

Inci Akkus, PhD

E-MBL, MBA, M.Sc. Eng, PMP

📍 worldwide

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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

International Footprint

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

Languages

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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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 eIPaaS 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	Speaking Engagements & Conferences	Professional Affiliation / Engagement
• PhD Dissertation: <i>Managing Government Affairs in China: The Political Challenge of Intellectual Property Protection and Enforcement for Foreign MedTech Firms</i> (University of Antwerp, 2025)	• Speaker, DDIM 2025 • Speaker, DDIM Congress (2024) • Lobbying China, EMS2018, Philadelphia	• Member, DDIM • DDIM Expert Group Member • Project Management • Internationalization • Digitalization • Mentor, University Antwerp