

Dr. Dirk Schneider



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Selected projects

Implementation oriented strategy / operations professional

*Functional experience in Strategy / M&A / Value Enhancement / Restructurings
Industry focus on Machinery / Chemicals / Pharmaceuticals / Energy
Track-record in advisor and C-level executive roles*

Internationally experienced professional with successful track-record of strategy development and operational implementation. Worked on board- and operational level to design and implement strategic and operational improvements as well as comprehensive restructurings for large multi-national conglomerates and mid-size privately owned companies. Directed multi-disciplinary teams on multi-million to multi-billion dollar change-of-ownership projects and managed post-merger integrations in strategic and operative functions. Industry focus on well established process and assembly industries. Work experience in Europe, USA, Middle East, South East Asia and Latin America. Specific strength in solving complex issues quickly and driving practical solutions from strategy development to hands-on, operational implementation.

Strategic and operational improvements

- Developed and executed corporate and business unit strategies to balance the overall portfolio, to guide capital allocation or to strengthen internal and external growth
- Managed R&D, operational improvement and revenue enhancement programs with large, often cross-functional teams on a day-to-day basis
- Led new product and market assessments to leverage technological or organizational capabilities to diversify existing business portfolios

Operational and financial restructurings

- Developed and executed comprehensive restructuring initiatives including cash-management, strategic repositioning and balance sheet restructuring
- Led negotiations with banks and other financing parties to ensure temporary stand-still as well as a long-term financing structure in line with business requirements and capabilities
- Implemented major headcount reductions, at times involving site-closures and production transfers in close cooperation with works-councils and unions

Change of ownership

- Developed acquisition and divestment strategies and facilitated decision-making on Board level
- Directed strategic and commercial Due Diligence projects and managed early stages of transactions often leading a variety of internal and external specialists
- Structured post-merger integration programs on Board level and led function specific integration teams on operational level

- Curriculum vitae -

Professional

- 2001 – today **Management Consultant / Interim Manager** in Frankfurt, Germany
 - Led comprehensive improvement and restructuring projects covering strategic, operational and balance sheet restructurings in life-science, energy, heavy- and light machinery and general industry with divisional or company turn-over of up to 700 million € in consulting or line-management functions
 - Supported mid-size divestments and acquisitions with turn-over of up to 350 million € in strategic and operational functions often in close co-operation with multi-disciplinary advisor teams
 - Developed strategic rational and led operational set-up of financial and strategic investment organizations with fund sizes between 50 and 100 million €
 - Worked in Europe, South-East Asia and the Americas
- 1999 - 2000 **Principal with A.T. Kearney** in Frankfurt, Germany
 - Developed the strategic rational and led the operational set-up of the US\$ 100 m European EDS / ATK high-tech Venture Fund
 - Established and grew the Start-up Consulting Practice to more than 20 consultants
 - Led restructuring and acquisition projects in established industries covering budget volumes of up to several hundred million €
- 1992 - 1999 **Associated Principal (last) with McKinsey & Co.** in Frankfurt, Germany
 - Managed restructuring and efficiency improvement projects with budget volumes up to one billion € and client teams up to 60 members
 - Led multi-disciplinary transaction- and post-merger-integration teams of up to 100 members
 - Directed large scale privatizations in electricity, water, chemicals and mining
 - Worked in Europe, USA and South-East Asia, established and build-up the McKinsey presence in Abu Dhabi to 21 consultants

University

- 1990 - 1992 **MBA at the Darden Graduate School for Business Administration in Charlottesville, Virginia, USA**
- 1988 - 1990 **Doctoral studies** (“Dr. rer. nat.”) in Molecular Biology and Research Assistant at the **Philipps-University in Marburg, Germany**
- 1982 - 1987 **Undergraduate and graduate studies** (“Diplom”) in Biology at the **Philipps-University in Marburg, Germany** and **Louisiana State University in Baton Rouge, Louisiana, USA**

Publications / presentations

- 2014 “Automotive set for future growth – what’s about suppliers?” – discussion paper
- 2013 “Chief Restructuring Officer – a powerful role in corporate restructuring” – discussion paper
- 2010 “Supply chain consolidation – a promising strategy?”, discussion paper
- 2010 “Private Equity – beyond the recession”, Feature article, AltAssets
- 2009 “Managing uncertainty: handling the economic crisis”, Darden Roundtable, Frankfurt
- 2000 “Valuation of technology start-ups”, Plenum presentation, Barbarians on the Net, Amsterdam
- 1997 “Successful infrastructure privatization – a blue print”, Opening presentation, Middle East Infrastructure Development Congress, Dubai
- 1994 “Wertbasiertes F&E Management”, Zusammenhänge, McKinsey&Co.

Date of birth August 21, 1961

Languages German (native)
English (fluent)
Spanish (basic)

Hobbies Sailing, Hiking, Mountaineering

- Selected projects -

- Led as Chief Restructuring Officer and Interim-CEO the financial and operational restructuring of a EUR 350 million industrial equipment manufacturer. Key responsibility was to re-establish working relationships with financing banks, to secure ongoing loan facilities, to stabilize operations of a near-insolvent EUR 60 million subsidiary and to restructure group functions. Result was a six months financing stand-still leading to a draft mid-term financing scheme, a bank-accepted restructuring plan to bring the critical subsidiary from – EUR 10 million EBIT to break-even with EUR 7 million improvements implemented after 9 months and increased transparency of financing needs, project profitability and earnings monitoring.
- Acted as Chief Transformation Officer for an industrial goods manufacturer with global revenue of EUR 300 million. Key responsibility was to implement the high-level restructuring plan agreed upon with financing parties and to provide financial and operational status reports to equity- and debt-provider. Direct operational responsibility was for EBITDA-improvement programs at four legal entities in European countries. Net impact for those entities were projected cost reductions in the range of EUR 5.8 million with EUR 4.5 million implemented after 7 months.
- Supported operational and financial restructuring of a EUR 200 million service provider in the office technology area. The work included a quick diagnostic on reasons for financial deterioration and principle viability of business model, immediate implementation of short-term cash-saving initiatives, development of a three-years business plan with corresponding financing structure and renegotiation of financing with debt and equity provider. Result was a cash-break even within 6 months, a solid projection of break-even within 12 months and a successful financial restructuring with full support of debt and equity provider.
- Led the operational turn-around of a US\$ 350 million industrial goods manufacturer. Key activities included a diagnostic scan, development of an operational turn-around plan, implementation and running of a program-office, closure of production sites in Morocco and Turkey with transfer of impacted production volume to other sites, efficiency improvements in other sites, a significant reduction of working capital and initiatives stabilizing market share and price. Net impact was to move in less than 12 months from an operating loss of more than US\$ 10 million to operating break-even without operational disruptions or labor disputes.
- Led as interim-CEO the operational restructuring and subsequent sale of a EUR 100 million pharmaceutical business with extraction of active ingredients in Latin America, pharmaceutical production in Germany and sales in more than 10 countries. Net result was a 20% yield increase in extraction, a 15% cost reduction in production and a successful divestment in the range of EUR 250 million.
- Led a strategic refocusing and an operational improvement program for a EUR 60 million annual revenue specialty chemicals company. The strategic refocusing included the divestiture of EUR 35 million non-core revenues as well as the acquisition of EUR 27 million new revenues. The operational efforts included cost reduction and targeted price improvements. In summary this improved the EBIT margin from 12 % to nearly 30%.
- Led the operational and financial restructuring of a near insolvent EUR 90 million manufacturer in the office equipment industry. This project included a successful operational turn-around as well as a complete refinancing involving renegotiation of debt- and mezzanine-financing from several different commercial banks. As a result, the company got refinanced and reached profitability within two years.