



Personal Data

Born 22nd February 1960 at Detmold, Germany ♦ Married

CURRICULUM VITAE

Profile:

A senior program and product lifecycle executive manager with a technical background and an in-depth experience covering:

- aeronautical, space, automotive, construction and nuclear energy industries
 - successful product development management, with the associated project and project controls management as well as systems engineering
 - lean production management, plant leadership (3.000 employees), and build-up of new factories
 - supply chain management, sourcing from companies in China, Europe, India, Japan, Korea, Russia, Taiwan and the US
 - creation, implementation and leadership of an entirely new department for 700 employees
 - management of a great variety of business transformation projects, with demonstrated bottom line results as well as improvements in cash, process time, quality, people competencies and engagement, with the associated (mind-set) change management
 - network-centric leadership of multi-cultural, multi-functional, internationally dispersed teams, using latest IT communication infrastructure
 - conceptualization and implementation of fully integrated, harmonized IT applications for schedule planning, project controls and PLM, each used by hundreds of employees
 - business development, comprising strategy creation, market forecasting, policy research, organization development, innovation management as well as Government relations
- and with
- a demonstrated and highly rated leadership effectiveness
 - an open minded and creative thinking personality, gifted with communication and negotiation skills, drive, commitment, values and ethics, dedication and engagement, as well as a structured approach to challenges, and
 - an international background, multi-cultural awareness and fluency in German, English, French.

Experience:

- [22] **05/2023 – Today**
Vinson-sur-Verdon, France
- Novo Artifact Consulting**
Consulting, Interim Management, Mentoring, Lecturing, Coaching and Training in support of Managing Complex Engineering Programs
- Managing Director**
Function: Program Management
- Providing support based on a 4P Concept covering the Focus Groups 'Products', 'Programs', 'People' and 'Policies' with in total 25 individual Themes
 - For more details see: www.novo-artifact-consulting.com
- [21] **01/2017 – 04/2023**
St Paul-lez-Durance, France
- ITER Organization (IO)**
Organization to develop the International Thermonuclear Experimental Reactor, the world's first nuclear fusion EPC project at industrial scale (ca. 20Bn\$)
- Director Project Control Office**
Function: Project Management
- Member of the Management Board and Budget Advisory Committee of the ITER Organization; Member of the Executive (ITER) Project Board
 - Managing ITER Project Controls: Scheduling, Cost Estimation, Earned Value Management (ANSI Standard), Risk & Opportunity Management, In-Kind Management
 - Sponsor for the implementation of PLM system (Dassault Matrix)
 - 25 FTE as direct reports ♦ 45 FTE as contractors
- [20] 07/2016 – 12/2016
- Book-writing Sabbatical and Reorientation Phase
- [19] **05/2012 – 06/2016**
Burscheid, Germany and Plymouth, MI, USA
- Johnson Controls (JCI) Automotive Seating**
Development, production and Just-in-Time delivery of complete car seats or their commodity-components to automotive OEMs around the world
- Group VP Program & Product Development Management (P&PDM)**
Function: Program Management, Product Development Management
- One of 20 members of Automotive Seating Executive Operating Team (EOT), representing the Program Management Function
 - Continuous improvement of P&PDM execution capabilities of 690 Program Managers and 3.810 other members of Simultaneous Development Teams in charge of ca. 500 programs, generating US\$ 15Bn of sales p.a., demonstrated via periodic measurement of globally accepted KPIs
 - Covering activities in different European countries, North & South America, China, Japan, Korea, India, SE Asia, South Africa, Russia
 - Successful implementation of a variety of business improvement projects (such as 'Tool Move' project, generating US\$ 20M of savings)
 - Successful implementation of PLM system (Siemens Teamcenter)
 - 11 FTE as direct reports ♦ 37 FTE via dotted line reporting.

03/2008 –

04/2012

Toulouse, France

[17] 03/2008 – 04/2012

Airbus SAS

One of the two largest companies in charge of development, production and after sales support of commercial aircraft

VP Center of Competence Project & Program Management

Function: Program Management

- Setup, implementation and leadership of an entirely new department to enhance the Project and Program Management capabilities among ca. 1.200 Airbus project leaders
- Development and implementation of fully integrated planning tool for 4.000 FTE working for the development of the Airbus A350
- Implementation of a cost-saving PMO resource management scheme, delivering PMO resources on a per demand basis to project leaders in need of support
- Direct reports: 350 FTE active workforce / 350 external FTE ♦ € 70M of annual budget.

[18] 03/2008 – 04/2012

VP Chief of Staff – Programs Division

Function: Program Management

- Leader of cross-programs business improvement projects (e.g. 'Streamline FALs', reducing leadtimes in all Airbus Final Assembly Lines (FALs) by 15%, equivalent to € 460M cash savings and € 15M additional Ebit contribution)
- Representing Programs Division in Airbus' highest-level Multi-Functional Team challenging requests for investment expenditure, resulting in € 1.8Bn CapEx savings
- Acting as Business Compliance Officer for Programs Division, ensuring Programs' staff trained in Ethics and Compliance.

05/2004 –

02/2008

Hamburg, Germany

[16] 10/2006 – 10/2007

Airbus Deutschland

One of the two largest companies in charge of development, production and support of fully equipped commercial aircraft fuselages

VP Hamburg Plant

Function: Manufacturing / Plant Leadership (primus inter pares)

- Extension of previous role by the following aspects:
 - Long Range aircraft fuselages
 - Parts manufacture, inc. for very short term needs
 - Logistics services
 - Capital Expenditure management and plant development
 - Industrial Engineering covering Manufacturing Engineering, time management systems (e.g. MTM), production processes
- Build-up of new, lean production factory for Single Aisle fuselage structural assembly
- Establishment of the Lean Learning Academy for the plant Hamburg
- Direct reports: 3.000 FTE.

- [15] 05/2004 – 02/2008 **VP Fuselage Single Aisle Hamburg Plant**
Function: Manufacturing
- Section build, fuselage assembly, surface protection and systems installation for Single Aisle aircraft fuselages
 - Supply chain management, covering aerospace companies in Europe, Korea, Japan, Taiwan and the US
 - Implementation of major cost, leadtime-reduction and quality improvement projects
 - Implementation of the Airbus Lean Production System (ALPS)
 - Build-up of new, lean factory ('Moving Line') for systems installation on Single Aisle fuselages, resulting in productivity increase by 30% ♦ leadtime reduction by 45% ♦ production rate increase by 100% ♦ reduction of quality defects by 50%
 - Direct reports: 1.000 FTE ♦ € 250M of annual business volume ♦ 800.000 Working Hours per year ♦ 380 sections delivered p.a. to Final Assembly Lines at Hamburg, Toulouse, Tianjin (PRC) ♦ investment expenditures: € 25M (2005), € 31M (2007).
- [14] **06/2001 – 04/2004**
 Bristol, UK **Airbus UK**
 One of the two largest companies in charge of development, production and support of fully equipped commercial aircraft wings
- Head of Project Management Office A380 Wing**
Function: Project Management
- Establish and lead the Project Management Office (PMO) for the integrated project teams across Europe in charge to develop the A380 wing
 - Successful on-time delivery of first A380 wing
 - 6 FTE as direct reports ♦ 59 FTE via dotted line reporting.
- Previous Experience:**
- [13] **09/1999 – 05/2001**
 Toulouse, France **Airbus SAS**
 One of the two largest companies in charge of development, production and support of commercial aircraft
- Director A380 Strategic Issues & Organization Development**
Function: Business Development, Government Relations
- Concept creation and implementation of new, design-build team based organization for A380 development (affecting >5.000 FTE)
 - Publication of model for identifying the strategic and macro-economic benefits of complex, technology-based products.
- [12] **01/1996 – 08/1999**
 Brussels, Belgium **European Aerospace Industries Association (AECMA)**
 Association ensuring effective representation in European political decision processes
- Head of Policy Research**
Function: Business Development, Government Relations
- Start of annual publication of European aerospace facts & figures
 - Publication of first ever consistent analysis of Government funding for aerospace in the EU and US.

- [11] **05/1995 –
12/1995**
Friedrichshafen, Germany
- Dornier Satelliten-Systeme**
Development and production of satellites for communication, navigation, research and Earth observation
- Head of Business Development Military Satellites***
Function: Business Development
- Development of a military satellite business strategy.
- [10] **01/1993 –
04/1995**
Munich, Germany
- Deutsche Aerospace**
One of Europe's leading aerospace companies
- Assistant to SVP Sales, Aircraft Group***
Function: Sales, After Sales, Marketing
- Implementation of efficiency improvement projects for Market Research and Product Support
 - Release of integrated civil aircraft market forecast covering Dornier, Fokker and Airbus.
- [09] **12/1989 –
12/1992**
Munich, Germany
- Messerschmitt-Bölkow-Blohm**
One of Europe's leading aerospace companies
- Project Manager***
Function: Project Management
- Managing various space projects (in particular the GNC-system for the HERMES spaceplane's orbital phase).
- [08] **11/1986 –
11/1989**
Heidelberg, Germany
- Max-Planck-Institute for Astronomy**
One of the world's leading astronomical research institutions
- Post-Graduate Project Manager***
Function: Project Management, R&T/ Innovation Management
- Design, build and test of the laboratory model of the photo-polarimeter experiment on the Infrared Space Observatory satellite.
- [05] **04/1985 –
08/1985**
Canterbury, UK
- University of Kent**
One of the world's leading space sciences institutions
- Under-Graduate Project Manager***
Function: Project Management, R&T/ Innovation Management
- Successful design and test of a micro-meteoroid and space debris sensor for space station application, leading to a proposal to NASA.

Education:

[08]	11/89	Ph. D. (Dr. rer. nat.)	Astronomy
	11/86 - 11/89	Max Planck Institute for Astronomy, Heidelberg, Germany <i>Scholar of the Max Planck Society</i>	Astronomy
	06/86	Diploma (Diplôme d'Ingénieur de Spécialisation)	Space Engineering
[06]	09/85 - 06/86	Ecole Nationale Supérieure d'Aéronautique et de l'Espace, Toulouse, France <i>Scholar of the French Ministry of Defense</i> inc. studies at:	Aerospace Engineering
[07]		- Ecole Polytechnique, Paris, France (3 months)	
	08/85	Diploma (Dipl.-Ing.)	Aerospace Engineering
[03]	09/79 - 08/85	Technical University, Munich, Germany inc. studies at:	Aerospace Engineering, Philosophy
[04]		- Queen Mary College, London, UK (one year) <i>Scholar of the German Academic Exchange Service</i>	Aeronautical Engineering, Astronomy, Nuclear Engineering
[05]		- University of Kent, Canterbury, UK (4 months)	Space Sciences
[02]	09/79	Military Service (finish)	
[01]	06/78	Matriculation (Abitur)	

- [A] **Languages:**
- Fluent: German, English, French
 - Basic: Spanish.
- [B] **Further Training:**
- Lean Manufacturing (Airbus Lean Learning Academy)
 - Project Management (certified as Airbus GOLD PM Professional)
 - FIDIC Contract Management
 - General Management and Business Development (various seminars)
 - Intercultural Management (various seminars)
 - Ethics and Compliance (various seminars).
- [C] **Publications:**
- Numerous articles about technical, scientific, political, strategic and management subjects
 - Book: *Government Funding for Aerospace* (English: 2000)
 - Book: *Commercial Aircraft Development Projects* (English: 2010; Chinese: 2013)
 - Lecturer of Lean, Project Management and Product Development topics (e.g. at many European cities, but also Beijing, Dubai, Moscow, Phoenix, Shanghai)
- [D] **Further Interests:**
- Member of German Engineers Society (VDI)
 - Member of the German Society for Project Management (GPM)
 - Honorary President and former Chairman of the Royal Aeronautical Society Hamburg Branch e.V., as well as former member of the RAeS President's Council
 - Former member of: AEGEE, Euravia, German-English Society, German-Canadian Society (leading to a 3 months work stay in Canada), German Liberal Party (FDP), advisory board to the representative for science and technology of the protestant church in Bavaria
 - Philosophy (in particular natural philosophy and evolution theory)
 - Travel, diverse sporting and cultural activities
 - Playing drums