

Christian Rook



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29.11.1968

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INDUSTRIES

AUTOMOTIVE
PHARMA
PACKAGING, PRINT
CHEMISTRY
ENGINEERING
AUTOMATION

SKILLS

CAN-DO ATTITUDE
LEADERSHIP
STRATEGY
ANALYSIS
CRITICAL THINKING
TURNAROUND MGMT
CRISIS MANAGEMENT
COMMUNICATION
EMPATHY
OPERATIONS
CHANGE MANAGEMENT
TRUSTWORTHINESS
LEAN MANAGEMENT
DECISION MAKING
TEAM WORK

Quick Summary

INTERIM PROJECTS AND C-LEVEL MANAGEMENT ROLES 2012 - TODAY

(Project descriptions below in the respective chapter)

2012 - today

Interim Manager, Consultant, and Coach

CRIMCO - CHRISTIAN ROOK INTERIM MANAGEMENT, Lahr/Schwarzwald, Germany
Owner

2024

Diverse Projects in Interim Management, Consulting, and Coaching
Divers, Germany

2024

Turnaround-Project Semiconductor IDM
SEMICONDUCTOR FAB - IDM, Saku, Japan
STOCK-LISTED TECHNOLOGY GROUP

2021 - 2023

Chief Operating Officer (COO) and Managing Director
SEMICONDUCTOR FAB – IDM, Freiburg im Breisgau, Germany
STOCK-LISTED TECHNOLOGY GROUP

2020 - 2021

Site Manager and Technical Director
PACKAGING GROUP, Heidenheim an der Brenz, Germany
FAMILY-OWNED GROUP

2014 - 2019

Site Director
SUPPLIER TO THE PHARMA INDUSTRY, Neuenburg am Rhein, Germany
PRIVATE EQUITY OWNED GROUP

2014

Director Injection Molding Department
TIER-1 AUTOMOTIVE SUPPLIER, Radolfzell am Bodensee, Germany
STOCK-LISTED TIER-1 AUTOMOTIVE SUPPLY GROUP
NYSE, New York Stock Exchange

2012 - 2013

Chief Operating Officer (COO)

CHEMISTRY GROUP, Freiberg, Germany

FAMILY-OWNED GROUP

OTHER C-LEVEL LEADERSHIP TASKS 1994 - 2012

06/2009 - 12/2011

Site Director

SMURFIT KAPPA DEUSCHLAND GMBH, St. Leon-Rot, Germany

STOCK-LISTED PACKAGING GROUP

FTSE 100 Index, London Stock Exchange

02/2008 - 03/2009

Vice President Germany

PROUDFOOT CONSULTING (MCG PLC) London, UK/ Frankfurt, Germany

STOCK-LISTED CONSULTANCY

London Stock Exchange

02/2007 - 01/2008

Managing Director School Expansion (Sabbatical)

FREIE SCHULE LEIPZIG, Leipzig, Germany

SCHOOL

10/2002 - 01/2007

CEO Europe

BROOKS AUTOMATION, INC, Boston, MA, USA/Jena, Germany

STOCK-LISTED TECHNOLOGY GROUP

NASDAQ

10/2000 - 09/2002

CEO EMEA

LIGHTPOINTE COMMUNICATION, INC; San Diego, CA/Dresden, Germany

START-UP, VENTURE CAPITAL FINANCED

06/1999 - 09/2000

Director USA

INDUSTRIAL INVESTMENT COUNCIL, New York, USA

FEDERAL ECONOMIC DEVELOPMENT COMPANY

03/1997 - 05/1999

CFO

GESELLSCHAFT FÜR WIRTSCHAFTSFÖRDERUNG MV, Schwerin, Germany

STATE-GOVERNMENT ECONOMIC DEVELOPMENT COMPANY

07/1994 - 02/1997

THE ROOK TRANSLATION COMPANY, State College, PA, USA

FAMILY-OWNED BUSINESS

INTRODUCTION

- 30 years of practical experience in international companies in leadership roles in operational management (CEO, COO, SVP, Site Director, etc.)
- 13 years of successful self-employment as an Interim Manager, Consultant, and Coach for companies and executives
- Specialist in turnaround situations, restructuring projects, process optimizations, crisis management, and issue resolutions in change situations
- Extensive expertise in negotiations with works councils and labor unions (e.g. Ver.di, IG Metall), including social plan and reconciliation of interest negotiations, collective bargaining, and company agreements
- Comprehensive experience in the packaging industry, semiconductor industry, automotive industry, pharmaceutical industry, mechanical and plant engineering, and the specialty chemicals sector
- International projects in general management, operations, and production management
- Operational expert in the international business environment (production, supply chain, controlling, quality, customer service, sales)
- Expert in lean management, communications, motivation, and negotiations
- Expert in short-term efficiency and cost reduction programs as well as personnel adjustments

Important Project Track Record

- Turnaround of a fully integrated semiconductor automotive supplier FAB in the electronics industry: COO/Managing Director; 1,000 employees, €250 million revenue, 800 million chips produced annually. Revenue growth of CAGR 25% from €160 million to €250 million in 24 months. Profit improvement of CAGR 112% from -€10 million to €25 million in 24 months. Cost reductions: €15 million annually
- Turnaround of a plant in the printing/paper/packaging industry: 450 employees, €100 million revenue, 1 billion folding cartons per year. Cost reduction of €10 million in 12 months. Process improvements, including an increase in delivery reliability from 60% in 2019 to 95% in 2020, with significant improvements in multiple KPIs
- Turnaround of a pharmaceutical supplier (injection molding and assembly) within 15 months: 700 employees, €120 million revenue, 6 billion injection-molded parts per year, 200 million assembled devices per year. Increased company value by €300 million in 5 years – CAGR: 34,1%. Cost reduction of over €25 million over 5 years
- Restructuring of a business unit for a Top10 automotive supplier within 4 months. Achieved 100% On-Time Delivery
- Restructuring and financial turnaround of a production company, including relocating operations from Germany to Taiwan in robotics, electronics, mechanical engineering, plant engineering, and semiconductor automation: 325 employees, €130 million annual revenue
- Turnaround of a production plant with €2 million in reduced costs
- Cost reduction program over 18 months in the paper/packaging/automotive supplier industries: 170 employees, €8 million revenue
- Turnaround and reorganization of a production company in the chemical/textile/automotive supplier industries: 30 employees, €5 million sales

Expertise and Know-how

- Proven track record in crisis management, turnaround management, restructuring projects, and immediate cost-reduction tasks
- Problem-solving expertise and experience, solution- and team-oriented
- Strong references for managing complex and challenging projects
- Excellent skills in diplomatic approaches to finding short- and long-term solutions
- Stakeholder management: Talent for actively involving all relevant parties and developing strong motivation, commitment, and high acceptance among all stakeholders (financial institutions, executives in matrix organizations, shareholders, labor unions, employees/personnel, suppliers, and customers)
- Successful turnaround track record while simultaneously improving customer satisfaction and retention (improvements in throughput, delivery reliability, quality)
- Hands-on (operational) leader with a strong drive to implement change programs
- Motivator of employees through communication, determination, clarity, and commitment, with the ability to listen and provide direct leadership during difficult times (e.g., workforce reductions)
- Native-level English proficiency

Curriculum Vitae

INTERIM PROJECTS AND C-LEVEL LEADERSHIP TASKS 2012 - TODAY

2021 - 2023

Chief Operating Officer (COO) and Managing Director
SEMICONDUCTOR FAB – IDM, Freiburg im Breisgau, Germany
STOCK-LISTED TECHNOLOGY GROUP

Industry: Semiconductor/Electronics Industry with clients in automotive, consumer electronics, and pharmaceutical/healthcare sectors

Tasks:

- Responsible for: Operations – quality, supply chain management, IT, production, engineering, maintenance
- Turnaround, restructuring, return to profitability
- Development of a corporate strategy and corresponding implementation plans
- Development and implementation of an operational plan, particularly in financial management/controlling and production/operations
- Introduction and execution of a holistic communication and information concept
- Concept for rapid and sustainable profit improvement
- Development and implementation of a short-term workforce concept, reducing costs by €15 million, achieving profitability
- Responsible for budgeting, balance sheet, profit & loss, and cash management
- 1,000 employees; €250 million in revenue

Results:

- Cost reduction program of €15 million in 2 years
- Customer-focused program (improvement of quality, delivery reliability, and flexibility)
- Productivity improvements (machine availability, quality, employee training, machine scheduling, Maintenance 2.0)
- IATF compliance.

2020 - 2021

Site Manager and Technical Director
PACKAGING AND PRINTING GROUP, Heidenheim an der Brenz, Germany
FAMILY-OWNED GROUP

Industry: Printing/Paper/Packaging Industry with clients in beauty/perfume, automotive, consumer electronics, and pharmaceutical/healthcare sectors

Tasks:

- Development, planning, and execution of a turnaround concept
- Development of an equipment strategy and corresponding implementation plans
- Development and implementation of an operational strategy, particularly in financial management/controlling and production/operations
- Creation and implementation of a plant-wide shop-floor management system
- Development and execution of a holistic communication and information plan to radically and rapidly improve delivery reliability
- Analysis and implementation of a concept for sustainable improvement of process stability across all areas of the facility
- Development of a flexibility strategy to respond appropriately and quickly to the impacts of the COVID-19 pandemic, considering a 20% reduction in order volumes
- Development and execution of an organizational restructuring plan, achieving cost reductions of €10 million compared to the previous year
- Member of the Edlmann Group's COVID-19 crisis team
- Technical responsibility for two facilities, Heidenheim and Weilheim
- 450 employees in the Heidenheim plant, 100 employees in the Weilheim plant; revenue: €100 million in Heidenheim, €15 million in Weilheim

Results:

- Cost reduction program achieving €10 million in savings in 12 months
- Customer-focused program (improved quality, on-time delivery, flexibility)
- Process improvements (30% productivity increase, enhanced quality, trainee program, machine utilization, Maintenance 2.0)

2014 - 2019**Site Director**

SUPPLIER TO THE PHARMA INDUSTRY, Neuenburg am Rhein, Germany
PRIVATE-EQUITY-OWNED GROUP

Industry: Pharma

Tasks:

- Development, planning, and execution of a turnaround concept
- Development of an equipment strategy and implementation plans
- Creation and execution of corporate plans, particularly for financial management/controlling, production/operations, and supply chain management
- Responsibility for financial management, with full accountability for profit and loss

Results:

- 700 employees; annual revenue: €120 million; EBITDA: €24 million
- Increased annual revenue by 50%, from €80 million (2014) to €120 million (2018)

- Increased EBITDA by 267%, from €9 million (2014) to €24 million (2018)
- Cost reduction program (€5 million annually)
- Increased company value by 440%, from €90 million (2014) to €390 million (2018)
- Cost reduction program totaling €5 million annually and €25 million over 5 years
- Customer-focused program (quality improvement initiatives, enhanced delivery reliability)
- Productivity improvements (machine availability, quality, training, planning, trials, maintenance)

2014

Director Injection Molding Department

TIER-1 AUTOMOTIVE SUPPLIER, Radolfzell am Bodensee, Germany

STOCK-LISTED TIER-1 AUTOMOTIVE SUPPLY GROUP

NYSE, New York Stock Exchange

Industry: Automotive

Tasks:

- 139 Employees
- Turnaround-concept, plan, and implementation
- Strategy
- Improvement of OTD
- Reduction of employee turnaround and sick leave
- Improvement of throughput and productivity
- Organizational rightsizing and setup

2012 - 2013

Chief Operating Officer (COO)

CHEMISTRY GROUP, Freiberg, Germany

FAMILY-OWNED GROUP

Industry: Chemical Industry, industrial textiles, automotive

Tasks:

- Restructuring of operations: production facilities, customer service, inside sales, supply chain, logistics, maintenance
- Improved throughput in production facilities by 45% within 6 months through reorganization, training, process redesign, and changing "the way we've always done things."
- Increased results by 150% year-over-year (EBIT Q1+Q2 2012 compared to Q1+Q2 2013)
- Designed and implemented a turnaround plan
- Designed and implemented a KPI system
- Designed and executed an annual operations plan
- Daily management and oversight of: production facilities, production planning,

maintenance, customer service, inside sales, quality control, and logistics

- Implementation of LEAN principles and 5S
- Continuous improvement of manufacturing processes
- Workforce planning and goal-oriented management/leadership; development and implementation of training plans (upward and downward)
- Production control
- Cost reduction program (energy, waste, material consumption, labor hours)

Results:

- Successful turnaround in 12 months
- Throughput improvement of 45% in 6 months
- Elimination of a production backlog amounting to 20% of annual volume within 3 months
- Best monthly performance (production volume, throughput, EBIT) in 15 years (November 2012)
- Best annual performance (EBIT) in 2012
- Best Q2 performance (EBIT) in Q1 and Q2 2013, with EBIT up 150% compared to the previous year
- Significant improvement in employee loyalty
- Enhanced hiring process
- Improved internal communication and communication structure through the design and implementation of communication platforms (meetings, boards, 1-on-1s, all-hands meetings)

OTHER C-LEVEL LEADERSHIP TASKS 1994 - 2012

06/2009 - 12/2011

Site Director/ Plant Manager

SMURFIT KAPPA DEUSCHLAND GMBH, St. Leon-Rot, Germany

STOCK-LISTED PACKAGING GROUP

FTSE 100 Index, London Stock Exchange

Industry: Paper and Packaging

Tasks:

- 170 employees, sales: €48 Mio.
- Cost reduction program (€2 Mio./Jahr)
- Turnaround concept, plan, and implementation
- Company strategy and implementation plan
- Operating plans, financial management and controlling, supply chain management
- Responsible for monthly, quarterly and annual reporting
- Investment plans
- Stakeholder program

- Productivity improvement program
- Organizational restructuring and implementation

02/2008 - 03/2009

Vizepräsident Germany

PROUDFOOT CONSULTING (MCG PLC) London, UK/ Frankfurt, Germany

Börsennotierte Beratungsgesellschaft

London Stock Exchange (MCG)

Industrie: Leistungsberatung, Consulting

Aufgaben:

- Entwicklung einer Vertriebsstrategie für Germany.
- Umsetzung des Strategieplans.
- Entwicklung and Überwachung der Verkaufsstrategie.
- Überwachung der Maßnahmen (Projekte, Durchführungsmaßnahmen).
- Aktivitäten (Vertrieb, Beratung) mit deutschen Unternehmen: z.B. Thyssen Krupp Uhde, Zott, Heidelberger Zement, Dystar, Bomag, Sterling SIHL.

02/2007 - 01/2008

Managing Directorin Schulerweiterungsprojekt (Sabbatical)

FREIE SCHULE LEIPZIG, Leipzig, Germany

SCHULE

Aufgaben

- Entwicklung einer Strategie für den Ausbau der Schulen
- Kommunikationsplan and Koordination des Projekts mit allen Beteiligten, z.B. Stadt Leipzig, Land Sachsen, Immobilienmakler, Presse, Architekten
- Entwicklung eines Durchführungsplans
- Entwicklung eines Finanzierungskonzepts and eines Investitionsplans
- Verhandlung des Investitionsplans (Zeitraumen, Darlehen, Rückzahlungspläne, Tochtergesellschaften) mit Banken and öffentlichen Stellen
- Sponsoringkonzept and Suche nach Sponsoringpartnern
- Entwicklung eines langfristigen Kommunikationskonzepts, Pressekonferenzen, Eventmanagement, Online-Präsenz

10/2002 - 01/2007

CEO EUROPE

BROOKS AUTOMATION, INC, Boston, MA, USA/Jena, Germany

STOCK-LISTED TECHNOLOGY GROUP

NASDAQ

Industry: Semiconductor Industry, Engineering, Automation, Robotics

Tasks:

- 325 employees in 20 plants throughout Europe

- Sales of €130 Mio.
- Turnaround
- Development and implementation of European operational strategy
- Development and implementation of Asian operational strategy
- Development and implementation of European sales strategy
- European integration project: acquisition of 15 companies between 2002 and 2007

Results:

- Significant cost reduction, sales increases and improved bottom line results
- Cost reductions (2005-06): 30% (restructuring)
- Sales increase (2002-07): €40 Mio. to €130 Mio. (CAGR: 45,41%)
- EBITDA (2002-07): €2 Mio. (5%) to €20 Mio. (15.4%) (CAGR: 58,49%)

SONSTIGE ANSTELLUNGEN

10/2000 - 09/2002

CEO EMEA

LIGHTPOINTE COMMUNICATION, INC; San Diego, CA/Dresden, Germany
START-UP, VENTURE CAPITAL FINANCED

06/1999 - 09/2000

Director USA

INDUSTRIAL INVESTMENT COUNCIL, New York, USA
FEDERAL ECONOMIC DEVELOPMENT COMPANY

03/1997 - 05/1999

CFO

GESELLSCHAFT FÜR WIRTSCHAFTSFÖRDERUNG MV, Schwerin, Germany
STATE-GOVERNMENT ECONOMIC DEVELOPMENT COMPANY

07/1994 - 02/1997

Owner

THE ROOK TRANSLATION COMPANY, State College, PA, USA
FAMILY-OWNED COMPANY

University Degrees

- MBA - Leipzig Graduate School of Management (HHL), Leipzig 2005
- MA - Pennsylvania State University (Penn State), USA 1996

Languages

- German (mother tongue)
- English (native-like)