



RALF H. KOMOR

Profile

I am an interim manager, author and an absolute **B2B sales expert**. Customers from the manufacturing industry benefit from my **30 years of experience** in sales in both national and international projects.

I have always concentrated on companies from the **manufacturing industries, plant engineering, construction and M&E contracting business**. Developing, restructuring and taking charge of the distribution of products, systems, plants and services – I apply myself passionately to my projects and enjoy working with people within your company's environment.

As a **trained electronics technician for power systems** and a **graduate industrial engineer**, I know all about working with blue and white collar employees.

In the industry, I am recognized as B2B sales expert and lead the **DDIM.Fachgruppe // sales and marketing**, where interim specialists regularly exchange thoughts and continuously develop their knowledge.

I have operative management experience as a **managing director**, member of the management board and authorized officer. During my career, I was responsible for up to 850 employees and for up to EUR 120 million in sales.

MY MISSION TO YOUR SUCCESS:

- Development of custom-fit sales strategies
- Planning and implementation of corporate strategies
- Optimisation of market position and innovative performance
- Implementation of BIM – Building Information Modeling
- Agile sales management in the age of digitalization
- Improvement of productivity, liquidity and profitability
- Implementing of a VR, AI and Generative Design - Strategy
- Implementation-focused Interim Sales Management 4.0
- Compilation, management and motivation of teams
- Increase of the attractiveness of the company for young employees
- Development of innovative business models based on the Business Model Navigator method of the University of St.Gallen (BMI Lab)



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Dachgesellschaft Deutsches
Interim Management e.V.

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• MOVE

I am a strategist, an innovator, an unconventional thinker, a mover and shaker and therefore I do the right things sooner and better. Your advantage is that I am able to quickly grasp the situation and problems within the company and on this basis, I develop sustainable, well-founded strategies and a suitable course of action for their implementation. That way, your sales department manages a successful turnaround and thus involves and takes along other departments of the company.

As an interim manager and an absolute B2B sales expert, I have 25 years of experience in national and international projects, mostly for companies from the manufacturing industry. **I put my entire knowledge at your disposal.**

I use **tried and tested tools** and modify them for your purposes and your tasks. As a matter of course, I employ a client-oriented strategy and I never use existing formulae.

Measures, tools and processes are implemented in such a manner as to ensure that they continue working successfully without me, and/or an employee manager can take over from me smoothly.



CHANGE

As a sales expert, I know each and every situation - such as multilevel sales channels, direct sales, key account management and channel management - from long experience. That way I **quickly restore order in topics, processes, structures and procedures** - I develop sales strategies for companies, projects, product lines and/or countries and regions and implement them, I prepare positions and open up new markets. I will also accompany you in your next step towards **automation and digitalisation of sales processes** in order to increase efficiency of your sales division and your company as a whole.

My holistic view will benefit you. To me, sales issues are not stand-alone problems, separate from the rest of the company. I include the other divisions in my strategic plans and considerations. **Change means create:** I develop customized strategies for companies, projects, product lines and/or countries and regions and implement them. My systematic way of thinking from a market point of view brings your company and all departments into line with customer needs.



CONNECT

As a "down-to-earth" salesman without airs and graces I connect with all people in your company - across hierarchical levels from management to office clerks to production workers. Your advantage is that **the entire company pulls together.**

As a consultant and sparring partner I will be on hand with help and advice for your company. In everyday operations, I passionately set an example and I will take your employees and colleagues "by the hand" and accompany them in their work. **Encouragement, challenges and self-confidence within the team** and beyond. My goal: strengthening existing strengths and developing new potentials. That will make your team even more powerful.

Friendly and assertive actions and reactions - that is how we bring about results efficiently and establish clarity of the situation. I aim at developing and implementing strategies together with the people in your company and thus **condition your company for the future.**

I will "fight on the front line" for your company, your products, solutions and services. In direct contact with customers - at trade fairs, presentations and customer events but also in meetings with customers. My experience and my expertise will give you the decisive edge.

You will also benefit from my competencies in team building, development and management.

PROFESSIONAL CAREER

From 2014 Interim Manager (Freelance) Positions: Managing Director, CSO, Business Unit Manager, Sales Director, Business Development Director	KOMOR INTERIM MANAGEMENT International B2B Projects. From corporations to mid-sized companies, family businesses Industry: Mechanical Engineering, single and serial manufacturing industry, hydraulic systems EUR 200 million turnover, 1.200 employees Track-Record: <ul style="list-style-type: none"> • Focus of sales activities on profitable existing and potential customers • Installation of direct marketing • Reduction of quotation costs by 15% • Record sales only after three months • Sales increase by 10% • Development of a digitalization Strategy
2011 to 2014 Key Account Manager / Authorized Officer / Management Board	Dresdner Kühlanlagenbau GmbH, Dresden (Germany) Industry: Refrigeration Systems – installation and services EUR 20 million turnover, 21 direct reports Track-Record: <ul style="list-style-type: none"> • Team Building • Introduction of Key Account Management (bakeries, pharmaceutical, food, automotive) • Introduction of new processes
2009 to 2011 Consulting Interim Management (Freelance) Position: Director Strategic Management	SprinkTec AG, Winterthur (Switzerland) und Šabac (Serbia) Industry: Sprinkler Systems Track-Record: <ul style="list-style-type: none"> • Business Strategy • Market analysis • Development of organizational structures • Search for a production site
2005 to 2008 Regional Manager Central Europe (D, A, CH, B, NL, LUX, F)	Victaulic, Nazareth (Belgium) Industry: piping components and fittings EUR 25 million in product sales, 22 direct reports Track-Record: <ul style="list-style-type: none"> • re-orientation of the sales team • Introduction of Key Account Management • Industry focus: power plants, chemical plant construction, water works and tunnelling • Launch of new products • Search for new European suppliers • Lobbyism (bvfa, FDBR) • Foundation of new branches and logistic centres in Germany and France • Expansion of distribution channels (B2B, OEM, distribution) • Leadership and motivation of Pan-European employees • Substantial sales and significant earnings growth in EMEA's largest region
2002 to 2004 Deputy Managing Director	Nohl Darmstadt GmbH & Co. KG, Darmstadt (Germany) Industry: Electrical and Mechanical Engineering EUR 80 million turnover, 750 employees Track-Record: <ul style="list-style-type: none"> • Acquisition of two profitable major projects • Successful Expo Real show in Munich • Introduction of target customer strategies First order from target customer Fraport AG (Frankfurt Airport)

<p>1999 to 2002</p> <p>Director Head Office (Mainz)</p> <p>Prior: Head of Sales Management (Mannheim)</p>	<p>RHEINELEKTRA TECHNIK GmbH / RWE Group, Mannheim (Germany)</p> <p>Later: Imtech Deutschland GmbH & Co. KG</p> <p>Industry: Electrical & Mechanical Engineering</p> <p>Track-Record:</p> <ul style="list-style-type: none"> • Regeneration and qualification of the bidding team • Turnaround of three major projects with EUR 25 million turnover • Optimizing the cost structure by relocation, closing of five branches • Acquisition of two profitable major projects • Success at the Light & Building fair in Frankfurt • Introduction of CRM tools • Several RWE Group-wide utility activities
<p>1994 to 1999</p> <p>Head of Marketing and Sales, Infratec Division</p> <p>Prior: Head of Business Development Building Services</p>	<p>ABB - Asea Brown Boveri AG / ABB Gebäudetechnik AG, Mannheim (Germany)</p> <p>Industry: Energy- and Automation Systems, Electrical Engineering</p> <p>Track-Record:</p> <ul style="list-style-type: none"> • Introduction of an integrated marketing approach in terms of the complete building systems technology • Analysis, evaluation, development and implementation of the project within just ten months • Successful collaboration with the subsidiaries • Acquisition of 5 major profitable projects (EUR 5 million to EUR 15 million) • Development of a cost estimation software • Relocation of a manufacturing plant from Germany to Sweden • Development of a new sales approach „Technical General Contractor “ • Reorganization of two companies and redeployment within the ABB Group • Merger of four companies and founding the ABB Building Services AG (3,000 employees, EUR 500 million turnover)
<p>1988 to 1994</p> <p>Sales Manager Northern Germany, and new German States</p> <p>Prior: Sales Engineer and Marketing Assistant</p>	<p>Raychem GmbH / Chemelex Division, Ottobrunn (Germany)</p> <p>Industry: construction, heat tracing</p> <p>Track-Record:</p> <ul style="list-style-type: none"> • Stabilization and profitable sales growth of 20% to 30% p.a. in the Western region. • Highly successful market development in the new German States with significant and stable revenues • Successful product re-launch: increase by 160% • Gross margins well above 50%

APPRENTICESHIP / STUDIES

1984 to 1988	University of Applied Sciences Rosenheim, Industrial Engineering Degree: "Diplom-Wirtschaftsingenieur" Diploma Thesis: "Pricing of Innovative Products "
1982 to 1983	Information electronics with Messerschmidt-Bölkow-Blohm (MBB), apparatus division
1977 to 1981	Apprenticeship as a power plant electrician with Messerschmidt-Bölkow-Blohm (MBB) in cooperation with SIEMENS AG, Munich

QUALIFICATIONS

	<ul style="list-style-type: none"> • Management Summer School with St. Gallen Management Centre, Switzerland • Seminar "System Management" with St. Gallen Management Centre, Switzerland • REFA - Certification • Project management • Consecutive sales trainings: B2B, solution selling, e-commerce, digitalization • BMI - Business Model Innovation: Business Model Navigator method of the der University St. Gallen
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OTHERS

	<ul style="list-style-type: none"> • Founding member of WIB-Investmentclub (collegiate stocktradersclub) • Manager of the winner team of the Stock market games "Professionals vs. Amateurs" of DM Magazine • Co-Author of the Book (German only): „Chefsache Interim Management“ (Springer Gabler Verlag, 2018). Subject: „Agiler B2B-Vertrieb im Zeitalter der Digitalisierung. Wie Sie Interim Sales Management 4.0 im Mittelstand umsetzungsorientiert einsetzen“
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LANGUAGES

German	Mother Tongue
English	Fluent
French	Basic