

CEO for digital transformation & agile leadership in



LORENZ DIETSCHKE

CEO

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Born 14 January 1966 in Waldshut, Germany
Marital status Married, 1 child

Online profile



AT A GLANCE

- Proficient **CEO** and **Managing Director** with > **18 years of experience** in **change situations** and in **managing international groups** with a revenue of up to €120 million and 750 employees | delivers significant and sustainable **increase in value** in **disruptive situations** | experience in PE environment > 10y, family business > 5y and corporates
- Proven track record in **sales management** (> 18 years) and **OPS management** (>3 years)
- **Profound expertise: Agile leadership resulting in improving topline and results | digital transformation | turnaround | strategic realignment | varied industry experience** in consumer goods, plastics processing, process industry, special vehicles, mechanical engineering, metal processing
- Achievements: Substantial improvement of topline and results in several industries | development and execution of new business strategies | forming high-performance management teams
- Internationally experienced, **enthusiastic & visionary** leadership based on facts and figures | **participative leadership style** (“primus inter pares”) | easily motivating and inspiring others | country experience as Managing Director in D, CH, PL, NL
- **Enthusiastic** | multi-lingual (5 languages) | committed | resilient | team-minded
- **Target:** Leading a digital business transformation of a mid sized industry group in   in an executive / CEO role preferably MBI

WORK EXPERIENCE

09/2009 – present

Lorenz Dietsche Interim Management (LDIM) | St. Blasien – Menzenschwand, Germany
| www.dietsche-interim.com

Owner

- Agile leadership & strategic realignment & digital transformation & performance improvement

01/2018 – 03/2021

Rotho Group | Görwihl, Germany & Würenlingen, Switzerland & Koszalin, Poland | rotho.com is a leading European brand in FMCG/non-food/near food | family owned
CEO and CSO (ad interim 2019 – 2021)

Responsibility: Revenue of €120 million | directly managed 4 managing directors and 3 executive functions and indirectly 750 employees at 4 sites

Achievements:

- Developed and implemented group strategy
- Defined KPI & target setting system
- Changed company into marketing-driven organization with focus on end consumer
- Introduced agile working (scrum)
- Pushed digital-transformation (e-com, marketing, F&A, OPS, HR)
- Established functional group structure including supervisory board
- Established high-performance management team
- Reduced costs by > €2 million p.a.
- Closed non-profitable / non-strategic businesses
- Increased group EBITDA 2020 vs 2017 by 87% € (new products /change in channel mix /product mix/customer mix/pricing /defending online street price/cost)
- Topline growth 2017 – 2020: €10 million, thereof - €4m reduction of non-profitable revenue, thereof + €12 million e-com

11/2015 – 12/2017

Metzeler Schaum GmbH | Memmingen, Germany | www.metzeler-schaum.de | leading manufacturer of Polyurethane foams | revenue: €73 million | 460 employees | PE owned (thevitagroup.com & www.tpg.com)

Operations Director (COO) as Interim Manager

Responsibility: Revenue of € 27 million | directly managed 7 executives with indirectly 360 employees at 2 sites

Achievements:

- Increase OEE moulding department from 40% to 65%
- Transfer labor-intensive operations aviation and rail to subsidiary in Slovakia
- Downsizing of corresponding departments at headquarter (24 FTE)
- Closing loss-making parts of moulding department (41 FTE)
- Negotiated collective restructuring agreement, balance of interest, social plan with unions and as well as new frame contract with key customer aviation
- Improved organization focusing on core business
- Evaluated, recruited and appointed key personnel
- Launched company-wide initiative labor safety

02/2015 – 09/2015

DOLL Fahrzeugbau GmbH | Oppenau, Germany | www.doll-oppenau.com

Leading manufacturer of catering high loaders for airfields, heavy haulage trailers and timber trucks | revenue: €60 million | 335 employees | PE owned (cm-p.de)

Sales Director (CSO) as Interim Manager

Responsibility: Revenue of €60 million | directly managed 10 executives with indirectly 30 employees

Achievements:

- Evaluation strategic master plan, strategic projects sales & service & order processing
- Launched standardization by enabling small series production (target pricing, target costing)
- Recruited board member for the new established board
- Established new partnership in the UAE (sales and production) and contacts with potential partners in China
- Integrated separate Service organization into main organization
- Active reduction Net Current Assets (€1 million AR and € 1 million stock vehicles)
- Debottlenecked production by establishing subcontractor from Poland

11/2009 – 01/2015

BINZ GmbH & Co. KG | Lorch, Germany | binz.com is the leading hearse manufacturer in Europe | PE owned (nimbus.com)

CEO and CSO as Interim Manager

Responsibility: Revenue of €30 million | directly managed 10 executives with indirectly 81 employees

Achievements:

- Safeguarded liquidity by negotiation capital increases, D/E swaps and advance payments from customers
- Finalized development of new products with new management team; stopped non profitable products
- Downsized headcount by 35% in 2 steps; closed one production site
- Reduced COGS of main products
- Started growth projects in order to reduce dependency from main product: established 2 new product lines (ambulances & transporter hearses); entered market USA with existing products.
- Established board of BINZ
- Started negotiation for renewal of co-operation contract with Daimler

05/2011 – 11/2011

BINZ Ambulance- und Umwelttechnik GmbH | Ilmenau, Germany | BINZ Ambulance- und Umwelttechnik GmbH is a leading manufacturer of Ambulance Vehicles, command vehicles, special vehicles for Police / military and mobile hospitals | PE owned (nimbus.com)

CEO and CSO as Interim Manager

Responsibility: Revenue of €34 million | directly managed 8 executives with indirectly 140 employees

Achievements:

- Safeguarded liquidity by negotiating loans from states bank and shareholders
- Reducing headcount by 20%
- Installation of new management team
- programs for product standardization initiated

09/2009 – 12/2009 **Maag Gear Zameck Sp. z o.o.** | Elblag, Poland | a subsidiary of FLSmidth MAAG Gear which is a global leader in heavy-duty gear units for the cement and minerals industry

Managing Director as Interim Manager

Responsibility: Revenue of €46 million | directly managed 10 executives with indirectly 162 employees

Achievements:

- Set up trigger scenarios for restructuring
- Insourcing of activities that compensated 10% lower workload caused by market situation
- Reduction of project delays
- Implementation SAP

05/2008 – 05/2009 **Bucher Schörling** | Niederweningen, Switzerland | bucherschoerling.com is a world leading manufacturer of municipal vehicles for efficient cleaning and removing snow from public and private thoroughfares. Bucher Schörling is a subdivision of “Bucher Industries” and comprises 4 subsidiaries.

Managing Director

Responsibility: Revenue of CHF220 million | directly managed 10 executives with indirectly 540 employees

Achievements:

- Established new Organization and Management Team
- Definition and launch of strategic projects

04/2004 – 04/2008 **Lista GmbH** | Bergneustadt, Germany | lista.de is a leading manufacturer of storage and workplace equipment and part of the swiss Lista Group | PE owned (capvis.com)

CEO and CSO

Responsibility: Revenue of €38 million | directly managed 8 executives with indirectly 153 employees

Achievements:

- Decisive contribution to strategic Masterplan and selling of Lista to PE
- Strengthened direct sales by separating Key Accounts from Sales areas in Germany
- Strengthened efficiency in sales by separating standard from project business: General Sales catalogue & standard catalogue (Best of Lista)
- Strengthened Reseller Business by eliminating tradeware catalogue (was in competition to resellers)
- Downsized workshop and overhead by 15%

- 03/2003 – 03/2004** **Sulzer Chemtech Polska Sp. z o.o.** | Poznan, Poland | Sulzer Chemtech Polska Sp. z o.o., main production company for Sulzer Chemtech in Europe. Sulzer Chemtech is a part of the Sulzer Corp., Winterthur, CH, focusing on process engineering
- Managing Director*
- Responsibility:** Revenue of €8 million | directly managed 8 executives with indirectly 160 employees
- Achievements:**
- Re-Established within 4 months internal management and communication structures
 - Launched an extensive quality improvement project in engineering
 - Downsized capacity of one of the workshops according to market needs by 35%
 - Started up recruitment of new General Manager
- 01/2001 – 05/2003** **Sulzer Chemtech Nederland B.V.** | Tiel, The Netherlands | Sulzer Chemtech Nederland B.V. a company responsible for the Benelux Market and is specialized in engineering and production of Shell-products. Sulzer Chemtech is a part of the Sulzer Corp., Winterthur, CH, focusing on process engineering
- Managing Director and CSO*
- Responsibility:** Revenue of €35 million | directly managed 8 executives with indirectly 110 employees
- Achievements:**
- Accomplished complete turnaround at Sulzer Chemtech Nederland B.V. in only 18 months. Restored whole departments after the company had suffered a loss of €2,5m and key personnel had left
 - Downsized workshop capacity by 20% due to market requirements
 - Reorganized sales force, hired new sales manager
 - Established management and communication structures.
 - Launched new and profitable service branch, providing installation and spare-parts
 - Implemented inter-company business model (which was developed by the group)
 - Re-Established Finance and Administration department
 - Recruited key personnel including financial director and successor as GM running the company after turnaround
- 03/1998 – 12/2000** **Sulzer Chemtech Polska Sp. z.o.o** | Poznan, Poland | *Head Controlling, F&A*
- 10/1995 – 03/1998** **Sulzer Metco Ltd.** | Winterthur, Switzerland | *Head Controlling Customer Component Services & Head Controlling, Finance & Administration Sulzer Jet Engines Ltd.*
- 10/1993 – 09/1995** **Sulzer Management Ltd.** | Winterthur, Switzerland | *Analyst Corporate Finance*

EDUCATION

- 09/2009 – 01/2010 **Interim Executive Program** | Oestrich-Winkel, Germany | European Business School
- 09/1987 – 02/1994 **Master Degree in Industrial Engineering** | University of Karlsruhe (KIT), Germany
- 07/1985 – 06/1987 **Military Service** | Bad Reichenhall, Germany
- 06/1985 **University Entrance Diploma** | Kolleg St. Blasien, Germany - one of the leading private high schools in Germany

ADDITIONAL QUALIFICATIONS & RELEVANT INFORMATION

- IT skills** MS Office
- Language skills** **German:** Native speaker | **English:** Business fluent | **Polish:** fluent | **Dutch:** fluent | **French/Spanish/Portuguese:** Basic knowledge
- Membership** Lions Club | 1999 – present
- Interests** Skiing | running | classical music

St. Blasien Menzenschwand, 27 September 2021