

HARRY HENNING

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CHIEF EXECUTIVE • GENERAL MANAGER • INTERIM EXECUTIVE

Results-focused leader with extensive global manufacturing operation transformation experience and a proven ability to maximise efficiency and minimise costs using methods such as Kaizen, TPM and Six Sigma. Evaluates production and distribution processes and designs and implements productivity, logistics, supply chain, transportation and workflow improvement strategies. Skilfully manages change, leveraging strong leadership qualities to build consensus and secure stakeholder buy-in. Manages relationships with customers, global management teams, work councils, banks and government agencies.

Interim Executive Management • Leadership • Plant Management • Strategic Planning • Negotiations
• Key Account Management • Global Operations • Employee Motivation • Change Management •
Lean Manufacturing • Kaizen • Rationalisation • Manufacturing Start-Ups • Relocations • TPM
Restructuring • Continuous Improvement • Production Transfers • Global Manufacturing Industry

PROFESSIONAL EXPERIENCE

CURRENT ACTIVITIES: Now operate Henning Interim Management, a consultancy providing turnaround, restructuring and change management services: www.henning-interim.com

Interim Projects:

Leading Automotive Supplier, (Tier 1) > 30K Employees, 70 Plants worldwide, Germany

• 3/2019 – 9/2019 • General Manager/ Plant Manager, Hungary

800 Employees, Sales €110m

Restructuring, regaining productivity, turn-around, stabilize work force and management team;
ramp up Production for a new project, structure organization, improve quality and on time delivery,
Process optimization and re-lay-out of manufacturing activities; filling vacancy for Plant Manager
Position

Leading Manufacturer of Decorative Lighting, Austria

• 3/2018 – 8/2018 • General Attorney, manufacturing site in Gurgaon, India

850 Employees, Sales 80 Mio INR

Ramp up Production in a new plant, structure organization, improve quality and on time delivery,
Process optimization and re-lay-out of manufacturing activities; filling vacancy for Technical Director
Position

Automotive Supplier (1st Tier), Rubber Extruding, Germany

• 7/2017 – 9/2017 • Restructuring Project Manager USA

800 Staff, Sales \$80m, Transfer of Production to China, Germany, India due to technical issues in US
Plant

Automotive Supplier to Caravan Industry (1st Tier), Germany

• 4/2016 – 10/2016 • Interim CRO:

90 Staff, Sales ca. €6.5m, regaining delivery and quality performance, ramp-up of new product line,
building doors & flaps for motor caravans, several lean projects implemented, Kaizen, zero-defect-
strategy, restructured processes and organization

Automotive Supplier (1st Tier), Germany

• 8/2015 – 2/2016 • Interim COO:

110 Staff, Sales ca. €10m, regaining delivery and quality performance, Carbon-technology,

building Monocoque for a second-to-none super sports car (> 400Km/h, value > €1m), implementing Kaizen & other automotive standards, i.e. zero-defect-strategy as a must, restructuring processes and organization

International Automotive Supplier (1st Tier), USA

• 1/2015 – 6/2015 • Interim General Plant Manager, Germany:

ca. 850 staff, Sales ca. €100m; filling the vacancy, Coaching Management team, lean and restructuring projects initiated; negotiations with works council and unions

Development & planning company, Funabashi, Japan

Automotive and other industrial applications

Specialized CAD-Design, Development, drawing & process planning, 35 Staff, Sales approx. €6m

• 2014 • Consulting/Advisor to the CEO

Improve productivity and efficiency, quality, process optimization

Zinc die casting company, Germany

Automotive and other industrial applications

Specialized supplier with 140 Staff, Sales approximately €24m

• 2013 • Interim COO for manufacturing site, filling the vacancy

re-structuring activities and quality improvements in casting process; initiated maintenance project for casting tools and machineries

Swiss Holding with international production and sales sites,

Tier 1 supplier to automotive industry and other industrial applications, Olten, Switzerland

• 2011- 2012 • Interim Managing Director for a production plant at a German manufacturing site (130 employees, sales €24m) specific for automotive appliances. Directed a team of 6 direct reports, overseeing IT, purchase, manufacturing, quality, industrial engineering, supply chain management and maintenance functions plus 3 indirect reports, i.e. HR, sales and finance.

Key Accomplishments:

- Successfully completed interim project, regaining profitability
- Reduced Inventory by 40% (€1.8m), improved on time delivery performance from 87 to 96 %
- Completed several internal projects to improve operational excellence
- Initiated development of electronic/sensor modules for HMI-Interfaces
- Built productive, trust-based relationships with staff, interacting with shop floor employees and building consensus on need for organisational change.

Swiss Holding with international production sites,

Tier 1 supplier to automotive industry and other industrial applications, Zug, Switzerland

• 2009-2010 • Interim Executive Vice President, International Operations: Restructured power train business unit (component of drive train division, €130m sales and 900+ staff). Led a team of 7 plant managers located in the USA, Canada, Belgium, India, Poland and Germany as well as a chief controller. Reorganised management to reverse losses, prepare for disinvestment, close US facility and transfer production to remaining plants. Conducted high-stakes negotiations with unions and work councils. Designed and deployed cost-cutting measures. Reduced inventory, improved manufacturing and supply chain processes as well as dock-to-stock time.

Key Accomplishments:

- Successfully completed interim project, regaining profitability after the 1st quarter of 2010.
- Skilfully handled work council and union negotiations, avoiding strike and achieving headcount reduction and plant closure objectives with minimal disruptions.
- Built productive, trust-based relationships with staff, interacting with shop floor employees and building consensus on need for organisational change.

Worldwide leading Group, Manufacturer of Medical equipment, Prerov, Czech Republic

• 2008-2009 • Interim Managing Director: Led production capacity ramp-up at Czech manufacturing site for kidney dialysis equipment. Directed a team of 7 managers, overseeing manufacturing, HR,

finance, quality, industrial engineering, material management and maintenance functions. Transferred production from Italy to the Czech Republic. Built, coached and mentored expanded management team. Deployed proven production improvement and quality control principles throughout operation. Planned and implemented more efficient logistics and warehouse management strategy.

Key Accomplishments:

- Nearly doubled workforce (650 to 1,250), adding 120+ staff per month and delivering training to ensure zero defects on critical patient care products.
- Successfully planned plant layout to improve capacity, setting up equipment from Italy, creating maintenance schedules, deploying reporting systems and establishing transport plan.
- Delivered project on time and ensured timely delivery of products to European customers.

Oil & Gas Measurement Solutions, Offshore + Tank techniques, American Group

• **2007-2008 • Interim Operations Manager:** Led Hamburg measurement solutions production plant (150 staff, €35m sales), directing transformation initiatives designed to improve performance by deploying lean management techniques and MRP system. Reduced inventory 13.5% (€1.4m). Improved on-time product delivery from <60% to >97% and significantly improved global supply chain performance. Increased productivity 8% with process optimisation. Established investment program to upgrade capacity, building business case for executive team.

Automotive Supplier, Sheet moulded compound parts, International Group

• **2006 • Interim Plant Manager (Co-Director):** Spearheaded quality and delivery improvement transformation project at German-owned truck manufacturing plants based in Slovakia (2 sites with 450 staff and €24m in sales). Successfully resolved critical issues with a new logistics and transport strategy that increased productivity 28% and reduced defect rejection rate 40%, thus rescuing at-risk relationship with key customer.

Family owned PLC, Manufacturer of Windows and Doors for Home Appliances

• **2005-2006 • Interim CTO / Board Member:** Directed turnaround for door and window manufacturer with 450 staff and €38m in sales. Conducted comprehensive restructuring, reduced costs and improved productivity (up to 9.5%), quality (12%) and delivery performance (4.5 weeks to 2.5 weeks). Reduced stock by €1.4m. Skilfully built consensus for necessary wage reductions (6% to 10%), negotiating with work council and motivating shop floor staff to accept production changes and wage decreases. Made business case to bank to support enterprise and save jobs.

Supplier to Automotive and Sanitary Industry, Ltd.

• **2003-2004 • Interim Technical Plant Manager:** Led production and delivery improvement project for automotive and sanitary industry products manufacturer with 250 employees and sales of €25m. Implemented TPM and Kaizen processes, directing a team of 12 supervisors. Improved productivity 14% with new manufacturing process, cutting change-over time, increasing lot sizes and optimising machinery use by production 8%. Increased on-time delivery performance <60% to >98%, retaining customers. Persuasively made case for changes.

International Automotive Supplier (1st Tier), USA

• **2003 • Interim Technical Plant Manager:** Directed performance improvement and cost reduction programs for ride and emission control products and systems manufacturer with 3,800 staff and €700m sales. Managed a team of 16 plant managers in Europe and South Africa, deploying Kaizen processes and implementing headcount reduction programs. Cut 200 staff, reduced WIP 15% and deployed Six Sigma process to rationalise business.

ADDITIONAL POSITIONS (CONTINUED, permanent positions)

MAHLE GMBH • 1998-2002 • Director Operations & Technology: Led operations and technical product development (permanent position) at 2 piston / piston ring manufacturing plants serving India market (5,550 staff and \$175m sales). Spearheaded relocation from Germany to India. Reorganised operations and deployed Kaizen and lean techniques. Managed P&L, change and quality. Implemented QS/ISO 9000. Cut WIP from 38 to 9 days. Reduced headcount to 3k without strike incidents. Sped up prototype development process from 24 to 7 weeks. Achieved #1 market position.

BERTRAMS AG • 1995-1998 • Chairman of the Board of Directors & CEO: Orchestrated turnaround of metal work manufacturing company with 440 staff and €40m in sales. Led a team of 2 directors, 3 division managers and a plant manager in the Czech Republic, implementing cost cutting initiatives and manufacturing process improvements to avoid insolvency. Reduced headcount to 300. Modernised production, deploying Kaizen, TPM and QS systems. Sold business unit. Negotiated with bankers to improve cash flow. Stabilized company and improved competitive position.

HARTSTEINWERKE HANNOVER • 1993-1994 • Interim Managing Director & CEO: Restructured 2 plants in Germany and restarted production in Norwegian plant to improve operations for lime stone and cellular concrete product manufacturer. Leveraged marine engineering expertise to deploy steam-driven technology in Norway. Coached division leaders to improve performance. Overhauled manufacturing processes to increase efficiency, working closely with shop-floor employees.

MAGNA INTERNATIONAL INC. • 1993 • Management Consultant: Conducted due diligence and analysed performance of leading automotive supplier, working with the CEO to identify and secure services of lock system suppliers.

YMOS AG • 1987-1993 • Head of Lock Systems Business Division (1991-1993) / Managing Director, YMOS UK Ltd (1989-1993) / Technical Director, YMOS UK Ltd (1987-1989): Led key components of automotive supplier company with 5 divisions, 5k staff and €380m in sales. Successfully launched production in the UK, transferring operations from Germany. Managed newly established Lock Systems Division from headquarters, overseeing 3 plants, 910 staff, R&D and quality functions, leading 40 engineers. Created strategy for electric lock systems product line. Acquired and integrated French lock manufacturer, implementing TPM, JIT, Kaizen and SMDE.

RHW FAHRZEUGAUSSTATTUNGEN GMBH • 1986-1987 • Main Division Chief: Managed 3 departments, including stamping, surface treatment and final assembly operations for a leading automotive supplier with 2,200 staff and €250m in sales. Supervised 350 employees. Improved prototype development time by setting up a prototype manufacturing sub-unit.

MIP MAINZ INSTANDSETZUNGSBETRIEBE GMBH • 1984-1986 • Main Division Chief: Played key role in design of maintenance and repair facility serving US Army. Overseeing maintenance, repair, material management, logistics, quality and documentation functions. Designed shop floor layout, identified optimal staff size, developed logistics strategy and identified processes. Worked effectively with US Defence Department, ensuring adherence to strict procedures.

CAREER NOTE: Job history also includes Marine Engineer / Chief Engineer roles with several companies in Germany, Nigeria, Singapore and Cyprus. Also held Car Mechanic / Welder posts with a number of German companies. Details are available upon request.

EDUCATION & PROFESSIONAL QUALIFICATIONS

Master of Industrial Engineering & Economics
University of Hamburg / Technical University Hamburg

Chartered Marine Engineer
University for Applied Sciences, Hamburg

PROFESSIONAL AFFILIATIONS

Parent Company German Interim Management www.DDIM.de

Corporate Restructuring Association www.BRSI.de

LANGUAGES

Fluent in German (mother tongue) & English; basic Japanese

TECHNOLOGY SKILLS

Microsoft Office Suite • MRP • Microsoft Project • Mindjet