

Where software meets the physical world, I turn it into growth.

Hamburg region, Germany · German and English, both to negotiation level

**8 → 14 %**

EBIT in a business-unit  
turnaround

**~€1.5M**

recurring revenue, built from  
zero

**€30M**

budget in the serialisation  
programme

**~190**

people in the product  
organisation

**–20 %**

cost, through cost-down  
programmes

## SELECTED EVIDENCE

### PRODUCTS BECOME BUSINESS MODELS

#### From device business to connected product business Drives & actuators

Four product lines built from zero: sensing with an app, AIoT with voice control, production maintenance with ERP integration, after-sales in the US. Carried by multi-year agreements rather than one-off sales.

~€5M full P&L · of which ~€1.5M recurring revenue · customer NPS 25 → 40

#### Healthcare IoT / connected care Medical technology

Led a connected hardware-electronics-software unit across Germany and China. Monitoring product run as a Class IIa medical device under MDR — software as a medical device, Rule 11 — with technical documentation, risk analysis and clinical studies with German hospitals.

EBIT 8 → 14 % · revenue +25 % · cost –20 % · MDR Class IIa documentation

#### VP Product & R&D — enterprise software Current mandate

Product strategy, roadmap and portfolio for two software product lines inside a global software group. Portfolio governance across two platforms: phase-in of the new one, phase-out of the old one. Built a platform team and a cloud/DevOps team for the move to cloud-native development. AI-first transformation from strategy into delivery.

Two product lines · ~190 people · €45M budget · nearshore & partner management

### SOFTWARE INTO THE PLANT AND THE LINE

#### Serialisation & track-and-trace Consumer goods (FMCG)

Item-level identification and traceability across 20+ plants and 200+ lines under EU regulation — from the line into enterprise and government systems, without stopping production.

€30M budget owned · 20+ plants · 200+ lines · foundation for eco-design and the digital product passport

#### Camera-based inspection & inline marking Machine vision, packaging, security paper

International plant projects from order intake to final acceptance in one hand: contract review, coordination across sales, purchasing, lab, engineering and production, installation team on site, customer acceptance and operator training.

21+ international projects · Europe, China, Russia, India, Pakistan

#### A complete drive system from concept to high-volume series Drives & electronics

Took a complete system into series — drives, wiring, RF hand controls, control electronics, plus certification, releases and quality assurance. Series ramp-up in China, steered together with suppliers.

>100,000 units per year · APQP/PPAP · series releases with customers in the US, Taiwan, China

## DOMAINS

- Product & portfolio P&L — lifecycle and commercial outcome
- Software-hardware convergence — connected products, IoT, recurring revenue
- AI transformation of an existing product portfolio
- Building & leading product organisations — across sites and countries

## SECTORS

Vertical software for energy & water utilities · Medical technology · Drives, actuators & control electronics · Consumer goods (FMCG) · Machine vision & inline inspection · Speciality & security paper

## INTERNATIONAL REACH

- China: built and led manufacturing and software development
- Own development teams in Germany, China, Hungary, Bulgaria
- Nearshore and development partners in Romania, North Macedonia, Pakistan
- Project business in more than 40 countries

## EDUCATION

MBA NORDAKADEMIE · Engineering degree in electrical engineering and information technology · Harris Executive VP Certification