



## Profile and Projects

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**Ralf H. KOMOR**  
INTERIM SALES MANAGER  
SALES CAPTAIN. INTERIM.®

## Training , Studies & Certificates

- ❖ Energy system electronics technician
- ❖ Diploma Industrial Engineer
- ❖ Certified advisory board
- ❖ Most Trusted Adviser Family Business 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
- ❖ 15 successful startup mentorings and individual coachings
- ❖ 14 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 30k+ 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.



# Testimonials

Katharina Wolff, Senior Key Account Manager Dataforce

„Ingenuity, courage, and clear visions – collaboration that inspires and delivers measurable progress.

Bernd Fischer, CEO F&P Executive Solutions AG

“Outstanding professional and methodological excellence combined with implementation and leadership skills – an interim manager who ensures sustainable sales success.”

Alexander Jakschik, CEO Jakschik ULT Group / Vice President VDMA OST

“With extensive experience and a strategic vision, he has successfully positioned the sales organization for the future – highly recommended.”

Asim Rexhepi, Vice President Sales & Business Development

“Strategic realignment, clear objectives, and measurable efficiency gains – inspiring and forward-looking for the team.”

Jil Hauptert, Innovative Consulting & Shopfloor Design

“Exceptional sales expertise, professionalism, and passion – practical solutions with immediate impact.”

Livia Rainsberger, Expert in Digital Transformation in Sales

“Deep sales expertise, strategic thinking, and results orientation – a true asset for any interim management project.”

Markus Sattlberger, Shopfloor Manager SATTLBERGER.ROCKS

“For me, the ultimate sales expert – pure Sales Captain.”

Katharina Wolff, Senior Key Account Manager Dataforce

“Creativity, courage, and clear vision – collaboration that inspires and delivers measurable progress.”

Natalie Vivaldi, Business Consultant

“The best sparring partner in sales – opens new perspectives and provides impulses with lasting impact.”

Asif Moghal, Digital Transformation Leader

“Has built sustainable business relationships and successfully implemented numerous projects – always focused and one step ahead.”

\* Titel und Position zum Zeitpunkt der Referenz

\*Title and position at the time of the reference

# Testimonials

Cafer Tosun, Executive | COO | Venture Partner | Advisory Board Member | SAP SE

“A T-shaped leader with strategic foresight who masters complex issues, sets clear priorities, and brings innovative ideas to quick, precise decisions.”

Björn Knothe, CEO division one GmbH

“With an excellent presence, hands-on mentality, and clear communication, he convinces clients, employees, and management – winning people over for new ideas and implementing them successfully.”

Joerg Hoffman, Former Managing Director Dietzel Hydraulik

“Lives and breathes sales internally and externally, leads teams by example, integrates departments for common goals – achieved record sales under his leadership.”

Karsten Klütz, Managing Director Wichmann & Ullrich

“Quickly identifies market-relevant issues, restructures them, and successfully acquires new customers and markets – an industry-experienced sales expert with impact.”

Sascha Hackstein, Managing Director Berndtson Interim Experts for Transformation GmbH

“Brings order, quickly develops new strategies, and implements them with precision – from restructuring to key account development. For me and the client, the perfect candidate, whose success was even documented in the Harvard Business Manager.”

Jochen Knecht, Managing Partner kreativRaum GmbH

“A B2B sales professional with foresight, technical expertise, and the ability to quickly optimize complex topics – wins people over for ideas, opens new markets, and brings global corporations on board as clients.”

Jan Hübner, Former Senior Manager Sales & Project Management, Dürr thermea GmbH

“Coaches teams individually, focuses on effective measures, and establishes sales controlling and market segmentation – significantly increases lead generation and project inquiries.”

Holger Hoffmann, Former Managing Director Hauhinco Maschinenfabrik

“Brings order and structure to sales, provides practical analyses, and implements quickly – strengthens positioning, market development, and lays the foundation for sustainable success.”

Eva Jost, Personally Liable Partner Hans Weitzel GmbH & Co. KG

“Provides clear, actionable impulses to optimize market position, sales channels, and export – expands perspectives and drives SME growth.”

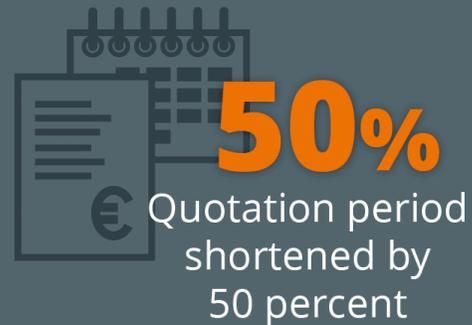
Uwe Haßler, Former Managing Director Dietzel Hydraulik

“A strategist and doer who develops effective solutions quickly, fosters innovation, and ensures sustainable success.”

Tobias Leicher, Sales Director, Schweiß- u. Schneidtechnik Gesellschaft

“Actively involves the team, radiates calm, and quickly becomes a valued partner to customers – delivers practical learning content and systematically supports change processes.”

# My Track Record - Your Success



# Key Take-Aways



## Brief description of the last interim mandate

11/25 to 03/26 **Head of Sales KTI Group**, Balzheim, Germany. Industry: Industrial Heating & Cooling Technology, International Plant Engineering. KTI-Plersch is an international "hidden champion" specializing in customized, turnkey heating and cooling systems, with approximately EUR 50 million in revenue and an export quota exceeding 90%. The company executes complex international plant projects for applications including concrete cooling and heating, fish and seafood, mine cooling, snowmaking, pigment production, and the food & beverage industry.  
The sales organization comprised employees in Germany, Switzerland, France, Spain, South Africa, Dubai, and Qatar, as well as numerous commercial agents and sales partners worldwide. The group included subsidiaries in Egypt, Brazil, Dubai, India, Morocco, Qatar, Saudi Arabia, and Tunisia.

### Core Responsibilities & Strategic Initiatives

- » Assumption of global responsibility for the sales support of all subsidiaries, business units, and regions
- » Introduction and consistent management of a robust sales funnel, including new probability categories for deal success
- » Preparation of sales-related documentation for an M&A process and coordination with auditors to prepare for the company sale
- » Identification of redundant processes and enhancement of sales process efficiency
- » Cleanup of existing commercial agent contracts and integration of new agents into the sales organization
- » Extensive market and go-to-market analyses for all five business units, specific regions, and global market entries
- » Support in closing branch offices and conducting ongoing business reviews with international subsidiaries
- » Establishment of regular alignment between Sales and Engineering and restructuring of market access strategies for two business units
- » Identification and development of nine core value propositions for a new value-selling approach
- » Active oversight of ongoing customer projects and project-based steering for key accounts
- » Reorganization of weekly sales meetings to increase focus on transparency, prioritization, and accountability
- » Individual coaching of the sales team to enhance impact, structure, and closing orientation
- » Alignment of the sales strategy with the specific requirements of different product areas and global regions

### Key Distinctions

- » In an international environment, I successfully harmonized sales excellence and organizational restructuring with transaction-related preparations.
- » By systematically organizing fragmented information, I created a reliable, audit-ready foundation for the M&A process and the company's successful sale.

## Brief description interim mandates

07/25 to 10/25 **Sales EPnP Group (EOS Partners Portfolio)**, Germany, Industries: Electronics, Mechanics, Medical Technology, System Solutions. The EPnP Group is part of the portfolio of EOS Partners, a private equity investor focused on majority holdings in medium-sized growth companies. EPnP specializes in electronics, mechanics, and integrated system solutions, offering a service spectrum that ranges from development and prototyping to manufacturing, with a particular focus on demanding industrial and medical technology applications.

As part of a six-member consulting team from Struktur Management Partner (SMP), I participated in an Independent Business Review (IBR). My focus was on Sales Excellence, encompassing the analysis, realignment, and professionalization of the sales organization, steering, and market cultivation strategies within the group.

### Project content

- » Comprehensive analysis of potential, strengths, and performance within the group's sales team
- » Restructuring of the sales force to transition toward Key Account Management
- » Design and development of the "Sales 2026" target operating model
- » Definition of roles, responsibilities, tasks, and KPIs
- » Enhancement of process quality, sales steering, and operational leadership frameworks
- » Fine-tuning of operational metrics and development of a digitized sales process with clear parameters and decision criteria
- » Implementation of new sales governance and escalation protocols
- » Preparation of complex negotiation strategies for key accounts
- » Development of structures to drive cross-selling and intercompany revenue growth
- » Optimization of account management and redesign of the new customer acquisition strategy
- » Proposal for a redesigned compensation and bonus system as well as new coaching modules
- » Strategic support in identifying new customer segments within emerging business fields
- » Deployment of AI-driven lead generation
- » Creation of a prioritized implementation roadmap through January 2027

### Key Distinctions

- » Independent Business Review (IBR) with high strategic and operational relevance within a private equity environment. The IBR served as a robust foundation for a new PE financing round.

## Brief description interim mandates

09/24 to 06/25 **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

### Key Distinctions

- » 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.

## 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      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  
**SALES CAPTAIN. INTERIM.®**

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