

**Performance Manager for customer centricity, people development and sustainable business results**
**Personal Profile**

**Personal Data**

Born on July 19th, 1968 in Berlin  
 Raised in a bilingual home (German & Italian)  
 German citizenship, married, 2 children

**Languages**

English, Italian and French

**Leadership Experience**

Extensive management board responsibility with power of attorney in the areas Operations & Supply Chain, Marketing, Sales & Customer Service

**Online**

Homepage: [www.apelian.de](http://www.apelian.de)

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DDIM: <https://www.ddim.de/ddim/ueber-uns/vorstand/>

**Executive Interim Manager & Consultant - Automotive & Mobility**

International manager for operational excellence and improved competitiveness

**German Interim Management Association**
**Dachgesellschaft Deutsches Interim Management e. V. (DDIM e.V.)**

DDIM Board Member & Member DDIM Automotive Expert Group

**University of Applied Sciences - Fachhochschule der Wirtschaft (FHDW)**

Lecturer: M. A. Automotive Management, Automotive Value Chain Management

**Competence & Experience**

Industries	Automotive, Mobility, Retail & Service
Market Segments	OEM, Tier-1 Supplier, Aftersales Service, Mobility Service Providers, E-Mobility
Management Skills	Leadership, Operational Excellence, Change- und Performance Management
Functions	Operations & Supply Chain, Customer Service, Marketing & Sales
Organisations	Corporation, SME, Family owned business, Start-up

- Leadership & holistic business understanding across the value chain:**  
 Extensive leadership experience at automotive manufacturers (OEM), importers, service providers, tier-1 suppliers and e-mobility companies in various functions, incl. Operations & Supply Chain, Customer Service, Marketing & Sales.
- International und intercultural:**  
 Foreign studies (USA); extensive work experience in European management structures, leadership of international and diverse teams; focus countries: Italy, Switzerland, UK and USA.
- Customer centricity through People-, Performance- and Innovation-Management**  
 Extensive experience in Marketing (incl. 8 years as Head of Marketing) as well as Operations Management (7 years as Director Operations & Supply Chain and COO). Business expansion through customer focus ('Customer Journey & Experience') as well as development and introduction of new products, operational models, technologies and cooperations. Leadership of regional management and branch network organisations. Focus on business results through leadership and development of high-performance teams, KAIZEN & process improvement, digitisation, quality management, KPI focus and cost management.

Flexible, solution- and customer-orientated management approach in dynamic business environments.

## Activities

- Budget strategy: Preparation and responsibility for volume, revenue and profitability
- Focus on results: Increase of business volume, quality, productivity, customer satisfaction and profitability
- Leadership of high-performance teams: Up to 11 direct reports and +1.000 staff
- Management of retail organizations with up to 500 outlets via retail network design and regional management organization
- Development of retail structures and introduction of new store concepts
- Implementation of operational excellence programs based on leadership, performance management, KPIs, KAIZEN and continuous improvement programs, process optimization, digitisation and quality management systems
- Restructuring of BUs and departments
- Responsibility for strategic brand positioning, product marketing and communication activities, incl. agency management (creation, media, CRM, online, trade & event, research)
- Coordination of international strategic procurement projects (up to \$120 million)

## Professional Experience: Corporate

- 01/2018 – Today      **Executive Interim Manager & Consultant**  
 - Industry Focus: Automotive & Mobility, Retail  
 - Functions: Operations & Supply Chain, Customer Service, Marketing & Sales  
 - German Interim Management Association (DDIM e.V.), Board Member  
 - Member DDIM Automotive Expert Group (DDIM Fachgruppe Automotive)
- 03/2017 – Today      **University of Applied Sciences  
 Fachhochschule der Wirtschaft (FHDW), Campus Bergisch-Gladbach**  
 - Lecturer: Master Program in Automotive Management  
 - Study Course: Automotive Value Chain Management  
 - Head of Automotive Study Program: Prof. Dr. Stefan Bratzel
- 09/2015 – 12/2017      **Europcar Autovermietung GmbH, Hamburg**  
 - Chief Operating Officer (COO), Management Board Member with power of attorney for Operations & Supply Chain for Europe's leading rental car and mobility service provider  
 - Business responsibility for customer service network of 500 rental car outlets and fleet activities  
 - Leadership and development of 11 direct reports and staff of +1.000
- 10/2011 – 08/2015      **Carglass GmbH, Köln (Belron Group)**  
 - Director Operations & Supply Chain, Management Board Member with power of attorney for market leader in auto glass repair and exchange (from 05/2012)  
 - Responsibility for customer service retail network of +300 auto glass service centers, +100 mobile service teams, supply chain, incl. 4 warehouses and purchasing activities  
 - Leadership and development of 8 direct reports and staff of +1.000  
 - Country Manager Business Unit Carglass Specials (10/2011 - 04/2012)  
 - Restructuring of Business Unit for trucks, buses and trains
- 01/2009 – 05/2011      **Fiat Group Automobiles Germany AG, Frankfurt am Main**  
 - Marketing Director, Brand Alfa Romeo  
 - Marketing Director, Brand Lancia (in addition 05/2009 - 10/2010)  
 - Product Marketing, Marketing Communication, Media & Events
- 07/2003 – 12/2008      **Mazda Motor Corporation, Leverkusen (Germany) and Geneva (Switzerland)**  
 - Manager Residual Values & Remarketing, Mazda Motors Europe (07 - 12/2008)  
 - Fleet and used vehicle marketing & sales activities  
 - Marketing Director, Mazda (Suisse) SA, Geneva (08/2005 - 06/2008)  
 - Product marketing, marketing communication, media & events for Swiss market  
 - Brand Manager, Mazda3 & Mazda6, Mazda Motors Europe (07/2003 - 07/2005)  
 - Product marketing, pricing and launch for compact and midsize car segments

- 07/2001 – 06/2003 **FreeMarkets GmbH (today SAP Ariba), Frankfurt am Main and Brussels**  
- Sourcing Program Manager, FreeMarkets Germany (11/2001 – 06/2003)  
- Consultant for clients of the European automotive industry for purchase spend analysis, RFI/RFP creation, supplier qualification & management, online auctions, supplier award and implementation  
- Market Maker, FreeMarkets Europe (07/2001 – 10/2001)  
- Support of European account management teams for online purchase projects
- 01/1991 – 05/2001 **Ford Motor Company**  
- Manager Used Vehicle Marketing, Ford of Germany (11/1998 – 05/2001)  
- Manager Customer Service Loyalty Program, Ford of Europe (12/1996 – 10/1998)  
- Manager Dealer Sales Capacity, Ford of Europe (09/1995 – 11/1996)  
- Coordinator Sales Strategies & Systems, Ford of Germany (02/1994 – 08/1995)  
- Zone Manager Parts & Services, Ford of Germany (10/1991 – 01/1994)  
- Graduate Trainee, Ford of Europe, Köln (01/1991 – 09/1991)

### Professional Experience: Executive Interim Management & Consulting

- 09/2018 - Today **Client:** Manufacturer of custom bodies for vans & trucks (OEM), Tennessee, USA  
**Position:** Executive Consultant  
**Task:** Consultant for European business activities
- 01/2023 – 04/2024 **Client:** E-Mobility charging infrastructure full-service provider for company fleets, Start-up, Aachen, Germany  
**Position:** VP Operations & Operational Excellence  
**Task:** Management of Operations, incl. implementation of charging infrastructure installation programs for business fleet customers via project management and external installation partner network; responsibility for contract customer projects, revenue and profitability; organizational change and development program with focus on employee development, definition and implementation of improved processes & systems, quality management and KPI-driven performance management, production of AC hardware and material flow organisation
- 03/2022 – 06/2022 **Client Company:** Automotive Supplier (Tier-1), South Carolina, USA  
Manufacturer of mirror systems for light commercial vehicles and heavy trucks  
**Position:** Operations Manager  
**Task:** Management of manufacturing plant supply chain activities
- 04/2020 – 06/2020 **Client:** Manufacturer of Cosmetics products, Berlin, Germany  
**Position:** Chief Operating Officer  
**Task:** Management of production operation and supply chain activities
- 09/2019 – 02/2020 **Client:** Automotive Supplier (Tier-1), Velbert, Germany  
**Position:** Sales & Marketing Director  
**Task:** Manager of business unit global sales and marketing teams and activities (Europe, China & USA) for digital vehicle access solutions („keyless entry“)
- 12/2018 – 04/2019 **Client:** Private Equity Company, München, Germany  
**Position:** Executive Consultant  
**Task:** Consultant for strategic development of portfolio company, automotive aftersales service provider in Germany & EU, with focus on business development, customer service and retail network
- 09/2018 - 11/2018 **Client:** Automotive Manufacturer (OEM), Seoul, Korea  
**Position:** Executive Consultant & Keynote Speaker  
**Task:** Global conference for customer experience at automotive retail, workshop event preparation, moderation and keynote at global CX-Forum with more than 200 participants from 30 national sales companies

- 06/2018 - 11/2018      Client: Private Equity Company, München, Germany  
Position: Executive Consultant  
Task: Senior Consultant as part of M&A project for a German automotive service provider
- 01/2018 - 05/2018      Client: Convenience retail service provider, Düsseldorf, Germany  
Position: Supply Chain Manager  
Task: Management of supply chain activities for retail specialist with more than 200 outlets and development of supply chain organization

## University Education

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- 07/1990 - 09/1990      **AIESEC Internship**  
**Drevounia Foreign Trade Association, Bratislava, CSSR (now Slovakia)**
- Support for the Managing Director of the Czechoslovak foreign trade company for wood and furniture products at the start of privatization activities of state-owned companies
- 1988 - 1990              **Boston University, School of Management, Boston, MA, USA**
- Degree Program: Bachelor of Science in Business Administration (B.S.B.A.)  
Major: Marketing & International Management  
Academic Honors: summa cum laude
- Extracurricular:  
- Co-Founder of „Europe 1992 at Boston University“  
- Member AIESEC USA  
  International student association for economic and business students
- 1986 - 1988              **Belmont College (today Belmont University), Nashville, TN, USA**
- School of Business, Business Studies
- Extracurricular:  
- International Student Association  
- Cross Country Running Team