

## Competence profile



**Roger Schmidt**

**Senior Executive Manager with practical experience and expert in the implementation of transformation and transition processes as well as in business development at globally active companies in the mechanical and plant engineering sector.**

### **Expertise**

#### **Transformation**

- Implementation of restructuring and turnaround concepts (IDW S6)
- Digitalisation of business processes, method and process optimisation and performance improvement
- Production set-up, -optimisation and -relocation
- Supply chain and consolidation of locations
- Technology transfer and location development
- Organisation development and internationalisation
- Development and implementation of corporate strategies
- Project Management Office
- Succession and transition arrangements

#### **Transition**

- Operational support of M&A projects (due diligence)
- Buy and build cases and post-merger integration
- M&A and PMI in China, Germany, India, and Switzerland

#### **Business Development**

- Growth, strategy development and implementation
- Sales, marketing, and service excellence
- Internationalisation and building up business units
- International project business

### **Sector focus**

- Mechanical and plant engineering
- Special machinery and packaging equipment and systems
- Automotive and non-automotive
- Surface coating and painting technology
- Automation and process engineering
- Power generation and environmental technology

### **Languages**

- German (mother tongue)
- English (business fluent)

### EDUCATION

Precision Engineering/Mechatronics  
Dipl.-Ing. (FH)

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### ADDRESS

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### **International experience**

- Markets: Europe, USA, Mexico, Brazil, China, India, Thailand, Russian Federation, Middle East, North Africa, and South Africa
- Establishment of business units in Europe, Brazil, China, India, Mexico, USA, and cross-location responsibility

### **Management style / way of working**

- Leadership and management competence
- Result and success driven
- Structured, analytical, number- and fact-oriented
- Strategic, strong in implementation and hands-on
- Entrepreneurial thinking and acting
- Cooperative, communicative, and team-oriented
- Global and process-oriented mindset
- Intercultural competence and empathetic

### **Responsibility so far**

- P&L up to 320 million € turnover
- Employees up to 1,200
- Locations up to 12
- Work experience 29 years
- CEO, Managing Director, Head of Business Unit
- Family businesses, medium-sized companies, corporations, and strategic investors

### **Professional experience**

- 2023 – TACTIC Interim Management
- 2018 – 2023 CEO of FAIST Anlagenbau Group
- 2014 – 2018 CEO of Mall + Herlan Group
- 2015 – 2016 CEO ad Interim Wifag Polytype Holding AG
- 2003 – 2014 Head of BU Gen. Finishing, Eisenmann AG
- 1998 – 2002 Head of Electrical Eng. Otto Bihler GmbH
- 1994 – 1998 Project Manager R&D, Festo AG & Co.

### **Motto**

- If you change nothing, nothing changes!