

Assignment completed: leading a transformation as CTO

Company:

- Private equity owned portfolio company with family roots
- Providing highly sophisticated services to the German healthcare system
- 650 m turnover, 1.000 employees, several production sites and medical centers

Situation:

- History of continuous strong growth over 20 years – organic and from acquisitions
- Severe impact on revenues and profitability from recent regulatory changes
- Expecting more unfavorable regulatory conditions in German healthcare system
- Increased competitive pressure in medical care center business

Role of the interim executive:

- Chief Transformation Officer, leading the business transformation of the company
- Fostered profitable growth, increased efficiency and higher cost awareness
- Implemented a performance improvement program for sustained value creation
- Oversaw closure of a production site & concept design development for a new one
- Introduced professional inventory management and liquidity management
- Supported the definition of the new commercial strategy and sales function set-up
- Secured buy-in and support of the company's employees for the transformation
- Supported the development of the Group's new corporate strategy until 2030

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