



Ralf H. Komor

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COMPETENCY PROFILE

INDUSTRY EXPERIENCE

Experience across more than 20 industries, including:

- Mechanical engineering
- Plant engineering
- Construction industry
- Electrical engineering
- Software (SaaS and platforms)
- Start-ups
- Scale-ups
- Corporates

FUNCTIONAL EXPERTISE

- B2B sales
- Marketing
- Business development
- Innovation management
- AI in sales
- Building Information Modelling
- Sales turnaround. Rapid results in critical situations
- Digital sales solutions. AI, AR, VR and CPQ for sales optimisation
- Sales strategy. Realignment and development of new business models
- MetaSales and VR. Virtual sales technologies for B2B
- Global key accounts. Leadership and management of international major accounts
- Sustainable sales. Carbon-neutral solutions and green sales strategies
- Interim management. C-level expertise in transformation and turnaround
- Sales analysis. Forensic analysis to optimise processes

LEADERSHIP STYLE / WORKING APPROACH

- Collaborative leadership with clear decisions and a forward-looking vision
- Close cooperation with teams to deliver measurable, sustainable results
- Strong emphasis on transparency and practical relevance. Clear, direct and focused
- Extensive C-level experience and proven turnaround-management expertise
- Successful leadership of complex projects with a clear focus on results
- Use of innovative technologies (AI, AR, VR and digital sales solutions) to increase efficiency and scalability
- Results-driven approach. Delivery rather than theory ("Resulting statt Consulting")
- Development of sustainable solutions in close collaboration with teams
- Mentoring to embed success in the organisation for the long term
- Personal profile: collaborative, decisive, visionary

EXECUTIVE SUMMARY

Experienced Interim Manager and B2B Sales Executive:

- 35+ years of experience in national and international sales projects
- Experience across more than 20 industries, primarily in manufacturing
- Operational leadership responsibility for up to 1,200 employees and EUR 120 million in revenue

Specialist expertise:

- Development and realignment of sales units in plant engineering and project business
- Management of service units
- Turnaround management in sales
- New customer acquisition and market development (new business / new markets)
- Sales coaching, training and team building
- Key and global account management
- Customer workshops and customer co-creation

Strategic and operational capabilities:

- Development of market-oriented sales strategies and business models, including the St. Gallen BMI methodology
- Sustainable implementation through integration into day-to-day operations
- Use of digital tools, virtual reality and sales automation (METASALES)
- Strong leadership and C-level communication
- Experience as Managing Director, Executive Management Board member and authorised signatory
- Dependable, pragmatic and motivating across all levels of the organisation
- International partner management

Holistic approach:

- Sales as an integral part of corporate strategy
- Integration of market, customer and product perspectives
- Promotion of cross-functional collaboration
- Trusted cooperation with shareholders and private equity investors

PROFESSIONAL EXPERIENCE

Nov 2025 - Mar 2026 | KTI-Plersch Group

Head office: Ulm, Germany | Annual revenue: EUR 50-100m | Employees: 200-500 | Ownership: Family-owned | Industry: Refrigeration and heating technology

Head of Sales

INTERIM Location: Ulm, Germany

Reports to	Revenue responsibility	Direct reports
Shareholder	EUR 50-100m	9

Context	Core expertise
Operational management	Business development, sales, B2B

Description

- KTI-Plersch is an international hidden champion for bespoke turnkey refrigeration and heating systems, with revenue of approximately EUR 50 million and an export share above 90%. It delivers complex international plant projects including concrete cooling and heating, mine cooling, snowmaking, and food and beverage applications. The sales organisation included staff in Germany, Switzerland, France, Spain, South Africa, Dubai and Qatar, together with numerous agents and distribution partners worldwide. The group had subsidiaries in Egypt, Brazil, Dubai, India, Morocco, Qatar, Saudi Arabia and Tunisia.
- Assumed global responsibility for sales support across all subsidiaries, business units and regions
 - Introduced and rigorously maintained a reliable sales funnel, including new probability categories for quotation success
 - Identified unnecessary workflows and improved the efficiency of sales processes
 - Reviewed existing commercial-agent agreements and integrated new agents into the sales organisation
 - Conducted extensive market and go-to-market analyses for all five business units, individual regions and global market entries
 - Supported the closure of branches and led ongoing business reviews with international subsidiaries
 - Identified and developed nine core lines of argument for a new value-selling approach
 - Actively supported ongoing customer projects and provided project-specific governance for key accounts

Special feature

Close integration of sales excellence, organisational redesign, sales professionalisation and transaction preparation in an international environment. Prepared the company for sale by structuring previously incomplete information into a reliable, audit-ready foundation for the M&A process.

International experience	Duration	Assignment format
United Arab Emirates	3 months	Regular visits

Jul 2025 - Oct 2025 | EPnP Group

Head office: Munich, Germany | Annual revenue: EUR 50-100m | Employees: 1,000-2,000 | Ownership: Private equity | Industry: Medical technology, mechanical and electronic components and system assemblies

Consultant, Sales Excellence

CONSULTING

Location: Munich, Germany

Core expertise

Sales, key account management, business development

Description

Member of a six-person consulting team from Struktur Management Partner (SMP) conducting an Independent Business Review. My focus was sales excellence: analysing, realigning and professionalising the group's sales organisation, governance and market approach.

- Analysed the potential, strengths and performance of the group sales team
- Restructured the sales organisation towards key account management
- Developed the target organisation 'Sales 2026'
- Defined roles, tasks, responsibilities and KPIs
- Improved process quality, sales governance and operational management logic
- Refined operational metrics and developed a digital sales process with clear metrics and decision criteria
- Introduced new governance and escalation rules for sales
- Prepared complex negotiation strategies for key accounts
- Developed structures to increase cross-selling and intercompany revenue
- Optimised existing-customer management and redesigned new-customer management
- Proposed a new remuneration and bonus system as well as new coaching content
- Supported the identification of new customers in new business areas
- Introduced AI-supported lead generation
- Prepared a prioritised implementation roadmap through January 2027

Special feature

Independent Business Review of high strategic and operational relevance in a private-equity environment. The IBR provided a reliable basis for a new PE financing round.

Sep 2024 - Jun 2025 | Labforward GmbH

Head office: Germany | Industry: Laboratory software, SaaS, laboratory-device connectivity and life-sciences workflow software

Sales, Labforward-LabTwin

INTERIM

Description

- Sales support and market representation for products, systems, solutions and services
- Combined and integrated the sales and market units of both companies following the merger
- Active sales work and representation at trade fairs and conferences
- Analysed, coached and individually mentored the assigned teams
- Developed the sales team to achieve sales excellence and greater efficiency
- Defined and introduced relevant sales KPIs

- Built a new shared CRM structure
- Optimised sales and negotiation tactics
- Professionalised key account management
- Delivered internal and external training sessions, conferences and workshops
- Optimised project strategy and tactics
- Participated in customer meetings and represented the company's interests in negotiations
- Business development and entry into new markets and target groups
- Supported the optimisation of online and offline marketing activities
- Contributed to sales staffing decisions, including analysis, selection and recruitment
- Supported social-media activities

Special feature

- Post-merger project with a high degree of integration and transformation, a SaaS focus and an international orientation towards life-sciences customers

Dec 2023 - Jul 2024 | Vesuvius plc / Vesuvius GmbH

Head office: Borken, Germany | Annual revenue: EUR 2-5bn | Employees: more than 10,000 | Ownership: Publicly listed | Industry: Steel and iron foundry sector, global market leader | Territory: Germany, Austria, Switzerland, Belgium, the Netherlands and Luxembourg

Interim Commercial & Coaching Services, Foundry

INTERIM Location: Borken, Germany

Reports to	Revenue responsibility	People responsibility
Executive Board	EUR 100-200m	10-50
Direct reports	Context	Core expertise
5	Operational management	B2B, sales, key account management

Description

- Sales support and market representation for products, systems, solutions and services
- Analysed, coached and trained the assigned sales team to improve performance
- Created new structures and accountabilities to increase sales efficiency
- Developed and led the sales team towards sales excellence and defined relevant sales KPIs
- Improved negotiation and sales tactics
- Optimised key account management to strengthen major customer relationships
- Delivered internal and external meetings and training sessions
- Represented the company and its products at trade fairs
- Optimised project strategy and tactics to achieve project objectives efficiently
- Attended customer meetings and represented company interests in negotiations

Responsibilities and results achieved

- Despite intense competitive pressure and a declining market among FOSECO customers, targeted measures significantly increased market share in relevant customer segments
- In Germany, the largest and most important market, market share increased by approximately 20%
- 49 of 52 planned measures were implemented; the remaining three were no longer relevant
- Functions covered: sales, technical department and customer service, approximately 35 people in total
- The project demonstrates the effectiveness of focused sales and coaching measures in a pure displacement market. The significant market-share gains and near-complete implementation of planned measures underline the impact.

Mar 2023 - Nov 2023 | SUSS MICROTEC SE / SUSS MicroOptics SA

Head office: Hauterive, Switzerland | Annual revenue: up to EUR 50m | Employees: 50-200 | Ownership: Publicly listed | Industry: Manufacture of micro-optics, including microlens arrays and optical elements, produced in advanced cleanrooms for customers worldwide

Vice President Sales

INTERIM Location: Hauterive, Switzerland

Reports to Managing Director	Revenue responsibility Up to EUR 50m	People responsibility 10-50
Direct reports 4	Context Post-merger / carve-out / joint venture	Core expertise Sales, B2B, business development

Description

- Global sales analysis and reorganisation involving teams in the US, Europe, Israel, Korea, China and Japan
- Prepared the carve-out and company sale
- Developed customer journey maps, market-potential analyses and buyer personas for automotive, medical/life sciences and datacom/telecom
- Implemented and trained Salesforce CRM with regular data-hygiene measures; redesigned forecasting and budgeting; defined vision, mission and responsibilities
- Established regular project meetings, best-practice sessions, Obeyas with Customer Service and quarterly global sales meetings
- Introduced customer-satisfaction surveys, minimum order values and key account management
- Improved quotation efficiency, professionalised LinkedIn use and developed target-group-specific value propositions
- Developed pricing models and negotiation tools; introduced sales controlling to optimise pricing
- Analysed sales potential, defined work packages for new employees and prepared a contingency plan
- Defined product-management roles and raised awareness of cybersecurity and IT security platforms
- Reduced Google Ads costs, optimised LinkedIn profiles and expanded the social-media presence
- Identified individual training needs, delivered sales training and promoted a customer-centric corporate approach
- The company was successfully sold for 2.5 times revenue

International experience Switzerland	Duration 9 months	Assignment format Regular visits
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Sep 2022 - Jan 2023 | Transline Deutschland GmbH

Head office: Reutlingen, Germany | Annual revenue: EUR 50-100m | Employees: 1,000-2,000 | Ownership: Family-owned | Industry: Language-services provider with subsidiaries in Germany, France and Italy

CSO & CMO, Transline Group

INTERIM Location: Reutlingen, Germany

Reports to Managing Director	Revenue responsibility Up to EUR 50m	People responsibility 10-50
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Direct reports	Context	Core expertise
3	Operational management	Sales, B2B, sales management

Description

- Analysed and reorganised German and international sales
- Translated strategic objectives into concrete measures with the management team for organic growth
- Implemented scalable sales processes for companies to be integrated in future for inorganic growth
- Established KPI-based management methods
- Optimised vertical-market structures in key account management
- Trained and led telesales with the objective of tripling conversion; trained and supported digital and social selling
- Acted as coach and manager for team members
- Supported negotiations
- Implemented the first price increase in several years
- Defined CRM content and rules
- Supported business development
- Worked closely with project management
- Developed a lifecycle approach to create additional value for key accounts

Jan 2022 - Jun 2022 | ADAMOS GmbH

Head office: Darmstadt, Germany | Annual revenue: up to EUR 50m | Employees: 50-200 | Ownership: Other | Industry: Network of 30+ mechanical and plant engineering companies, including DMG Mori, DÜRR, Zeiss, Engel and Karl Mayer; a central platform connecting manufacturers, SaaS solution providers and machine operators

Head of App Acquisition / App Onboarding / Success Management

INTERIM
Location: Darmstadt, Germany

Reports to	Revenue responsibility	People responsibility
Managing Director	Up to EUR 50m	1-10

Direct reports	Context	Core expertise
7	Start-up / company formation / build-up	Sales, online sales / e-business, sales management

Description

This assignment received the DDIM Interim Management Excellence Award in the DIGITALISATION category.

- Translated strategic objectives into concrete measures with management
- Implemented scalable processes for solution offerings
- Established KPI-based management methods
- Increased solution offerings in the ADAMOS STORE tenfold
- Reduced sales cycles from three months to 21 days
- Reduced onboarding from six weeks to 15 days
- Increased conversion from 10% to nearly 50%
- Fed market experience back to product management
- Established a market-driven requirements process with clear business cases for every requirement
- Coached and led team members
- Reviewed team structure and responsibilities
- Defined CRM content and rules
- Continuously improved the offer structure
- Served as direct contact for strategic providers and customers
- Worked closely with marketing
- Contributed content including white papers and keynote presentations

Mar 2021 - Dec 2021 | STRABAG / ENNAGY

Head office: Nürtingen, Germany | Annual revenue: up to EUR 50m | Employees: 10-50 | Ownership: Publicly listed | Industry: EV charging infrastructure and decentralised energy systems

Sales Director, EV Charging Infrastructure

INTERIM

Location: Nürtingen, Germany

Reports to Executive Management / Board	Revenue responsibility Up to EUR 50m	People responsibility 1-10
Direct reports 5	Context Start-up / company formation / build-up	Core expertise Sales, business development, online sales / e-business

Description

- Contributed from day one
- Planned a start-up from a blank sheet
- Defined name, brand, brand design, mission statement, positioning, values and claim
- Created clarity in the organisational and target operating model
- Developed the future-state vision
- Created the elevator pitch
- Prepared the action plan for the first twelve months
- Defined sales processes, customer segments and top customers
- Developed platform strategies and prosumer approaches
- Onboarded and led the sales team

Dec 2020 - Feb 2021 | Non-disclosure Agreement (NDA)

Head office: Munich and Stuttgart, Germany | Annual revenue: up to EUR 50m | Employees: 200-500 | Ownership: Family-owned | Industry: Software and temperature monitoring

Coach, Consultant

CONSULTING

Location: Munich and Stuttgart, Germany

Reports to Shareholder	Context Start-up / company formation / build-up	Core expertise Sales, online sales / e-business, B2B
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Description

- Coached a member of the executive management team of a software company
- Identified and strategically developed new customer segments for a family-owned company and its new temperature-monitoring spin-off
- Defined and sharpened a new business model
- Developed a tactical approach for project identification and key-account engagement
- Relaunched the website
- Defined sales-team training needs
- Implemented marketing automation
- Designed the structure of a CRM system
- Defined cross-selling and upselling processes across the group
- Selected suitable digital sales tools

Dec 2017 - Nov 2020 | WALDNER Laboreinrichtungen SE & Co. KG

Head office: Wangen, Germany | Annual revenue: EUR 200-500m | Employees: 500-1,000 | Ownership: Family-owned | Industry: Full-service laboratory solutions, from consulting, planning and project management of turnkey solutions to complete room fit-out and lifelong maintenance

Director Business Development

INTERIM

Location: Wangen, Germany

Reports to	People responsibility	Direct reports
Managing Director	1-10	2

Context	Core expertise
Strategic realignment	Business development, sales, key account management

Description

- Developed and introduced the Building Information Management (BIM) methodology
- Selected BIM partners
- Built and coordinated the BIM library
- Supervised a bachelor's thesis on new digital business models
- Developed and implemented new business ideas
- Analysed markets and developed existing and new customers
- Strengthened customer relationships
- Advanced global account management
- Forged new strategic partnerships
- Monitored and identified new markets for relevant business areas
- Designed and delivered customer co-creation workshops
- Generated ideas for new products and positioned them in the market
- Provided impetus for product management
- Participated in conferences, industry events and trade fairs
- Implemented a VR, AI and generative-design strategy

Apr 2017 - Nov 2017 | Jäckle Schweiß- und Schneidtechnik GmbH

Head office: Bad Waldsee, Germany | Annual revenue: up to EUR 50m | Employees: 50-200 | Ownership: Family-owned | Industry: Welding, cutting and plasma equipment

Head of Sales, CSO

INTERIM

Location: Bad Waldsee, Germany

Reports to	Revenue responsibility	People responsibility
Shareholder	Up to EUR 50m	10-50

Direct reports	Context	Core expertise
More than 15	Restructuring	Sales, indirect sales, business development

Description

- Primary objective: revive and realign sales after years of stagnation
- Family-owned company
- Managed domestic and international sales through a qualified dealer network
- Assessed sales representatives, application engineers and inside sales staff professionally and personally
- Restructured the team and redefined accountabilities, operating rules and job descriptions
- Expanded the international dealer network in Eastern Europe and Africa

Dec 2016 - Apr 2017 | DÜRR AG / Dürr thermea GmbH

Head office: Dresden, Germany | Annual revenue: up to EUR 50m | Employees: 50-200 | Ownership: Publicly listed | Industry: Heat pumps and high-temperature heat pumps using natural refrigerants (CO2)

Managing Director, Sales and Marketing

INTERIM

Location: Dresden, Germany

Reports to Shareholder / Holding Board	Revenue responsibility Up to EUR 50m	People responsibility 10-50
Direct reports 12	Context Strategic realignment	Core expertise Sales, direct sales, key account management

Description

- Subsidiary of an MDAX-listed group
- Introduced key account management
- Created a new website for worldwide lead generation
- Implemented rigorous project selection to improve win probability
- Simplified quotation costing supported by precise value arguments

Sep 2016 - Oct 2016 | Hauhinco Maschinenfabrik G. Hausherr, Jochums GmbH & Co. KG

Head office: Sprockhövel, Germany | Annual revenue: up to EUR 50m | Employees: 50-200 | Ownership: Family-owned | Industry: Hydraulic pumps and ultra-high-pressure water-hydraulic pumps

Head of Industrial Business Unit

INTERIM

Location: Sprockhövel, Germany

Revenue responsibility Up to EUR 50m	People responsibility 1-10	Direct reports 3
Context Start-up / company formation / build-up	Core expertise Sales, business development, sales management	

Description

- Primary task: build a new business unit to diversify the company's offering portfolio
- Structured the business unit
- Defined ideal customer applications
- Set up supporting marketing activities
- Developed the required work packages for the following eighteen months
- Terminated the Atreus-sourced assignment after the underlying conditions proved to be incorrect

Dec 2014 - Aug 2016 | Dietzel Hydraulik GmbH

Head office: Beerwalde, Germany | Annual revenue: EUR 50-100m | Employees: 500-1,000 | Ownership: Family-owned | Industry: Systems supplier for hydraulic line technology with strong technical expertise; a medium-sized metalworking company

Head of Group Sales

INTERIM

Location: Beerwalde, Germany

Revenue responsibility

Up to EUR 50m

People responsibility

10-50

Direct reports

5

Context

Strategic realignment

Core expertise

Direct sales, indirect sales, business development

Description

- Primary task: develop and implement a new sales strategy separating direct-customer business from the dealer channel
- Designed the new sales strategy rapidly and implemented it continuously over 18 months
- Team building and staff changes and recruitment
- Introduced industry management and key account management
- Individual and team coaching
- Record revenue in financial year 2015
- Aligned technical sales, inside sales and quotation processing around clear processes
- Reoriented the field sales team towards defined target customers

Jan 2011 - Jun 2014 | Dresdner Kühlanlagenbau GmbH

Head office: Dresden, Germany | Annual revenue: EUR 50-100m | Employees: 500-1,000 | Ownership: Family-owned | Industry: Air-conditioning and refrigeration technology

Head of Sales / Executive Management Board Member / Authorised Signatory

PERMANENT

Location: Dresden, Germany

Description / Track record

- Staff changes and recruitment
- Team building
- Introduced key account management
- Expanded sector management for bakeries, pharmaceuticals and food
- Introduced new processes

Jan 2009 - Jan 2011 | SprinkTec AG

Head office: Winterthur, Switzerland / Šabac, Serbia | Industry: Sprinkler-system construction

Consultant / Interim Manager

CONSULTING

Location: Ladenburg, Germany

Reports to

Shareholder

Revenue responsibility

Up to EUR 50m

People responsibility

1-10

Direct reports	Context	Core expertise
2	Start-up / company formation / build-up	Sales, business development, indirect sales
Description		
Position: Director Strategic Management		
- Corporate strategy - Market analysis - Development of organisational structures - Supply-chain development		
International experience	Duration	Assignment format
Switzerland	24 months	Regular visits

Jan 2005 - Jan 2008 | Victaulic

Head office: Nazareth, Belgium | Annual revenue: EUR 500m-1bn | Employees: 1,000-2,000 | Ownership: Family-owned | Industry: Piping systems, OEM, PHA

Regional Manager Central Europe (GER, AUT, SUI, BEL, NED, LUX, FRA)

PERMANENT Location: Nazareth, Belgium

Revenue responsibility	Cost and procurement budget	People responsibility
Up to EUR 50m	EUR 20-50m	10-50
Direct reports	Context	Core expertise
8	Operational management	Sales, direct sales, sales management
Description / Track record		
- Staff changes and recruitment as well as international team building - Introduced key account management - Introduced sector management for power plants, chemical plants and tunnelling, as well as new products - Sourced European suppliers - Association work with bvfa and FDBR - Established new branches and logistics centres in Germany and France - Managed major customers - Redesigned and expanded sales channels across B2B, OEM and distribution - Delivered substantial revenue and profit growth in EMEA's largest region		
International experience	Duration	Assignment format
Belgium	36 months	Regular visits

Jan 2002 - Jan 2004 | Nohl Darmstadt GmbH & Co. KG

Head office: Darmstadt, Germany | Annual revenue: EUR 50-100m | Employees: 500-1,000 | Ownership: Public sector | Industry: Building services engineering

Deputy Managing Director

PERMANENT Location: Darmstadt, Germany

Reports to	Revenue responsibility	People responsibility
Shareholder	EUR 50-100m	50-200

Direct reports	Context	Core expertise
4	Operational management	Project controlling, direct sales, project management

Description / Track record

- Won two profitable major projects
- Delivered a successful presence at Expo Real
- Introduced target-customer initiatives
- Secured the first order from target customer Fraport AG

Jan 1999 - Jan 2002 | RHEINELEKTRA TECHNIK / RWE Group / Imtech

Head office: Mannheim, Germany | Annual revenue: EUR 500m-1bn | Employees: 1,000-2,000 | Ownership: Publicly listed | Industry: Building services engineering and electrical engineering

Head of Main Branch, previously Head of Sales Management

PERMANENT Location: Mannheim, Germany

Revenue responsibility	Cost and procurement budget	People responsibility
EUR 100-200m	More than EUR 100m	500-1,000

Direct reports	Context	Core expertise
8	Operational management	Project management, project procurement, engineer-to-order

Description / Track record

- Transformed the former Rheinelektra organisation into the new Imtech following the merger with ROM
- Implemented fair and transparent workforce adjustments, including a further 100 redundancies
- Renewed and upskilled the quotation department
- Turned around three major projects representing approximately EUR 25 million in revenue and prevented substantial threatened losses
- Optimised cost structures through relocating, closing or selling five branches
- Won two profitable major projects
- Delivered a successful presence at Light + Building
- Introduced a CRM tool

Jan 1994 - Jan 1999 | ABB - Asea Brown Boveri AG / ABB Gebäudetechnik AG

Head office: Mannheim, Germany | Annual revenue: more than EUR 5bn | Employees: more than 10,000 | Ownership: Publicly listed | Industry: Large-scale electrical installations and technical building services

Most recently Head of Marketing and Sales, Infracore Division; previously Head of Business Development, Building Services

PERMANENT Location: Mannheim, Germany

Revenue responsibility	Cost and procurement budget	People responsibility
EUR 100-200m	More than EUR 100m	1,000-2,000

Direct reports	Context	Core expertise
12	Operational management	Project management, sales, B2B

Description / Track record

- Introduced an integrated sales approach covering the full technical scope
- Established successful collaboration with regional branches
- Won five profitable major projects worth EUR 5-15 million each
- Developed cost-estimation software
- Completed analysis, evaluation, development and implementation in only ten months
- Relocated a production facility to Sweden
- Developed a new sales approach: 'Technical General Contractor'
- Reorganised two companies and consolidated operations within the group
- Merged four companies and founded ABB Gebäudetechnik AG with 3,000 employees and EUR 500 million in revenue

Jan 1988 - Jan 1994 | Raychem GmbH / Chemelex Division

Head office: Ottobrunn, Germany | Industry: Construction-technology division

Most recently Sales Manager Northern Germany and the new federal states; previously Sales Engineer and Marketing Assistant

PERMANENT

Location: Ottobrunn, Germany

People responsibility

1-10

Description / Track record

- Stabilised the Western sales territory and delivered profitable revenue expansion
- Increased revenue by 20-30% per year
- Opened the market successfully in the new federal states, generating significant and stable revenue
- Successfully relaunched a product, increasing sales by 160%
- Achieved margins above 50%

EDUCATION / PROFESSIONAL DEVELOPMENT

Sep 2022 - Dec 2022

Transformation and Turnaround Manager (IfUS Institute)

SRH University Heidelberg - Prof. Henning Werner | Germany

The programme comprised eight modules of eight lecture hours each (64 lecture hours) and covered:

- Strategic positioning and business-model development
- Identification of operational value levers
- Securing liquidity and financing
- Change management and implementation organisation
- Stakeholder management and negotiation
- Restructuring and insolvency law
- Employment-law restructuring
- Understanding and avoiding liability risks
- Implementation of early risk-detection systems

Jan 1985 - Jan 2022

Overview of professional development

- Management Summer School, Management Zentrum St. Gallen
- Seminar 'Systems-oriented Management', Management Zentrum St. Gallen
- IHK trainer qualification examination (AdA)
- REFA certificate
- VOB and lump-sum contract design
- Project management
- SCC certificate
- Regular sales training: B2B, solution selling, e-commerce and digitalisation
- Business Model Innovation: Business Model Navigator methodology, University of St. Gallen
- One day of professional development per month over recent years
- Certified Advisory Board Member and Most Trusted Adviser, WHU
- Transformation and Turnaround Manager, IfUS Heidelberg

Mar 2021 - Mar 2021

The Most Trusted Adviser (MTA)

WHU - Otto Beisheim School of Management, Prof. Dr Nadine Kammerlander | Germany

- Advising family-owned companies: The Most Trusted Adviser programme on 19 and 26 March 2021

Mar 2021 - Mar 2021

Certified Advisory Board Member for SMEs and Start-ups - Beirat-BW

Beirat-BW | Germany

Certificate: Ralf H. Komor completed a three-day specialist seminar from 25 to 27 March 2021 and successfully passed the final examination interview.

The curriculum included:

- Legal and commercial fundamentals
- Advisory-board organisation and management

	• Legal and commercial fundamentals • Corporate governance, executive board, personnel and remuneration • Corporate responsibility • Accounting and auditing • Operational risk management • Compliance • Internal audit, liability and D&O insurance • Corporate strategy and management control • Insolvency risks • IT and technology management • Financing and investment • Treasury • Stock exchanges, financial markets and derivatives • Communication and change • Mergers and acquisitions
Oct 1984 - Feb 1988	Industrial Engineering and Management Diploma Rosenheim University of Applied Sciences Germany • Degree: Diplom-Wirtschaftsingenieur (graduate industrial engineer) • Diploma thesis: 'Pricing of Innovative Products'
Feb 1981 - Jul 1983	Information Electronics Technician MBB, Munich Germany • 02/1981 to 05/1981 and 09/1982 to 07/1983 • Equipment Division, Test Systems Department
Sep 1977 - Feb 1981	Apprenticeship as Power Systems Electronics Technician Other qualification Messerschmitt-Bölkow-Blohm (MBB) in cooperation with Siemens AG, Munich Germany

LANGUAGES

German, native
English, full professional proficiency
French, basic proficiency

IT SKILLS

CRM / xCRM

OTHER ACTIVITIES

- Founding member of the WIB Investment Club, a student investment club
- Leader of the winning team in the twelve-month stock-market competition 'Professionals versus Amateurs' run by DM magazine
- Co-author of 'Chefsache Interim Management' (Springer Gabler, 2018). Contribution: 'Agile B2B Sales in the Age of Digitalisation. How to deploy Interim Sales Management 4.0 with a focus on implementation in SMEs'
- Head of the Sales & Marketing specialist group within DDIM, the German umbrella association for interim management