

Brief Profile of John Persch (Executive Summary)

Certified Lean Six Sigma Black Belt, BBA

Manager Characterisation

- **Manager Restructuring (CRO)**
Enhancing resilience in tough markets
- **Global Operations / Operational Excellence Director**
Increasing productivity, supply reliability and quality
- **Member of the Management Team / Corporate Strategy**
Protecting and improving the gross margin



Stages of Professional Career

Global manufacturer Renewable Energy	Interim Manager Restructuring Business Process Optimization	01/2017 – today 06/2019 – today
Largest manufacturer of Economy Class seats, 500 Mio. € turnover, 2.500 employees	Operations & Production Control <i>Engaged because of:</i> Tremendous growth threatens OTD and market leadership	2017 – 06/2019
Market leader Consumer Goods with 700+ B2B customers in more than 70 countries, 450 Mio. € turnover	Production, Value Chain & Supplier Management <i>Engaged because of:</i> Decline in earnings due to processes clearly to slow	2017 – 07/2018
Energy technology for renewable energy parks and industry, 650 employees, 125 million euros turnover	Production, SCM & Operational Excellence <i>Engaged because of:</i> Pinpointing restructuring program as Sensei	01/2017 – 03/2017
GESTRA AG 430 employees, 100 million euros turnover; Energy technology with broad customer base: Bosch, Shell, Viessmann, Schwartauer Werke, BASF, Bayer, Beck's, etc.; Subsidiary of the listed US corporation FLOWSERVE Corp., 18,500 employees, 6 billion USD turnover	Head of PMO & Operational Excellence Responsible for the result with respect to approx. 10 % of the company revenue <i>at the same time:</i> Member of the Executive Management <i>at the same time:</i> only European representative in Global Change Management Committee	2012 – 12/2016
Vollmer & Scheffczyk GmbH Multiple award-winning Lean Management Consultancy for the mechanical engineering and automotive industry: Bosch, Mettler Toledo, ITT, Dometic, Heraeus, Getriebebau Nord	Senior Lean Consultant Project Manager	2011 – 2012

John Persch Management Organisational and strategic consultancy for small and medium-sized enterprises	Owner and CEO	2005 – 2010
hpv Unternehmensgruppe GmbH Strategic and organisational consultancy	CEO Project Manager	1994 – 2004

Complex managerial experience and heterogeneous lines of reporting

- Management of up to 430 employees over 3 hierarchical levels in matrix organisation as member of the executive management
- Parallel management of a number of interdisciplinary, intercultural project teams
- Personal implementation of modular training courses and moderated workshops (Kaizen, Operational Excellence, Strategy etc.) for workers, master craftsmen, management personnel, C-Level executives
- Reporting to boards, executive management in international matrix organisation, shareholders, advisory boards, international steering groups with group board members as well as committees according to §§ 106 ff. BetrVG
- Regular and situational meetings with the works council on attainment of the company goals

International experience

- UK, India, USA, etc.: Controlling international, interdisciplinary project teams
- EMEA, Americas and South East Asia: Expert in the implementation worldwide of Group processes – 50 locations in 18 states
- Canada, USA, Argentina, Mexico, Singapore, China: Decentralisation of processes with certification of the responsibilities in all subsidiaries in American-European matrix organisation

Expertise CI, Lean, Operational Excellence, Quality

- (Re-)certifications as Lean & Six Sigma Black Belt according to the regulations of the American Society of Quality (ASQ), DIN EN ISO IEC 17024 and the Lean Enterprise Institute
- Memberships in the ASQ, the LEI and the PEX Networks (formerly Six Sigma IQ), FMEA Moderator, PRINCE2 Project Management
- Shingo Institute trained; practitioner with more than 50 kaizen workshops in 2017 and 2018

Experience-Competence Matrix

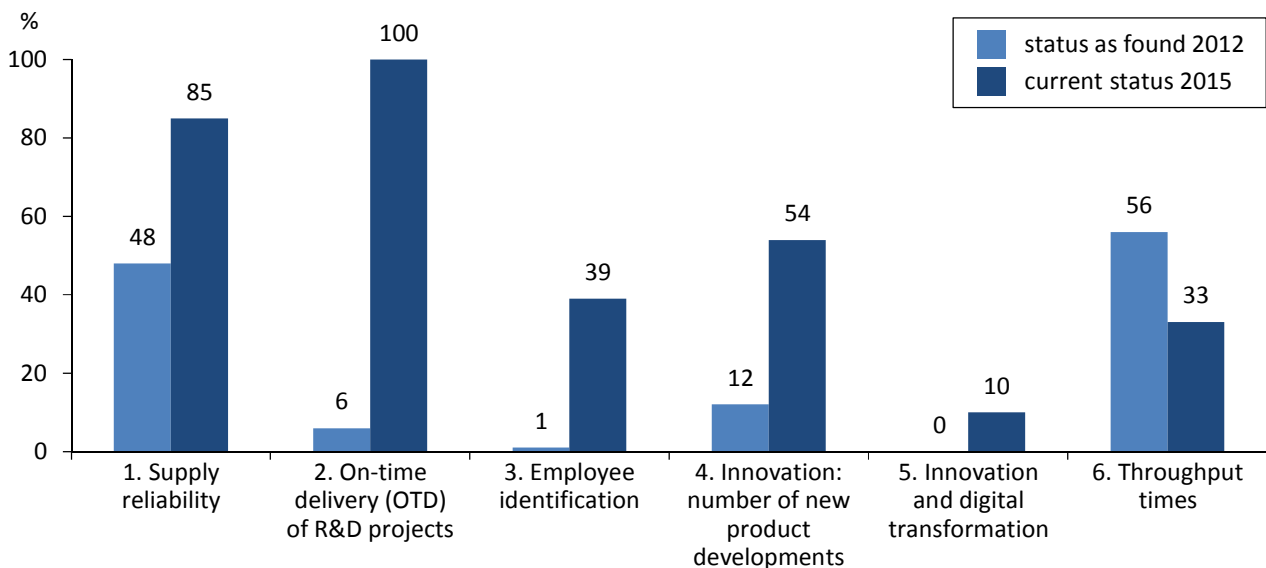
Owner structures experienced	Company phases actively involved in
<ul style="list-style-type: none"> • Independent subsidiary of a listed US corporation • Owner-managed medium-sized company • Private equity associate company • Own company 	<ul style="list-style-type: none"> • Start-up founding • Optimisation of industrial structures in the expansion • Restructuring in the stagnation phase • Turnaround with finance investor
Sector know-how acquired	Production technologies
<ul style="list-style-type: none"> • Mechanical and plant engineering • Automotive and Aircraft supplier • Electrical engineering • Consumer Goods 	<ul style="list-style-type: none"> • Individual and series production • Metal-working • Production of electronic devices • Assembly of special and series machines

Major contributions to company success by John Persch

I. Contributions to company successes from interim mandates from 2017 to today (excerpt)

- Stable reduction of lead time by 78% through systematic improvement of the entire supply chain including suppliers and extended workbench
→ **Reduction from 84 to 19 days** and thus under the customer specification of 20 days!
- **Increase** of the throughput per week from 45 to 60 of the B2B first samples or prototypes **developed individually for the customer** without expansion of the MA or plant inventory.
→ Significantly improved sales support with increase in meaningful new and existing customer acquisition
- Introduction of flow manufacturing as well as change from make-to-stock to make-to-order
→ **On-Time-In-Full (> OTD) improvement from 13% to nearly 100%**.
- Reduction of rush orders and inventories by 40 %, among other things through consistent implementation of bottle neck control in the value stream
- **Increase of the output quantity** in assembly processes by 31 % to 94 % with Ø 26 % reduced personnel deployment.
Simultaneous **throughput increase** in classic production by up to 47.5 % and parallel continuous setup optimization.
→ over 25% more capacity

II. Attainment of top achievements by building a High Performance Culture – at the same time expansion of the R&D revenue contribution to a good 10 % in relation to the total company revenue by professionalization of all 5 phases of the product development cycle



Criterion	Status as found	Goals set and successes achieved
1. Supply reliability	<ul style="list-style-type: none"> • Largely incorrectly prioritised order completion • Supply reliability mostly only with less important and low-margin orders 	<ul style="list-style-type: none"> • Enormous increase in supply reliability • Substantially improved customer satisfaction • EBIT and quality increase due to consistent Six Sigma application

Criterion	Status as found	Goals set and successes achieved
2. On-time delivery (OTD) of R&D projects	<ul style="list-style-type: none"> • OTD for R&D activities with only just under 6 % • Unstructured innovation process: risk-shy and hardly innovative • Last-minute decisions due to budget pressure instead of structured road-mapping process 	<ul style="list-style-type: none"> • Attainment of an OTD of 100 % • Expansion of the R&D revenue contribution to a good 10% of the total company revenue thorough professionalization of all 5 phases of the new product development cycle
3. Employee identification	<ul style="list-style-type: none"> • Hardly any personal responsibility, hardly any willingness to innovate • Rusty departmental thinking with damaging assertion of particular interests 	<ul style="list-style-type: none"> • First measurable successes on the road to a culture of responsibility • Staggered increase in identification of employees with the company, documented by increase in the improvements <i>implemented</i> from 15 to 616 after 4 years
4. Innovation: number of new product developments	<ul style="list-style-type: none"> • 12 new product developments per year • Very low customer satisfaction due to poor innovation rate through invalid R&D reporting 	<ul style="list-style-type: none"> • 54 new product developments per year despite cut in workforce: appreciable improvement in company control, increased utilisation of capacity, shortened time to market • Considerably increased trust in the parent company
5. Throughput times	<ul style="list-style-type: none"> • Severe fluctuations in output quantity • Push system and so turnaround times are clearly too great • Kanban only works theoretically 	<ul style="list-style-type: none"> • Highly stable output quantity • High increase in productivity • Creation of capacity reserves by introduction of shop floor management, Kanban optimisation, Switch from push to pull etc.

III. Selected contributions to corporate success from 1996 to 2012

- Increased throughput from 8 custom-designed machines to 13 without boosting staff or installed machinery via consistent implementation of the CCPM method
→ Significantly **surpassed profit and sales targets** of the US financial investor
- Reduced throughput time by eight weeks or 21% in special-purpose machinery manufacturing industry
- Considerably **reduced work input and costs of design and purchasing** by introducing a modularization strategy:
→ simplified preparation of offers, accelerated order processing, reduced procurement times and costs
- Changed over material delivery to just-in-time and just-in-sequence as well as kitting for the first time
→ **Reduced lead time** in goods receiving dept. and warehouse from 15 to 2 days, including safety margin
- Achieved ambitious expansion of production while reducing storage area via kit-building and full set delivery: reduced storage space by over 75%, delivery of goods from 80 to 11 and supplier inquiry volume from 60 to three
- **Reduced supply costs** by 23% by qualifying new suppliers and introducing Bosch ABC system