

Hendrik Gewalt

*1962

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	Seini Siglo XXI S.L. Consultancy in the fields of industry, Interim Management and investment, 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 TIER 1 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 TIER 1 Supplier automotive, 2,000 employees, Germany

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

2003 TIER 1 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 TIER 1 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 TIER 1 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 TIER 1 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 TIER 1 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 TIER 1 Supplier automotive, foundry 500 employees, France**
 Project: Turn around to achieve profitability
 Responsibility: Business analysis
- 2006 TIER 2 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 TIER 1 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 TIER 1 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 TIER 1 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 TIER 1 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 TIER 2 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 TIER 1 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 TIER 1 Supplier automotive, 11,000 employees, Germany**
 Project: Risk management for a new product concept
 Responsibility: Project concept and implementation
- 2010-2012 TIER 1 Supplier automotive, 750 employees, Spain**
 Project: Implementation of Lean Production to increase productivity
 Responsibility: Business analysis, Action planning and control of measure implementation
- 2012 TIER 1 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 TIER 1 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 TIER 1 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
- 2021-2022** **Supplier Automotive, TIER 1 and 2, 200 employees, Spain**
 Project: Turnaround in the machining area and stabilization of the tempering and surface finishing processes
 Responsibility: Responsible interim operations manager