

KERSTEN SCHULTE

UNTERNEHMENSMANAGEMENT

Markets. Change. Projects. Sales. Strategic management.

When everything is uncertain, advice is not the only solution

We need doers.

Sales are stagnating. Projects are stalling. Decisions are being delayed. And no one dares to really tackle the issues. This is exactly where I come in. Free from internal politics, independent of old habits, and unimpressed by the “we've always done it this way” mentality, I create clarity, momentum, and measurable results.

An interim manager is not a cost factor.

He is an investment in your future. And your lever for sustainable growth.

I believe in success through pragmatic implementation



I am convinced that the true success of a company lies not only in strategic concepts, but in the ability to put these ideas into practice - especially in challenging times.

From my own experience, I know that change only becomes truly effective when it is approached in a targeted and pragmatic manner.

With a clear hands-on mentality and a deep understanding of intercultural dynamics, I have proven time and again in my career that complex challenges can not only be analyzed precisely, but also solved quickly and effectively.

I believe that change processes should not only look good on paper, but should be implemented through real, practical measures.

I support companies in times of change and restructuring, not only to maintain the status quo, but to grow successfully.

With my experience in change management, process optimization, and leading teams in difficult situations, I develop solutions that not only help in the short term, but also put companies on the path to long-term success.

Why I am the right choice for you

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Consulting on equal terms

Consulting on one eye level means for me: listening, understanding, acting.

As your sparring partner, I focus on making solutions quickly tangible.



Interim and project management

As your temporary partner, I manage functional and project-related tasks pragmatically and efficiently.

In doing so, I act independently of old routines and bring structure to complex processes.



Implementation in your company

I implement projects and changes directly in your company, hands-on and results-oriented.

Without unnecessary detours, so that change and progress can be felt quickly.

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Change starts with a decision

Those who cling to old habits keep their companies small. A comfort zone does not protect, it stifles business. Real progress only comes when the direction is consciously chosen and consistently implemented. When old patterns are questioned and pragmatic solutions are quickly put into practice.

This is exactly where I come in as your partner.

As a strategist and implementer who sometimes touches on sensitive issues, speaks uncomfortable truths, and ensures that your company acts efficiently, innovatively, and with an eye to the future.

Designing change

I am your interim partner when

- ✓ change is not only planned but must be consistently implemented
- ✓ structures and processes need to be rethought and efficiently anchored
- ✓ leadership must provide stability, orientation, and momentum in critical phases

I bridge the gap between

- ✓ strategy and implementation
- ✓ people and systems
- ✓ vision and reality

Professional career



Industry and Corporate Understanding

Success does not happen on paper, but rather between the factory floor, sales, and the boardroom.

I work where products need explanation, markets are complex, and value creation is tangible. And precisely where change means real craftsmanship.

Whether it's household appliances or agricultural technology, consumer or capital goods, what matters to me is not the specific industry itself, but understanding the interplay between product, market, structure, and people. Especially where premium products and high-quality standards set the tone.

I am familiar with the dynamics of internationally active medium-sized companies as well as the requirements of larger corporate groups. From market development and strategic realignment to restructuring..

What sets me apart is a deep understanding of operational reality. Of processes that must also function smoothly in practice. Of teams that deliver results together. Of decisions that have a lasting impact.

Areas of expertise

National and international market development

- ✓ Establishment of sales companies in Southeast Europe and China
- ✓ Development and implementation of international market entry strategies
- ✓ Harmonization of processes, tools, and standards for new markets
- ✓ Establishment of stable partner and sales networks
- ✓ Ensuring sustainable sales and market share development

Sales management and channel excellence

- ✓ Development and implementation of practical sales strategies and channel governance structures
- ✓ Establishment of sales excellence initiatives and systematic sales management
- ✓ Europe-wide introduction of a selective offline/online sales system
- ✓ Introduction and harmonization of partner and brand shop guidelines
- ✓ Management of international project teams for market entry and sales optimization

Change-Management and Transformation

- ✓ Leading and developing international teams in restructuring and transformation projects
- ✓ Optimizing internal processes and interfaces along the entire value chain
- ✓ Introducing group-wide standards, tools, and processes to harmonize market development
- ✓ Establishing practical risk management and governance structures
- ✓ Implementing sustainable change through strategy, organization, and operational implementation

National and international project management

- ✓ Management of international project teams in Europe and Asia
- ✓ Management of group-wide initiatives for market entry and organizational development
- ✓ Introduction of standardized processes and governance structures for global projects
- ✓ Implementation of complex sales and structural projects from conception to rollout
- ✓ Ensuring quality of results, adherence to deadlines, and implementation

General management and functional management

- ✓ Overall responsibility for national and international business areas
- ✓ Leading and developing teams in restructuring and transformation situations
- ✓ Establishing and optimizing operational structures and processes
- ✓ Managing sales, EBIT, and strategic initiatives
- ✓ Implementing sustainable measures to link strategy and operational implementation

Project successes (excerpt)

Retailer classification and retail formats



The existing classification of trading partners and retail formats had developed over time, was opaque, and overly complex. This complexity not only made it difficult to market efficiently, but also required a great deal of maintenance in the IT systems.



The goal was to conceptually rethink the classification logic and retail formats, significantly reducing complexity while creating a foundation for sales, marketing, and IT.



The number of classifications and retail formats used was significantly reduced without compromising operational control. As a result, the maintenance effort in the systems decreased significantly. At the same time, market development for sales and marketing units became more transparent and focused. The new model continues to serve as the group-wide standard to this day.

Pricing & Trade Terms



There were extremely varied pricing structures and trading conditions within the EU, accompanied by countless microincentives and an inconsistent brand image. In addition, cross-border shopping and cherry picking by retailers led to market fragmentation.



The goal was to ensure consistent brand positioning, promote internal transparency, and curb cross-border purchasing and cherry picking by retailers..



Consistent brand positioning on the EU market was secured. IT complexity was significantly reduced, while transparency was increased both internally and externally. Cross-border purchasing and cherry picking by retailers were minimized considerably, resulting in a more stable and transparent pricing structure.

Field Sales Excellence



The dealer classification was not future-oriented, and field service deployment was largely uncontrolled and not geared toward potential. In addition, the field service deployment areas were in some cases highly diverse and inefficient.



The goal was to establish a potential-based dealer assessment and to efficiently manage the sales force based on their respective potential.



The clear, potential-based assessment and support of dealers enabled the restructuring of sales territories, which led to increased sales and cost savings. The introduction of "inside sales" optimized the use of resources, while the new sales force incentive program created a solid basis for genuine sales incentives and more precise personnel planning.

Project successes (excerpt - continued)

Organizational Blueprint



Different organizational structures led to inefficient communication processes within the divisions. A lack of clarity regarding communication channels and unclear staffing guidelines made consistent collaboration difficult.



The aim was to ensure consistent and redundancy-free internal communication and to define clear guidelines for job descriptions and staffing.



Internal communication was significantly improved, redundancies were largely eliminated, and decision-making processes were clearly defined, leading to increased efficiency in company processes. Job descriptions were made more precise, areas of responsibility were clearly defined, and staffing was optimized as a result.

Compliance and competition law



The various European markets had inconsistent contract models, some of which were not legally secure, which not only led to uncertainty among multinational retailers but also to legal problems with regard to EU-wide compliance and competition requirements.



The aim was to develop a new, legally compliant standard contract for the EU area and to ensure that all requirements comply with compliance and competition law.



The introduction of uniform, legally secure contract standards led to a noticeable improvement in legal certainty and a consistent approach throughout the EU. Compliance and competition requirements were consistently met, minimizing the risk of legal disputes.

Selective distribution offline and online



The partially uncontrolled distribution, especially online retail, led to price wars, inconsistent brand presentation, incompatible sales strategies, and varying customer service experiences. In addition, parallel imports and unauthorized dealers made it difficult to control market and pricing strategies.



The goal was to take the existing selective distribution system with selected trading partners to the next level of quality, make it online-capable, and roll it out across Europe in a manner that complies with EU law and is as consistent as possible.



The brand was once again perceived as exclusive, price and margin stability was largely secured, and customers received a high-quality brand experience across all channels. Sales partners now worked according to clearly defined guidelines, which led to a stronger market position and significantly higher customer and dealer loyalty in the long term.

Project successes (excerpt - continued)

Establishment and management of representative office in China



The company had not previously had a presence in China, but wanted to successfully tap into the market potential by establishing a local foothold. To this end, it planned to set up a representative office in Beijing as a first step toward actively developing the local market and as a basis for further investment considerations.



The task was to build up the Beijing location from scratch - including legal registration, organizational structure, staffing, and operational links to headquarters. The goal was to establish a functioning representative office as a base for market development in China.



The representative office was successfully established within a few months and served as an operational bridge to the Chinese market. It not only enabled direct market access and customer contact, but also laid the foundation for initial regular business and medium-term growth in China.

Interim-Management Croatia and Slovenia



Following the dismissal of the sales director, there was a leadership vacuum in the national subsidiaries in Croatia and subsequently Slovenia. The region was characterized by ethnic challenges between the local teams, which made internal cooperation difficult. There was a lack of uniform contract management and functioning structures in risk and financial management.



The task was to take over operational management on an interim basis for both companies in order to ensure stability, restore trust within the team, and temporarily take over key management processes until a new local managing director could be appointed.



We succeeded in stabilizing the organizations, regaining the trust of the teams, and closing critical management gaps. When handed over to the new managing directors, the companies were well organized, with clear processes and sustainable structures. The foundations for sustainable management in the region had been laid.

Leading interdisciplinary teams in international projects



Europe-wide initiatives and projects should be set up in close cooperation with local colleagues. There was no active project culture across national borders - and in cooperation with HQ. Different expectations, language and other barriers in some cases, and a lack of routines meant that projects were only implemented with a local focus.



The task was to devise strategic initiatives and implement them in transnational projects, build sustainable international teams, and establish a constructive and open working culture.



Various projects got underway, and trust between those involved grew noticeably. Initial hesitation gave way to active participation. International cooperation increasingly functioned independently and later served as a model for further international initiatives.

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