

PROFILE



THORSTEN MÜLLER

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- ... *Expert for leadership, process and project management who brings the employees along and thus creates sustainable change.*
- ... *Setting up and managing operational organisational units with 175 employees and managing a structured production ramp-up supported by Lean and Six Sigma methods.*



EXPERTISE

- Expert for Leadership, Project & Process Management
- Functions: Head of Operations, Production, Supply Chain or comparable
- Change Mgmt. that creates sustainable change with the employees
- Focus on implementation, making change visible
- Optimisation supported by Lean Management and Six Sigma
- Industries: Aviation & Aerospace, Mechanical & Plant engineering, automotive



RELEVANT PROJECT EXPERIENCE

- Restructuring & transformation project combined with relocation of production at the site of an industrial company
- Modularisation and standardisation within the framework of a new development project on a catalogue basis (reduction of variance)
- Digitalisation of KPI-based shop floor management based on SAP
- Introduction of CIP & agile working methods (autonomous groups) in production
- Implementation of a new organisational structure and process organisation following the establishment of a strategic business field



WHAT SETS ME APART?

- A leadership culture that invites people to participate, challenges and encourages, but also recognises and appreciates (sustainable change can only be achieved together).
- A structured way of working that is aligned with the company's goal
- Reliability and consistent action, hands-on characterised



FRAMEDATA

- Daily rate 900€ to 1.200€ plus expenses
- Region D-A-CH
- Availability on request

PROJECT LIST

07-2023 to today

In function as Project Manager SCM in JIP project for a Tier-1 together with the OEM

Project Manager JIP - Joint Improvement Plan (project with OEM to improve operational performance)

- Leadership of interdisciplinary project teams
- Interface to the OEM and its stakeholders
- Personal project management in a Transfer of Work project incl. engineering re-design
- Establishment of a process for systematic root cause analysis and elimination of operational problems
- Development of a process with the OEM for the use of raw material alternatives in case of material shortages

Result: Stabilise operational performance through process optimisation around raw material use, a ToW as well as root cause analysis & troubleshooting

12-2022 to 06-2023

In function as Head of Customer Demand Management (SCM)

Vacancy bridging as head of customer demand management department within the supply chain

- Assumption of staff leadership in the Customer Management (12MA) SCM department.
- Realignment of the department within the framework of the SCM reorganisation
- Development/responsibility of relevant KPI's
- Implementation of necessary recovery measures in SCM and interfaces to meet customer requirements
- Integration of the information and data flows of a foreign production site and its products into customer communication

Result: Stabilisation of the customer relationship and the organisation, integration of new employees and the location in Turkey, standardisation of workflows and processes.

02-2022 to 06-2022

In function as Head of Operations

Space consolidation at an industrial company

- Reduction of properties
- Leasing of properties without the need for redesign
- Focus on one logistics location and one production location respectively

Result: New space concept taking into account the required TGA for logistics and production, saving 1.5MTEUR

10-2020 to 08-2021

In function as Head of Operations

Restructuring of production at the site

- New area concept for production
- Value stream based material flow
- Insourcing of paint shop
- Reorganisation to focus on production
- Relocation

Result: Reduction of production locations, 30% reduction of service centres, increase in productivity, savings of 500TEUR

01-2020 to 09-2020

In function as Head of Operations

New product development (modularisation/standardisation/process)

- Development and use of new joining technology
- Adapted manufacturing process with reduction of external extended workbenches
- Standardised production, customisation in the last production step

Result: DLZ reduced by 50%

11-2019 to 11-2020

In function as Head of Operations

Digitalisation of shop floor management on the basis of SAP

- Use of SAP data for KPI systems in production
- Key figure-based management in production in performance dialogues

Result: Reduction of manual efforts to collect key figures

10-2018 to 07-2019

In function as Head of Operations

Introduction of CIP & agile working methods in production

- Establishment of a CIP team in production
- Introduction of work in autonomous groups (where project business)

Result: Sustainable introduction of CIP, agreement with employee representatives on working in autonomous groups, Reduction of production time up to 20% with increased employee motivation

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08-2017 to 09-2018

In function as Head of Production

Implementation of an organisational structure and process organisation in a strategic business unit

- Development of an own operations organisation after reorganisation in the subgroup (development of strategic business fields)
- Development of necessary processes adapted to the retrofit requirements (derivation from OEM processes)
- Stabilisation of the organisation and further development of the employees

Result: Establishment of an organisation with 175 employees, development of the organisation to cope with an increase in turnover of >100%.

05-2016 to 03-2017

In function as Head of Production

Reduction of WIP by 60% using lean methods (Heijunka)

- Analysis of inventories and control methodology for production
- Conversion of the control methodology
- Use of a Heijunka workload dialogue from the disciplines (logistics, labour control, production)

Result: Reduction of work in progress by 60%

07-2015 to 03-2016

In function as Head of Production

Introduction of an interdisciplinary production support team (PSC)

- Establishment of an interdisciplinary team for production support (AV, control, production, logistics, quality, SCM)
- Establishment of an organisation for the implementation of immediate measures and sustainable long-term measures
- Installation of a quality-circle

Result: Reduction of efforts in the interfaces of the areas that work with production

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CAREER

since 09.2021	Freelance Interim Manager & Consultant interprocon.com <ul style="list-style-type: none">- Operations, SCM, Production- Project Management- Process- & Change Management additional in progress MBA Project- & Prozessmanagement
01.2005 to 08.2021	Diehl Aviation Hamburg GmbH / Diehl Comfort Modules GmbH (former DASELL Cabin Interior GmbH) Cabin interieur for Aviation industry with 1100 employees
09.2018 to 08.2021	Head of Operations Geschäftsbereich Retrofit/BFE
05.2015 to 08.2018	Head of Production A330/A380
01.2008 to 04.2015	Project Management - Senior Programme Manager A380
01.2005 to 12.2007	Engineering Version Manager A380
07.2002 to 12.2004	Labinal GmbH Engineering supplier for Aviation industry Constructor A330/A340
01.1997 to 06.2000	ARI-Armaturen GmbH & Co KG Manufacturer of industrial valves Constructor

FURTHER EDUCATION

07.2020	Six Sigma Executive Green Belt Lean Champion
08.2017	Lean Training LTT Lufthansa
11.2015	Iumics Academy Lean Training for Leaders (Lean Basics, 8-D Report (structured problem solving), Shopfloor communication, Leadership)
11.2014 to 02.2015	Project Management IPMA Level D at GPM
03.2012 to 03.2014	Diehl Learning Academy Potential Programm C for coming executive Topics: Team, Motivation, Präsentation, Leadership, Conflict and Self-management

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10.2011	Lean Management Seminar
09.2006	Nordmetall Summer School of Management Topics: Präsentation, Strategy, Finance, Marketing, Organisation, Führung, Business Planning

EDUCATION

Since 11.2021	Master of Business Administration (MBA) Project- and Prozessmanagement
09.2010 to 06.2013	at Handelskammer Hamburg Graduate in business administration (IHK)
08.2000 to 06.2002	at Carl-Severing-Berufskolleg Bielefeld Graduate in mechanical engineering
08.1993 to 01.1997	at ARI-Armaturen GmbH & Co. KG Education Technischen Zeichner (HK-Abschluss)

OTHER SKILLS

Language	English, German
EDV-Kenntnisse	MS-Office (inkl. Access) MS Project Jira CATIA V5 ERP System FOSS SAP R/3 MM

Hamburg in October 2023

Thorsten Müller