



Profile and Projects

Ralf H. KOMOR

Training , Studies & Certificates

- ❖ Energy system electronics technician
- ❖ Diploma Industrial Engineer
- ❖ Certified advisory board
- ❖ Most Trusted Adviser WHU
- ❖ Transformation and Turnaround Manager (IFuS)

Management & project experience

- ❖ Product Business, System Business, Service, Plant Engineering
- ❖ Group, medium-sized companies, family businesses, start-ups
- ❖ 35 years of profitable international B2B sales
- ❖ Project management of projects up to EUR 25 million
- ❖ C-level responsibility for up to 850 employees
- ❖ Profit & Loss - Responsibility for EUR 120 million in sales
- ❖ Own business since 2008
- ❖ Interim Manager since 2014
- ❖ 10 successful startup mentorings
- ❖ 12 successful interim mandates

Industry experience

- ❖ Building services engineering
- ❖ Fire protection
- ❖ Refrigeration and air conditioning
- ❖ Mechanical Engineering
- ❖ Piping
- ❖ Foundry
- ❖ Hydraulics
- ❖ Laboratory equipment
- ❖ E-mobility: Charging infrastructure
- ❖ Photonics, Optics
- ❖ Services
- ❖ Software – Platforms
- ❖ SaaS

Awards & Publications

- ❖ Interim Management Excellence Award in the field of digitalization
- ❖ 12x Springer author
- ❖ Key-note speaker
- ❖ Successful Sales Blogger
- ❖ LinkedIn Sales Influencer with 25k+ followers



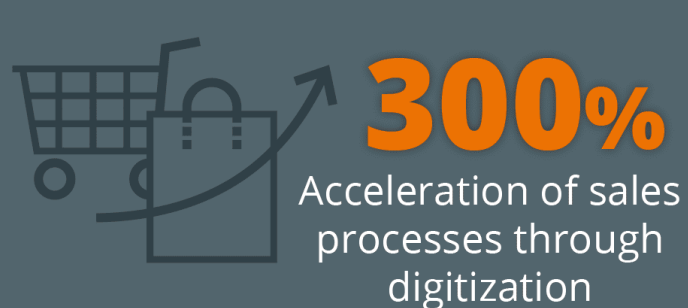
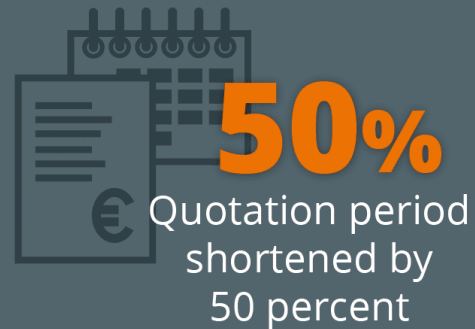
- **Industry Expert:** Extensively navigated over 20 industries.
- **Strategy & Execution:** Proven track record of delivering results.
- **Sales Mastery:** Development and execution of value-based sales strategies.
- **Data-Driven Decision Making:** In-depth market analysis to identify opportunities
- **Product & Customer Focus:** Developed market and customer-focused product strategies.
- **Leadership Excellence:** Shaped, led and motivated teams to achieve excellence.
- **Digital AI Pioneer:** Leadership in AI-based business process digitalisation and modernisation.
- **C-Level Communicator:** Successfully negotiated at the highest levels.
- **Coaching & Development:** Coached and developed teams and individuals to achieve success.
- **Mindset Innovator:** Initiator and implementer of cultural change.

My Management System and Values

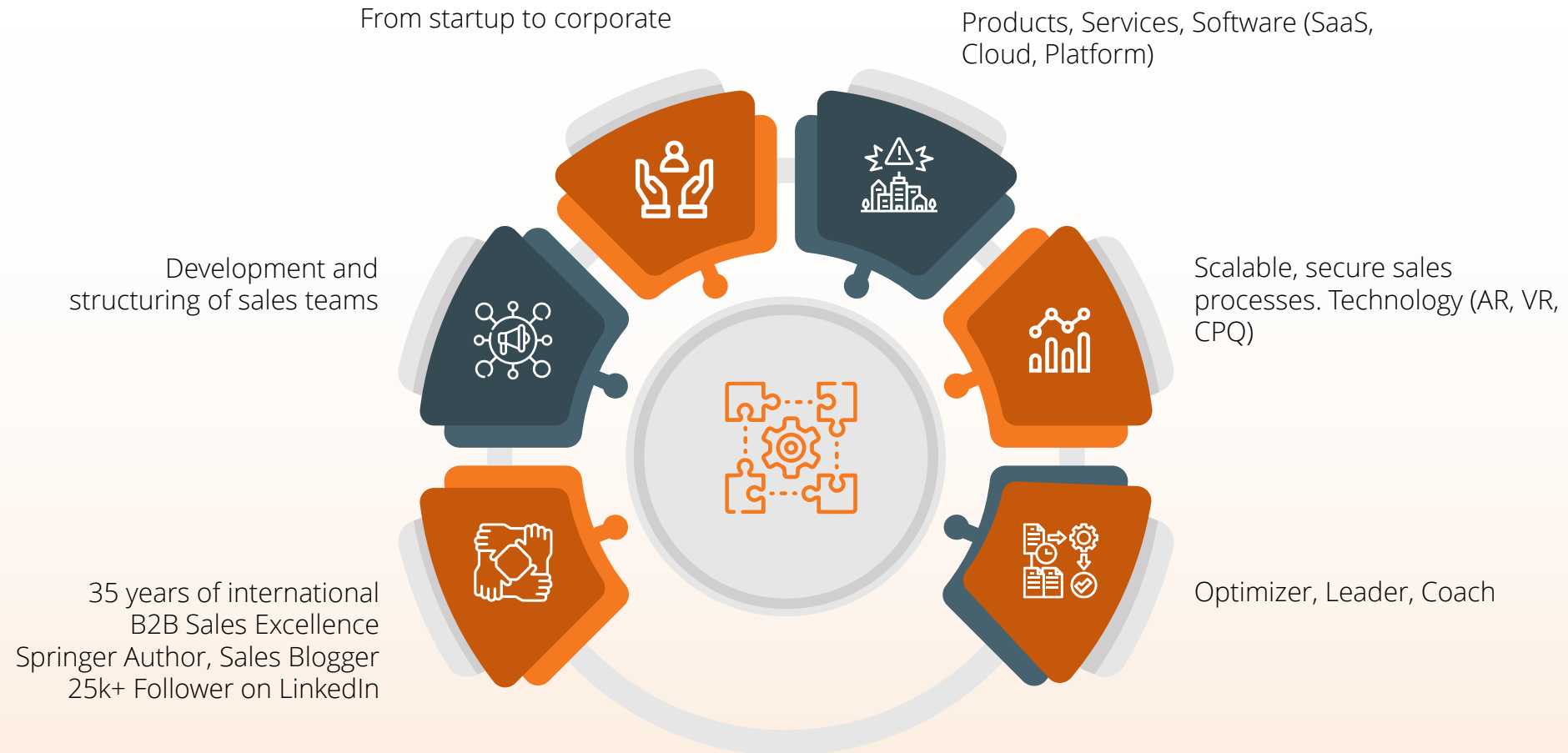
- Openness
- Clear communication
- Showing courage and inspiring courage
- Comprehensive analysis
- Make clear decisions
- Setting exceptionally high goals
- Visualisation
- Act and persevere
- Self-motivation
- Integrity: Ensure that all statements made are true at the time.
- Acknowledge what is possible first, and then challenge it.



My Track Record - Your Success



Key Take-Aways



Brief description of the last interim mandate

From 09/24 **Sales Labforward-LabTwin**, Berlin. Industry: Laboratory software, SaaS, laboratory equipment networking, life sciences workflows
Software industry, Labforward GmbH is a leading provider of digital laboratory solutions that, through its merger with LabTwin—the pioneer of voice-controlled, AI-supported lab assistants – offering an expanded portfolio for digital transformation and workflow optimization in the lab environment. With products such as the electronic lab journal LABFOLDER, the inventory tool LABREGISTER, the execution system LABOPERATOR, and the voice solution from LabTwin, Labforward supports over 50,000 scientists worldwide in efficient, networked lab work.

Project content

- » Sales support and market representation: Support in the sale of products, systems, solutions, and services. Representation of the company on the market.
- » Merger and integration of the sales and marketing units of both companies following the merger
- » Sales support: active sales work, market representation, and representation at trade fairs and conferences
- » Analysis, coaching, and individual mentoring of the assigned teams
- » Development of the sales team to achieve sales excellence and greater efficiency
- » Definition and introduction of relevant sales KPIs
- » Establishment of a new, joint CRM structure
- » Optimization of sales and negotiation tactics
- » Professionalization of key account management
- » Conducting internal and external training courses, conferences, and workshops
- » Optimization of project strategy and tactics
- » Attending customer appointments and representing interests in negotiations
- » Business development and tapping into new markets and target groups
- » Support in optimizing marketing activities (online and offline)
- » Participation in personnel decisions in sales (analysis, selection, new hires) Support with social media activities

Special

- » Post-merger project with a high degree of integration and transformation, SaaS focus, international orientation toward life science target groups.

Brief description interim mandates

12/23 to 07/24 **Interim Commercial & Coaching Services Foundry**, Headquarters: Vesuvius plc, London. German branch: Vesuvius GmbH, 46325 Borken. Industry: Steel and Iron foundry industry, global market leader, sales: GBP 2,000 million, employees: approx. 11,000. Territory: Germany, Austria, Switzerland, Belgium, Netherlands, Luxembourg, Turnover: around EUR 100 million. FOSECO, a Vesuvius plc company, is a leading global supplier of consumables and solutions for the foundry industry. The company provides products and services worldwide in the areas of coating, feeding, filtration, refractories and metallurgical foundry technology.

Project content

- » Areas of responsibility: Sales, Engineering, Customer Service, about 35 people in total.
- » Sales support and market representation: Support the sale of products, systems, solutions and services.
- » Representation of the company in the market.
- » Analysis and Coaching: Analysis, coaching and training of the assigned sales team to improve their performance.
- » Increase efficiency: Establishing new structures and assignments to increase sales efficiency.
- » Sales Excellence: Development and management of the sales team with the goal of achieving excellence in sales performance. Define relevant sales KPIs.
- » Negotiation and tactics: Improvement of negotiation and sales tactics in order to achieve better results.
- » Key Account Management: Optimizing key account management to strengthen key relationships.
- » Training and Conferences: Improve employee knowledge and skills by organizing internal and external conferences and training.
- » Trade shows: Participation in trade shows to promote the company and its products.
- » Project Strategy: Optimizing project strategy and tactics to efficiently achieve project goals.
- » Customer visits and negotiations: Attendance at customer meetings and representation of interests in negotiations in order to better meet customer needs.

Objectives and key results

- » FOSECO was able to significantly increase its market share in the relevant customer segments despite strong and intense competitive pressure and a declining market for FOSECO customers (bankruptcies, relocation of orders to Turkey and China).
- » In Germany, the most important and largest market, the increase in market share was around 20%.
- » Out of 52 actions, all but 3 have been implemented (these were no longer relevant).

This project clearly demonstrates the effectiveness of targeted sales and coaching measures in a challenging market environment (pure cut-throat competition). This is underlined by the significant improvement in the market share and the successful implementation of almost all of the planned actions.

Ralf H. KOMOR - Project list

Brief description of interim mandates

- 03/23 to 11/23 **Vice President Sales**, SUSS MicroOptics SA, CH 2068 Hauterive, Switzerland. The company specializes in the manufacture of micro-optics such as micro lens arrays and optical elements. These are produced in state-of-the-art clean rooms for customers around the world. Recognized worldwide for its expertise in optical design and microfabrication, the company provides high-quality products for a wide range of optical applications.
- » Global sales analysis and reorganization: Strategic realignment of sales involving teams in the US, Europe, Israel, Korea, China and Japan.
 - » Preparation of divestment and sale.
 - » Business Development: Creation of customer journey maps, market potential analysis and development of buyer personas for the automotive, medical/life sciences and datacom/telecom sectors.
 - » Sales Strategies: Implementation and training of Salesforce CRM with regular hygiene measures; redesign of forecasting and budgeting processes; definition of vision, mission and responsibilities.
 - » Sales organization: Regular project meetings, best practice meetings, Obeyas with customer service and quarterly global sales meetings.
 - » Customer management: Implementation of customer satisfaction surveys, definition of minimum order values and establishment of key account management.
 - » Process optimization: Increased efficiency in the preparation of proposals, professionalization of the use of LinkedIn and the development of value propositions tailored to specific target groups.
 - » Pricing: Development of pricing models and negotiation tools, introduction of sales controlling for price optimization.
 - » Organizational development: Analysis of the sales potential, definition of work packages for new employees, and creation of a contingency plan.
 - » Product Management: Definition of the roles of the product management team, raising awareness of cyber security and IT security platforms.
 - » Marketing: Reducing the cost of Google Ads, optimizing the LinkedIn profiles, and expanding the company's social media presence.
 - » Sales enablement and training: Assessment of individual training needs, delivery of sales training, promotion of a customer-centric business approach
 - » The end result is the successful sale of the company at a price corresponding to 2.5 times the turnover..

Brief description of the interim mandates

- 09/22 to 01/23 **CSO & CMO Transline Group**, Transline Deutschland GmbH, Reutlingen (Germany). With more than 150 employees in Europe and around 5,000 specialised translators worldwide, Transline is one of the largest German translation service providers with subsidiaries in Germany, France and Italy.
- » Analysis and reorganization of German and international sales
 - » Development of detailed activities for the implementation of strategic goals together with the management (organic growth)
 - » Implementation of scalable sales processes for companies to be integrated in the future (inorganic growth)
 - » Establishment of KPI-based sales management methods
 - » Optimization of verticals in key account management
 - » Training and management of TeleSales with the goal of tripling the conversion rate of
 - » Train and guide Digital and Social Selling activities
 - » Coach and leadership for team members
 - » Implementing the first price increase in several years
 - » Definition of CRM content and rules
 - » Support of the business development
 - » Close cooperation with project management
 - » Developing a life cycle approach to create added value for key accounts

Brief description of the interim mandates

01/22 to 06/22 **Head of App Acquisition / App Onboarding / Success Management**, ADAMOS GMBH, Darmstadt. ADAMOS is a network of 30+ machine and plant builders, including DMG Mori, DÜRR, Zeiss, Engel and Karl Mayer. ADAMOS connects machine builders, SaaS solution providers and machine operators and provides a central platform through which cloud solutions can be quickly and easily acquired and machinery digitally managed.

- » Derivation of concrete measures for the implementation of strategic goals together with the management team.
- » Implementation of scalable processes for solution offerings
- » Set up KPI-based control methods
- » Tenfold increase of solution offerings in the ADAMOS STORE
- » Shorten sales cycles from 3 months to 21 days
- » Shorten onboarding process from 6 weeks to 15 days
- » Increase conversion rate from 10% to close to 50%
- » Exchange with product management for feedback of market experiences
- » Establish and implement a market-driven requirement process (clear business cases per requirement)
- » Coach and lead team members
- » Reflecting the team structure & responsibilities
- » Definition of CRM content and rules
- » Continuous improvement of the offer structure
- » Direct contact person for strategic suppliers or customers
- » Close collaboration with the marketing team
- » Content contributions (whitepapers, presentation content for keynotes, ...)



I won the DDIM's Interim Management Excellence Award in the DIGITALISATION category for this assignment.

Brief description of the interim mandates

03/21 to 12/21 **Sales Director Charging Infrastructure E-Mobility**, ENNAGY, a corporate startup of ZÜBLIN / STRABAG. Start: zero, end: 30 employees.

- » Involvement from scratch
- » Startup planning on a white sheet.
- » Definition of: Name, brand, brand design, mission statement, positioning, values and claim.
- » Creation of clarity in structural and target organization
- » Description of the future vision
- » Development of the elevator pitch
- » Drawing up the action plan for the first twelve months
- » Description of sales processes, customer segments and TOP customers
- » Platform strategies and prosumer approaches
- » Onboarding and leading the sales team

11/20 to 03/21 **Coaching and sales consulting for two startups based in Stuttgart and Munich**

- » Coaching of a member of the management board of a software company
- » Identification and strategic development of new customer segments of a family-owned company with a new spin-off in the field of temperature monitoring
- » Description and sharpening of a new business model
- » Tactical approach to project identification and approaching key accounts
- » Relaunch of the website
- » Definition of training needs of the sales team
- » Marketing automation
- » Structure and setup of a CRM system
- » Description of cross- and upselling processes within the company group
- » Selection of suitable digital sales tools

Brief description of the interim mandates

12/17 to 11/20 **Director Business Development**, WALDNER Laboreinrichtungen GmbH & Co. KG. World market leader and hidden champion in the area of Laboratory equipment. 1,300 employees, € 200 million turnover.

- » Development and introduction of the new Building Information Management (BIM) method.
- » Selection of BIM partners
- » Structure and coordination of the BIM library
- » Supervision of a bachelor thesis on the topic of new digital business models
- » Development and implementation of new business ideas
- » Analysis of markets and development of existing and new customers
- » Intensification of customer relations
- » Further development of Global Account Management
- » Forging new strategic partnerships
- » Observe and identify new markets for relevant business areas
- » Development, implementation and execution of customer co-creation workshops
- » Idea generation for new products and their positioning on the market
- » Setting impulses for product management
- » Participation in conferences and industry-specific events and trade shows
- » Implementing of a VR, AI and Generative Design - Strategy

04/17 to 11/17 **Sales Manager, CSO**, Jäckle Schweiß- u. Schneidtechnik GmbH. Main objective: After years of stagnation, to realign and revitalize sales and marketing.

- » family business
- » International sales management, sales model: qualified dealer network
- » Technical and personal analysis of the sales staff and application engineers, as well as the back office staff
- » restructuring of the team, reorganisation of responsibilities, rules of the game and job descriptions
- » Expansion of the international dealer network in Eastern Europe and Africa
- » Individual coaching of sales staff and managing directors

Brief description of the interim mandates

- 11/16 to 04/17 **Managing Director Sales and Marketing**, Dürr thermea GmbH. Main task: Increasing the qualified processing of quotations and the conclusion of contracts in the plant business
- » Subsidiary of a MDAX Group
 - » Introduction Key Account Management
 - » New website for worldwide lead generation
 - » Strict project selection to increase hit rates
 - » Simplified offer calculation supported by precise value propositions
- 09/16 to 10/16 **Head of Industry Business Unit**, Hauhinco Maschinenfabrik G. Hausherr, Jochums GmbH & Co. KG. The main task was the establishment of a new business unit for the diversification of the Company's offering portfolios
- » family business
 - » Structuring the Business Unit
 - » Definition of ideal customer applications
 - » Setting up the accompanying marketing measures
 - » Work out the necessary work packages for the next one and a half years.
- 12/14 to 08/16 **CSO / Head of Sales**, Dietzel Hydraulik GmbH. The main task was the development and implementation of a new sales strategy, which would be divided into direct customers and the retail sales channel
- » family business
 - » New sales strategy set up in the shortest possible time and then implemented continuously over 18 months
 - » Team building, personnel changes and new appointments
 - » Introduction to management of different verticals, key account management
 - » Individual and team-oriented coaching
 - » Record sales in fiscal year 2015
 - » Process orientation of technical sales (internal sales, quotation processing)
 - » Target customer-specific orientation of the sales force



The Interim Manager Ralf KOMOR

Listener Target-focused Effective
Quick unprejudiced Professional Service provider
Powerful in implementation agile Customer-oriented
Pragmatic
Creative organisationally strong Cost-conscious Heart and soul
Works with the staff on site High quality
Hands On Wide range of experience Flexible
Generator Passionate
integer takes responsibility
Doer Scalable Coach

Ralf H. KOMOR

Graduate Industrial Engineer

Interim Manager DDIM®

Winner Interim Management Excellence Award

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