating GmbH & Co. KG, Schwäbisch Hall

Head of Commodity Purchasing // Interim Manager (01/15-09/15)

- Head of the Division Commodity Purchasing with 6 team leaders and a total of 35 worldwide operating purchasers
- Established a global lead buyer concept
- Managed the special projects Global Sourcing & US\$ Sourcing
- Responsible for the global cost reduction program Focus 2015
- Handled top complaint cases
- Head of pilot series production part purchasing
- Head of change management
- Interface function in cross-functional project team
- Coordination of purchasing office China

Employees: 1.700 / directly subordinate employees 41

Eissmann Automotive Deutschland GmbH, Bad Urach

Director Project Procurement // Interim Manager (04/14-01/15)

- Manager of the project procurement division with a team of 15 purchasers working throughout Europe
- Establishment of a high-performance multi-project management
- Co-ordination of the global sourcing teams
- Project procurement manager for all production facilities in Germany, Czech Republic, Slovakia, Hungary, China, USA and Mexico
- Leadership in price negotiations with top suppliers
- Management of the procurement of all prototype and preproduction parts
- Management of the change management up to six months after the start of production (SOP)

- Identifying and implementing “cost-saving measures” during the project phase
- Interfacing between cross-functional project teams
- Co-ordinating the production start for the new E-class (Mercedes) in China

Employees: 4.000 / directly subordinate: 15

Industry Representation Borowczak oHG, Dortmund

Generation transfer consultant (01/14-03/14)

- Advised the founder of the company with regard to the hand-over to the 2nd generation
- Coached the 2nd generation with regard to the business takeover
- Value stream mapping and optimisation of the supply chain processes

P.H. Glatfelter Company, Gernsbach / York (USA)

Supply Chain Director Global Business Unit // Interim Manager (07/13-12/14)

- Business Unit Spend (year-over-year cost reduction) and Purchase Price Variance (monthly vs. budget "
- Distribution Cost (inbound and outbound); On Time Delivery (delivery to customer promise)
- Inventory Management and inventory turns performance
- Production Planning accuracy; S&OP Plan compliance
- Responsible for Supply Chain performance efficiency, capability & capacity measurement and optimization
- Responsible for Supply Chain organization enablement & leadership
- Identify and implement best supply chain practices
- Responsible for driving future distribution initiatives
- Defines processes and procedures for supplier relationship management and CFBU wide supplier order processing
- Defines processes and procedures for inventory management
- Defines processes and procedures for CFBU wide production planning processes
- Drives continuous cost reduction of raw materials, MRO, supplies, capital and energy

Employees: 4.200 / directly subordinate employees. 68

ITT/Joh. Heinr. Bornemann GmbH, Obernkirchen/Seneca Falls (USA)

Purchasing Director // Interim Manager (10/12-06/13)

- Supervision of the global integration process into the ITT organization after the successful merger with regards to the existing multicultural structure
- Interim solution for vacancy/bridging of vacancy and support of the subsequently recruitment process
- Review and elaboration of a „process landscape“ of the Supply Chain Management with special focus to multinational logistics for safeguarding the internal just-in-sequence-production
- International personnel development of DCM with focus on the integration of given team structures to the new with focus on Integration of existing employee structures to the new objectives

- Introduction of a new CI (continues impr.) systems in the administrative area (Kaizen)
- Identification and und implementation of Low Cost Country Projects
- Crossfunctional embedment of these projects tot he operative business

Employees: 9.400 / directly subordinate employees: 8

**MTU Friedrichshafen GmbH / Tognum AG, Friedrichshafen / Detroit (L
Director After Sales Operations & Logistics Order Management //
Interim Manager
(10/11-09/12)**

- Continuation of all tasks involved in Friedrichshafen and Detroit in the field of „After Sales Order Management"
- Back-up support of the Sales Department regarding contract negotiations, bid strategies, etc.
- Ongoing coordination and prioritisation of the main interfaces: controlling, logistics, sales, and customer service areas
- Monitoring and ensuring of proper pricing, discounts and commission structures
- Targeted demand management to monitor and initiate action if necessary to avoid debt
- Monitoring, extension and establishment of arrangements for the achievement of departmental goals corresponding to the „Target"
- Leadership of the five team leaders in Friedrichshafen and Detroit
- Management of a directly subordinated project manager
- Procedural and structural support and advice to the team leader as well as (sub-) project leader

Employees: 10.000 / directly subordinate employees: 65

ALNO AG, Pfullendorf // Interim Manager

- Rehabilitation, restructuring, cost savings
- Reassessment and restructuring of the division
- Supervision of the commercial area

Employees: 1.800 / directly subordinate: 12

**HUGA Hubert Gaisendrees GmbH & Co. KG, Gütersloh
Purchasing Manager // Interim Manager**

- Outsourcing project, which forms part of the factory closing process
- Reorganising both the personnel and the administration in the purchasing department
- Internationalization of the supplier base with regard to global sourcing (Global Sourcing)
- Reorganisation of the commercial procedures in the enterprise

Employees: 300 / directly subordinate: 6

GeesinkNorba B.V.

Emmeloord/Netherlands

Profitability Improvement Project Leader // Interim Manager

(02/10-06/10)

- Formation & leadership of the Profitability Improvement Teams after the successful merger by Platinum Equity
- Leadership of all reduction programs (lean projects)
- Development of a European purchasing strategy for achieving savings goals with a focus on the Eastern Europe & Far East
- Establishment of an efficient Supply-Chain between those regions
- Establishments of consignment stocks
- Ensuring these purchasing benefits through framework agreements
- Preparation and implementation of outsourcing activities
- Purchasing volume: approx. € 50 million

Employees: 500 / directly subordinate: 7

Vokes-Air Group, Svenljunga/Sweden

Purchasing Director Europe // Interim Manager (04/09-12/09)

- Establishment of a European Central Purchasing Dept. after the successful merger by The Riverside Company
- Development of a European purchasing strategy for achieving savings goals with a focus on the Far East and India
- Ensuring these purchasing benefits through framework agreements
- Establishment of a supplier assessment system based on KPI's
- Development of new products by including supplier R&D
- Adaptation of the local purchasing organizations in 3 European factories and 13 distribution centers to the new central unit
- Consolidation of diverse ERP & IT systems
- Supervision of all cost reduction programs (lean projects)
- Purchasing volume: approx. € 50 million

Employees: 800 / directly subordinate: 8

CSA Germany GmbH & Co. KG, Mannheim/Detroit (Novi)

Director Supply Chain Management Europe // Interim Manager

(04/08-02/09)

- Establishment of the European Central Purchasing Dept. after the merger of Metzeler Automotive Profile Systems GmbH incl. recruiting
- Integration of the European teams into the central unit
- Representation of European interests when developing a global purchasing strategy for the purchase of raw materials (EPDM/metals)
- Representation of the supply chain organization for all "lean projects"
- Adaptation of the local supply chain organization in 13 European factories to the new central unit taking special consideration of each internal process along the entire process of value creation
- Consolidation of diverse ERP & IT systems (SAP & Fors)
- Purchasing volume: approx. € 200 million

Employees: 20.000 / directly subordinate: 55

CompAir Drucklufttechnik GmbH, Simmern/Hunsrück Hattersheim
Director Materials Management // Interim Manager (09/07-03/08)

- Restructuring after private equity takeover
- Optimization of the ordering and storage system to improve adherence to delivery dates with a clear reduction of the circulating assets with a focus on suppliers from the Far East
- Establishment of a supplier assessment system to secure this goal
- Optimization of the existing IT structures
- Support of strategic purchasing to safeguard planned purchasing benefits based on framework agreements among other things
- Purchasing volume: approx. € 45 million

Employees: 500 / directly subordinate: 8

Deutsche Präzisions-Ventil GmbH, Hattersheim/Frankfurt
Head of Supply Chain incl. Production Planning & Sales Order Desk // Interim Manager (05/07-08/07)

- Optimization of deliverability to the customer
- Development of a global purchasing strategy to secure this goal
- Introduction of a Europe-wide ratio system (Supply Chain Score Card) for controlling the European organization using the existing IT structures
- Adjusting the processes in the individual areas after introducing the new Supply Chain Organization from the acquisition of raw material via order acceptance/production planning to logistics
- Outsourcing of warehousing (approx. 20 employees)
- Representation of the Supply Chain for all cost reduction programs
- Purchasing volume: approx. € 65 million

Employees: 1.200 / directly subordinate: 35

HPI GmbH, Sulzbach im Taunus
Director International Trading & Chemicals // Interim Manager (03/07-05/07)

- Restructuring after takeover
- Introduction of a new product family in close coordination with the management with a special focus on the purchasing market in the Far East and Turkey
- Development of the purchasing strategies and processes for these product families, incl. supplier assessment based on KPI's
- Purchasing volume: approx. € 45 million

Employees: 130 / directly subordinate: 10

Moeller GmbH Bonn // Interim Manager (09/06-02/07)

- Procurement support in identifying cost saving potentials (purchasing benefits) after takeover by a private equity enterprise
- Project management of an insourcing project taking into consideration the technical necessity in combination with business management requirements
- Coordination of interaction with an external management consultancy

Employees: 9.500

Berkenhoff GmbH, Giessen/Heuchelheim

Director Central Purchase // Interim Manager (10/05-08/06)

- Restructuring by order of a private equity company
- Expansion of the range of suppliers in the areas of nonferrous metals and other alloys based on framework agreements
- Consulting with Purchasing and R&D for this project
- Reintroduction of SAP
- Restructuring of materials management and optimization of requirements planning to reduce the circulating assets
- Establishment of a ratio system (KPI's) to control these processes
- Management of various cost reduction programs (lean)
- Business management for the establishment of new production in Ningbo/China based on the technical specification by the R&D Dept.
- Purchasing volume: approx. € 70 million

Employees: 650 / directly subordinate: 8

Huang Jing Industrial Co, Kaohsiung Hsien, Taiwan

(10/04-06/05)

- Preparations for introduction to German market
- Customer contacts, offices, recruiting, authorities

Jan Kolbe Einbaugeräte GmbH, Pettstadt / Bamberg

Purchasing Manager // Interim Manager (06/03-08/04)

- Full responsibility for materials management
- Expansion of supplier base, especially in the Far East & Turkey
- Development of a materials management system capable of achieving annual growth rates of about 30% as well as reorganization of the supplier base taking into consideration controlling based on KPI's using the existing ERP system
- *Purchasing volume: approx. € 15 million*

Employees: 100 / directly subordinate: 20

Richter System GmbH & Co. KG, Griesheim/Darmstadt

Merchandise Purchasing Manager 06/98 – 06/03

- Direct responsibility for management of merchandise (as defined for the balance sheet), raw and auxiliary materials, services, projects, detailed technical solutions in conformance with building regulation requirements
- Sourcing new supplier sources within the narrow field of steel purchasing
- Management of Far East purchasing (Taiwan, China, Korea, Malaysia)
- Optimization of materials management taking special consideration of the requirements planning at several production locations
- Direct responsibility for 3 employees, professional responsibility for a further 10 employees
- Purchasing volume: approx. € 20 million
- 01/02 Takeover of Far East purchasing for the Knauf Gips KG
- 08/02 Appointed coordinator of merchandise Knauf worldwide
- 01/03 Appointed coordinator of all inter-divisional projects

Employees: 600 / directly subordinate: 13

Euro Trade Peters GmbH, Nordwalde/Münster
Business Manager 10/97 – 05/98

- Wholesale
- Sectors: DIY heating, imports from Italy

Praktiker Bau- und Heimwerkermärkte AG, Milano
Central Purchasing Italy 11/96 – 09/97

- Setup of the Italian branch
- Coordination between business management in Italy and the executive board in Germany
- Creation of the product line for the first POS in Milan for sanitary, heating, tiles and electrical installation products

Employees: 100 / directly subordinate: 3

Praktiker Bau- und Heimwerkermärkte AG, Kinkel
Central Purchasing Assistant 07/95 – 10/96

- Full responsibility for market introduction of heating product line incl. definition of guidelines (packaging, assembly, etc.), design of product displays and flow planning in conjunction with coordination of 200 sales outlets; additional sales volume: annually DM 12 million during the year of market introduction
- Independent negotiation of bonus agreements and framework agreements
- General assisting activities in heating/sanitary category management
- Purchasing volume: approx. DM 400 million

Employees: 15.000 / directly subordinate: 1

Richter + Frenzel Regensburg GmbH + Co., Passau
Purchasing Manager 11/94– 05/95

- Adaptation of product lines to the Austrian market at market entry
- Negotiation of framework agreements for the corporate group
- Full responsibility for warehouse planning at the new company facility
- Management of commercial training (5 trainees)
- Professional and direct responsibility for 7 employees

Employees: 120 / directly subordinate: 7

Ing.-Büro Kasprowski, Passau/München
Manager of IT/CAD and Purchasing in a self-employed capacity
03/89 – 02/94

- Establishment of the CAD department, which had 5 employees at the end, and organization in three shifts in parallel with studies
- Reference projects: ICE Operations Center Munich; University of Applied Sciences Munich, Hacker-Pschorr Munich

Employees: 35 / directly subordinate: 5

Chamber of Industry & Commerce Lower Bavaria, Passau
Lecturer 12/88 – 02/94

- Planning and delivery of IT seminars

EDUCATION

10/88 – 07/94 University of Passau

Business degree

Major subjects: Business Administration /Italian

10/90 – 06/91 University of Verona

- Fellowship received within the framework of the EU ERASMUS Program

09/87 – 09/88 Hagen Correspondence University

- Major subject: Economics

08/85 – 08/88 Business Administration Academy Essen

Business Administration / Industrial Business Administration

- Course of study with integrated practical training; Ruhrgas AG, Essen

03/85 – 06/85 University of Florence

- Language studies

SPECIAL QUALIFICATIONS

08/85 – 08/88 Ruhrgas AG, Essen

Trainee

- Worked independently in the central Organization/IT Department providing training and support to users including the independent development of the corresponding programs and literature

01/95 Chamber of Industry and Commerce Lower Bavaria, Passau

Trainer aptitude examination

LANGUAGE SKILLS

English: business fluent

Italian: business fluent