Hendrik Gewald

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Curriculum vitae

1989	Mechanical Engineer; Technical University Braunschweig, Germany
1989 – 1994	Volkswagen de México S.A., First team leader of the technical test center (quality management), subsequently head of the department 'production planning and control' later additional in charge of the final assembly line
1995 – 1997	Preussag Noell GmbH, Responsible for the Asia-Pacific market for the area 'Warehouse and system technology'
1998 – 2002	Celerant Consulting GmbH, Management consulting in the field of 'operational strategy'
2002 – 2018	c2 consulting GmbH, Management consultancy specialized on implementation of productivity improvement programs
Since 2018	maintec GmbH & Co. KG, Consultancy in the fields of industry and innovation Managing Director

Selected reference projects

1998 – 1999 Cement producer with plants in 70 countries

Project:	Global change program through re-engineering the operational structures of all cement plants
Responsibility:	Business analysis, project development and execution in 8 cement plants in South-east Asia and Central and Eastern Europe

1999 Automotive OEM Germany, commercial vehicles

Project:	Improvement of the OEE in the engine manufacturing in order to avoid investments to extend capacity
Responsibility:	Analysis, project development and project execution

1999 Print industry for premium personal organization systems, 250 employees, Denmark

Project:	Cost reduction by outsourcing the entire production and logistic processes
Responsibility:	Project development and implementation

1999 Automotive assembly plant in Sweden, 600 employees

Project:	Reduction of operative cost through increase of productivity and improvement of product quality
Responsibility:	Analysis, project development and project management

1999 **Automotive OEM in the U.K., press shop, 1,200 employees**

Project: Improvement of the OEE in all press lines with a resulting cost reduction
Responsibility: Business analysis, project development and control of project team

2000 – 2001 **Cement producer with plants in 70 countries**

Project: Implementation of a standardized management system for Europe with the consequence of reducing operational cost
Responsibility: Project director, analysis, project development, project management, coach of the execution board

2001 **First TIER Supplier automotive, 2,800 employees, Germany**

Project: Reduction of quality cost by improving the internal and external product quality
Responsibility: Analysis, project development and implementation

2002 **Automotive OEM, Germany**

Project: Introduction of a standardized quality management system for all plants and the central department
Responsibility: Project design & development, and control of client team

2002 **First TIER Supplier automotive, 2,000 employees, Germany**

Project: Implementation of a client management to reduce claim cost
Responsibility: Business analysis, project design, project management

2003 **First TIER Supplier automotive, 800 employees, Spain**

Project: Reduction of quality cost by improving the internal and external product quality
Responsibility: Analysis, project design and implementation

2003 **First TIER Supplier automotive, 500 employees, Sweden**

Project: Problem resolution and avoidance of recall by managing the client
Responsibility: Execution problem solving and communication with client

2004 **Supplier of the commercial vehicle industry, TIER 1 with 500 employees in Spain**

Project: Cost reduction due to productivity improvement
Responsibility: Analysis, project development and implementation

2004 **Automotive OEM, Germany**

Project: Reduction of product development cycle times by implementing a new first sample test process
Responsibility: Project design and implementation

2005 **First TIER Supplier automotive, 2,500 employees, Germany**

Project: Implementation of an effective supplier management system to improve product quality and to assure product design
Responsibility: Project development and quality management of project

2005 **First TIER Supplier automotive, 9,000 employees, Germany**

Project: Sustainable solution of a complex product problem by applying the DoE method
Responsibility: Design of approach and required steps, control of method

2005 **First TIER Supplier automotive, 9,000 employees, Germany**

Project: Assurance of delivery reliability and reduction of failure cost for a high-tech product
Responsibility: Project design and quality of implementation

2006 **First TIER Supplier automotive, foundry 500 employees, France**

Project: Turn around to achieve profitability
Responsibility: Business analysis

2006 **Second TIER Supplier automotive, 100 employees, Germany**

Project: Reduction of the product defects at the customer (0 km) and internal (scrap and rejections)
Responsibility: Project concept and implementation

2006 **Automotive OEM Premium, 150,000 employees, Germany**

Project: Group wide standardization of the indicator system to measure the production performance
Responsibility: Development of indicator structure and implementation

2006-2008 **Motorcycle manufacturer, Germany**

Project: Requalification of selected suppliers
Responsibility: Analysis of the operational processes, project design and implementation

2006 **First TIER Supplier commercial vehicle industry, 200 employees, Spain**

Project: Recovery of delivery delay to a commercial vehicle OEM
Responsibility: Definition of emergency plan and interim management

2007 **First TIER Supplier automotive, 350 employees, Mexico**

Project: Short-term improvement of quality and delivery performance
Responsibility: Project concept and implementation

2007 **Supplier for motorcycle industry, 320 employees, Spain**

Project: Product launch for an innovative product
Responsibility: Control of production launch until final serial production

2008 **First TIER Supplier automotive, 400 employees, Germany**

Project: Productivity improvement in operations
Responsibility: Business analysis, Project development and implementation

2008-2009 **Automotive OEM Premium, 150,000 employees, Germany**

Project: Implementation of a standard Quality management system in the group, linked to a significant efficiency improvement of the quality organization
Responsibility: Concept, project development, implementation and controlling of improvements

2009 **First TIER Supplier automotive, Engine Components, 1,000 employees, France**

Project: Short-term improvement of delivery situation during the ramp up of a new product (logistics and quality)
Responsibility: Business analysis, Action planning and control of action realization

2010 **Second TIER Supplier, Interior 500 employees, Germany and Russia**

Project: Product quality and launch management
Responsibility: Analysis, Interface Management with the TIER 1

2010-2011 **Engineering Company, 1,000 employees, Germany**

Project: Interim Management Chief Restructuring officer
Responsibility: Turn around and re-financing

2010-2011 **First TIER Supplier automotive, 4,800 employees, Germany**

Project: Reduction of maintenance cost by implementing a maintenance system
Responsibility: Business analysis, Action planning and control of action realization

2011 **First TIER Supplier automotive, 11,000 employees, Germany**

Project: Risk management for a new product concept
Responsibility: Project concept and implementation

2010-2012 **First TIER Supplier automotive, 750 employees, Spain**

Project: Implementation of Lean Production to increase productivity
Responsibility: Business analysis, Action planning and control of measure implementation

2012 **First TIER Supplier automotive, 10,000 employees, Germany**

Project: Re-organization of the quality management area
Responsibility: Business analysis, Action planning and control of measure implementation

2013 **Manufacturer for wind power turbines, 1,100 employees, Germany and Czech Republic**

Project: Improvement of delivery performance and efficiency
Responsibility: Analyse and Project concept

2013-2014 **First TIER Supplier automotive, 2,000 employees, USA**

Project: Improvement of the maintenance system to increase asset liability
Responsibility: Design of the approach and control of project execution

2013-2014 **Electronics manufacturer, 600 employees, Germany**

Project: Re-organization of Business processes and Turn around
Responsibility: Project concept, design of business plan and implementation

2014-2015 **First TIER Supplier automotive, 2,000 employees, USA**

Project: Complete re-organization of the plant
Responsibility: Responsible interim plant manager

2015 General contractor for photovoltaic park construction, 1,000 employees, Spain

Project: Optimization of the project management system
Responsibility: Design of the approach and control of project execution

2016–2017 Supplier Automotive TIER 2, 800 employees, Germany

Project: Plant performance improvement and securing a production launch after factory relocation
Responsibility: Responsible plant Manager

2017 General contractor for photovoltaic park construction, 1,000 employees, Spain/Chile

Project: Cost reduction and acceleration of the installation of photovoltaic parks by standardizing the installation procedures
Responsibility: Design of the project, control of resources and safeguarding the project progress

2017–2018 Automotive OEM, Premium-segment, 1.900 employees, Germany

Project: Improvement of delivery reliability and quality of the strategic suppliers
Responsibility: Overall responsibility for the project activities, coordination of resources and activities at the suppliers

2018 General contractor for photovoltaic park construction, 1,000 employees, Mexico

Project: Standardization of assembly processes and introduction of lean principles for the installation of a photovoltaic park
Responsibility: Responsibility: Development of the lean elements, adaptation to the assembly processes, achievement of the defined goals

2018-2019 Supplier Automotive TIER 2, 800 employees, Czech Republic

Project: Restructuring and short-term turnaround of a business unit
Responsibility: Responsible business unit manager

2019-2020 Supplier Automotive TIER 2, 180 employees, Germany

Project: Restructuring and stabilization of the cold impact extrusion division
Responsibility: Responsible plant Manager