#### Inci Akkus, PhD

E-MBL, MBA, M.Sc. Eng, PMP ♀ worldwide ☑ inci@aks-interim.de

+49 174 3666 966

Linkedln: Linkedln

#### **Executive Identity**

Interim Executive C-Level Advisor

Strategy • Integration • Restructuring • Digitalization

#### Areas of Experience

- COO Mandates
- Global Transformation
- Global Harmonization
- Site Relocation & Facility
- Interim Leadership
- Post-Merger Integration
- Carve-outs
- Digital Operations (MES, eBR, SAP, SuccessFactors)
- Innovations
- Restructuring
- OPEX Optimization
- PMO Governance
- Portfolio Leadership
- Regulatory & GxP Compliance (ISO, FDA, EMA)

#### Industry Experience

Pharma · MedTech · Biotech Logistics & Transportation Manufacturing & Engineering Telecom & IT FMCG · Retail · E-Commerce

#### Education

PhD, University of Antwerp E-MBL, University of St. Gallen MBA, University of East London M.Sc. Engineering, RFH Köln

PMP (PMI) | Harvard Negotiation | Six Sigma | ITIL



EU Europe | CN China | US USA | AE Global Corporate Clients

#### Language:

German (native), English (C2), Turkish (B2)



#### **VALUE PROPOSITION**

Global Transformation Executive & COO Advisor with 20+ years of international Leadership. Specialized in post-merger integration, digitalization, and Restructuring across Pharma, MedTech, Biotech, Logistics, Manufacturing, and FMCG. Trusted by CEOs and Boards to align strategy with execution and deliver measurable results in cross-border environments

#### **EXECUTIVE SUMMARY**



#### STRATEGIC IMPACT METRICS

- €300M+ total savings & >6% margin uplift through restructuring & portfolio consolidation safeguarding profitability.
- **€200M+ CAPEX programs** facilities, logistics hubs & digital infrastructure across EU/Pharma.
- 1,600+ FTE integration across 10+ workstreams ensuring post-merger continuity & alignment.
- **70+ country rollouts** (HRIS, MES, CTMS) enabling scalable global operations.
- 400+ FTE site relocation infrastructure build-out, securing 2027 production start.
- Invest into the right projects and do the right things

#### CAREER HIGHLIGHTS (2017–2025)

#### Renolit SE (2020-25) - CRO & Transformation Lead

- €450M restructuring & portfolio optimization, reduced OPEX, secured turnaround.
- Enkhuizen site strategy & supply chain optimization, preparing APAC footprint.
- €130M merger integration (1,600 FTE), 400 FTE relocation & infrastructure for 2027 start

#### Fresenius Kabi (2025) - Interim Senior Advisor Digitalization

- Led GMP-regulated digital transformation: Electronic Batch Records (EBR), CSV validation, and QMS restructuring.
- Improved data integrity and audit readiness, securing regulatory compliance for future inspections.
- Accelerated digital readiness, enabling reduction of batch review cycle time by 50%.
- Harmonized Bulk-Production, introduced a new MBR Concept

#### BioNTech (2022–23) – Digitalization Lead

- Developed clinical research digital roadmap for oncology and vaccine programs. Scaled MES/LIMS systems and optimized regulated documentation for accelerated growth.
- Full paperless production
- Enabled faster trial documentation and reduced release timelines by 20%

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#### **INDUSTRY EXPERIENCE**

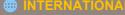
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FMCG · Retail · E-Commerce

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#### CAREER HIGHLIGHTS (2017–2025)

#### DB Schenker (2017-24) - Crisis Management

- SuccessFactors Rollout (HRIS, 77 countries): Standardized HR processes, reduced HRIS costs by >15%, improved global reporting & compliance.
- Global elPaas Program (Integration Platform): Built integration backbone for logistics data flows, enabling cross-system automation and scalability in >40 countries.
- Shared Service Center Setup (APAC & Americas): Established global delivery model, cut service costs by 20%, improved SLA performance & scalability.
- Crisis Management Programs (COVID/Disruptions): Secured operational continuity across global freight/logistics, minimized service impact, stabilized customer delivery under extreme conditions.

#### Takeda (2019–21) – Global Transformation Lead

 Led "ONE Takeda" transformation: PAS-X MES/eBR rollout, portfolio harmonization, and site restructuring. Defined automation roadmap to integrate global manufacturing operations.

#### EARLIER ROLES (2000–2017)

#### **Constantia Flex - CIO Advisory**

 Defined IT/digital roadmap, strengthened ERP governance, and enabled cross-border integration programs.

#### Paul Hartmann - Program Lead (€450M)

 Directed MedTech portfolio relaunch, improved regulatory readiness, accelerated product rollout and market share growth.

#### Adidas - Senior Program Manager (Retail IT)

 Led POS/retail IT transformation across >30 countries, enabling e-commerce integration and omnichannel operations.

#### **Vodafone - QA Transformation Lead**

 Redesigned QA operating model across European subsidiaries, reducing failure rates and improving compliance.

#### Hella - Head of QA (Automotive)

 Directed global QA under ISO/TS standards, reduced defect rates, and managed supplier audits in EU/APAC.

#### **Vorwerk - Transformation Consultant**

 Introduced agile governance, improved time-to-market, and reduced portfolio inefficiencies.

#### Edeka - Change Management Lead (Retail/FMCG)

 Transformed retail logistics operations, optimized vendor integration, and reduced distribution costs.

#### Deutsche Post DHL - QA, Datawarehouse

 Supported QA & data warehouse transformation, improving cross-border parcel and freight efficiency.

#### Hottgenroth Software - Engineering Software development

 Developed software solutions for energy/building sectors, building technical foundation for later digital transformation mandates.

#### **PUBLICATIONS & ENGAGEMENT**

## Publications & Research

# PhD Dissertation: Managing Government Affairs in China: The Political Challenge of Intellectual Property Protection and Enforcement for Foreign MedTech Firms (University of Antwerp,

# Speaking Engagements & Conferences

- Speaker, DDIM 2025
- Speaker, DDIM Congress (2024)
- Lobbying China, EMS2018, Philadelphia

### Professional Affiliation / Engagement

- Member, **DDIM**
- DDIM Expert Group Member
  - Project Management
  - Internationalization
  - Digitalization
- Mentor, University Antwerp