



Benno Ganser Interim+Consult

Customer Value Inside-out

At a Glance

Professional for Customer Value Optimization in Small and Medium Sized Enterprises, Process Engineering All-rounder, expert knowledge in the petrochemical and downstream Oil & Gas industries (markets, processes, structures).

- **My professional experience** focuses on the development and implementation of innovative and creative solutions for commercial challenges as well as creation and maintenance of successful customer relationships.
- **My major competencies** are company leadership, business analysis, strategic planning, restructuring, change and contract management, business development and sales, supported by a strong technical background
- **Most important personal strengths** are a high degree of empathy, an integrative and inspirational leadership style and risk-aware decision-making.
- **My inter-cultural competence and working experience** in the Middle East, the USA and Europe are very much appreciated by business partners around the globe.
- **Important for me in a working environment** are Integrity, fairness and autonomy

Project List as Independent Consultant and Interim Manager

BGIC Benno Ganser Industrial Consulting (since 2016)

Customer Value Inside-out

Independent Consultant and Interim Manager

Member of DDIM ("Dachgesellschaft Deutsches Interim-Management", Germany's leading national platform for professional interim management)

My Client focus is:

Small and Medium sized Enterprises, as suppliers of engineering, systems, products and services to the global chemical, petrochemical and downstream Oil & Gas Industries

What I can do for you:

Consulting and Interim Management for the Optimization of the Customer Value in your company, in particular:

- Business Analysis and Strategic Planning
- Post-Merger-Integration
- Company Leadership and General Management
- Restructuring and Change Management
- Business Development, Technical Marketing & Sales
- Contract Management

Exemplary Projects:

1. Consulting for Business Development

- **My Task:** Business Analysis, Business development and Strategic Positioning for US based supplier in the European petrochemical industry
- **My Role:** Business Development Consultant
- **Time Frame:** 6 Months
- **My Solutions / Actions:** Market and Competition analysis, Marketing Campaign at major European EPC companies, acquisition of inquiries, quote and strategic support.
- **Results:** All quotes from the company were >15% more expensive than European competitors, recommended a substantial cost control program and focus on technical USP development. Received follow-up mandate (see #2)

2. Business Analysis for Debottlenecking

- **My Task:** Analysis of manufacturing procedures and technical basis strategy of a mid-sized US-based supplier of components to the chemical industries
- **My Role:** Business Analysis Consultant
- **Time Frame:** 2 Months
- **My Solutions / Actions:** Visit of the client and detailed evaluation of his manufacturing processes, analysis of and recommendations for investment options for de-bottlenecking, analysis of technical basis and R&D programs, recommendations for improvements
- **Results:** Identified substantial improvement potentials which were immediately established, briefed technical management for promising R&D projects which were subsequently started. Customer could quickly reduce his costs and improved market share

3. New Market Development for German OEM

- **My Task:** Developing a new market segment for a German OEM in the European petrochemical industries
- **My Role:** Business Development Consultant
- **Time Frame:** 9 Months
- **My Solutions / Actions:** Identification of technical applications for the client's product application, identification of his market potential and competitive positioning in the new market segment, preparation of a "road map", development of a USP and marketing strategy, active marketing at key customers
- **Results:** Client applied my strategic recommendations, established contacts at key customers recommended by me, received the inquiries as required

4. Technical Marketing Support

- My Task: Technical Marketing of new products and strategic positioning of a French OEM (Competitor of a former employer) in the petrochemical industries in Germany.
- My Role: Consultant - Technical Marketing and Business Development
- Time Frame: 1 year
- My Solutions / Actions: supporting and finetuning the R&D of the client, developing the USP vs. the main local competitor, supporting the customer in a formal complaint by one of the German customers, positioning the client at major German customers, technical marketing of the new products, acquiring inquiries.
- Results: The client became a secured competitive position in the German market, the complaint was solved, German key customers cooperated with the client in new technical developments

5. Interim Management of a Post-Merger Integration (see separate Case Study)

- My Task: Post-Merger Integration and strategic positioning (“road map”) for a European Group of suppliers to the Nuclear Energy Industry. Special focus was on the cooperation of British and French affiliates.
- My Role: Interim Management Position – General Management
- Time Frame: 1 year
- My Solutions / Actions: Establishment of a joint team to analyze the actual state, develop joint targets, analyze the gaps and develop actions and strategy to close the gaps. Main focus was on joint market strategy and customer support for the new unit, as well as joint operational procedures to ensure a cooperation supported by all sides.
- Results: The new team was formed, joint targets were established, customers became interested in the new unit, new operating procedures were appreciated and used, joint potential was higher after compared to before the merger. I got a follow-up interim mandate.

6. Interim Management - Vacancy Bridge

- My Task: Vacancy Bridge to lead the Business Development for a mid-sized French-British supplier to the nuclear energy markets (follow-up mandate of #5)
- My Role: Interim Management Position - General Management - Business Development
- Time Frame: 1 year
- My Solutions / Actions: I developed a global strategy for the new unit, evaluated the potential and competitive situation globally and in Europe (focus on France and UK). The new unit was introduced to the market (trade shows, joint customer visits), projects were developed with new customers in the UK. Concurrently I developed a new employed colleague to take the position after the end of the mandate.
- Results: The new unit was accepted by the market, the sales potential could be realized to a high degree. Internal frictions could be overcome by new personnel. The handover to the internal employee was successful.

7. Interim Management to develop an Unincorporated JV

- My Task: Establishment of a Joint Venture between the Unit described in #5 and 6 with a British partner for a long-term project for nuclear waste management (#6 follow-up).
- My Role: Interim Management Position - Project Director
- Time frame: 9 months
- My solutions / Actions: Identification of the project size and capabilities of the group vs. the customer requirements, forming of a joint project team, establish the legal JV status, preparation of work plan, procedures and specific work packages for the partners, hiring suitable personnel, hand-over to the employees and management of the client after both sides signed the LOI.
- Results: The project size, customer requirements and optimal partner were established, contracts were accepted and LOI was signed, all partners were approved by the final customer, support was secured, the project was successfully handed over.

My Key Contacts in the Downstream Oil & Gas & Petrochemical Industries



Professional Career as Employee

Watlow GmbH, Kronau, Germany, 2012 – 2015 (affiliate of US group; electric heaters)

Leader Energy Processes Europe, Energy Industry Supplier

Successes:

- Building up and Leading the Business Unit “Energy Processes” in Europe
- Built a high qualified sales / project team, introduced project driven work procedures
- Achieved significant sales increase in a predator market environment

Schmidt+Clemens Group, HQ in Lindlar, Germany, 2000-2012 (metallurgic products)

Several Leading Management Positions for a Petrochemical Industry Supplier

- Director's Position for Corporate Technical Marketing, Corporate Marketing & Sales, Corporate Business Development,
- Successfully introduced new products, technologies and services
- Founded new affiliates and Joint Ventures in the Middle East (UAE, Saudi Arabia)
- Implemented and managed new organization structure, sales control procedures
- Contract management and patent management

Interim Managing Director of US Sales Company

- Restructuring of affiliate, business development, sales increase

NUKEM Group, Alzenau, Germany, 1982 – 2000 (EPC for nucl., environm. & chem. industries)

Several Managerial Positions

Executive Technical Management of a Metallurgical Production Company – US Assignment

(Alon Surface Technologies, Inc., Pittsburgh PA, USA, June 1998 – August 2000; manufacturer)

- “Window Dressing” of an affiliate to prepare disinvestment, reorganized the engineering, production, project management and QC/QA (ISO 9000), successful sale of the company

Business Development for Environmental Technology in Europe (1993 – 1998)

- Implemented US based projects and methodology to the German markets
- Business development especially in East European markets, prepared and negotiated multi-million-\$ proposals, developed financing / operation concepts on BOO/BOT basis (waste incineration / flue gas cleaning systems)

US Assignment for Environmental Project Management (ENSR C&E, Houston TX, 1990 – 1993)

- Relocation to the US to a new affiliate for a development assignment and knowledge transfer
- Assignment included Project Management, conceptual design and environmental engineering

Leader R&D for Nuclear Waste Management – Development, Design, Project Management

- technical development of systems, transfer into engineering projects, start-up operations of full-scale waste treatment facilities; involvement in the waste disposal projects of the German Government, representative in global scientific working groups

Education

1980 - 1982

Doctorate (PhD) at Kernforschungszentrum Karlsruhe GmbH
(today: KIT, Karlsruhe Institute for Technology)

1973 - 1979

Chemistry (focus on Process Engineering) at the Karlsruhe Technical University (today: KIT, Karlsruhe Institute for Technology)

References

- **Horst Roepenack**, Managing Director (retired), 63486 Bruchköbel, hroepenack@t-online.de, (Managing Director NUKEM and Alon, until 2000)
- **Kim A. Wynns**, Senior Quality Specialist at BP, Houston (TX), USA, kim.wynns@bp.com, (Colleague at Alon and S+C, 1997 – 2003)
- **Nidal Al Lababidi**, Chairman Nidal Group, Al Jubail, Saudi Arabia, nidal@nidal-group.com, (JV Partner for S+C, 2007 – 2012)
- **Tim Bruewer**, Bus. Dev. Manager Watlow, St. Louis (MO) USA, tbruwer@watlow.com (Colleague at Watlow, 2012 – 2016)
- **Dr. Mohammed F. Al-Malki**, President of TISCo, Dammam, Saudi Arabia, mfalmalki@tisco.com.sa, (Representative for Watlow, 2013 – 2016)
- **Oliver Bub-Kirnberger**, Manager Finance & Controlling at ISC Group, Wiesloch, Germany, Bub-Kirnberger@kabelbw.de; (Colleague at Watlow GmbH, formerly Director Controlling Europe, 2012 - 2016)
- Roman Pankiw, Senior Vice President, Duraloy Technologies, Inc., Scottsdale PA, USA romanpankiw@comcast.net, (Client for Consulting Projects 2016-2018)
- **Benjamin Fournier**, Managing Director, Safe Metal, Lyon, France benjamin.fournier2011@gmail.com, Client for Interim-Projects 2016-2019)

Publications (Excerpt)

- Numerous **Presentations** at Conferences and Seminars in Nuclear and Environmental Technology, Petrochemical and Refinery Technology, in particular between 1998 - 2012.
- KCI Television Interview, **Nitrogen & Syngas** February 2011, Düsseldorf/Germany <https://www.youtube.com/watch?v=S0ESyrg7kUs>

Languages

- German: Native Language
- English: Business Proof
- French: Basics

Case Study – Interim Management

Post-Merger-Integration of a Mid-Sized Company Group

Task / Initial State:

As an independent industrial consultant and Interim Manager, I received a contract from a European mid-sized company group. This company is one of the globally leading manufacturers of high alloy steel components and systems for various industries. The company intended to grow from a mainly component manufacturer to an engineered systems supplier, by inorganic growth through the acquisition of other companies.

My Role:

My task was the General Management of the post-merger-integration for the Nuclear Energy Division of the new Group, the largest and strategic most important division. This included to develop a strategic plan ("Road Map") to re-structure the new Division, and to subsequently integrate all company affiliates, active in the nuclear energy market, into a new structure. A new of operational system should be prepared, including a joint marketing & sales organization, new project management structures, and the definition of the joint market potential. The new structure was considered being a prototype for the entire company.

My Solutions / Actions:

In close cooperation with the executive management, I established a PMI-team team with key personnel of all international affiliates. By means of the Lean Management tool "A3", I managed the team to analyze the actual state and to define the joint vision of a target state. The gaps between actual and target state were analyzed and a solution approach was defined to close these gaps. I structured and supervised work the subsequent packages accordingly.

For the new group, I defined the joint scope of supplies. I analyzed the potential synergies between the different affiliates, in particular between one French and a British affiliate. I formed a working team for the harmonization of the production flow and the quality assurance, to enable all affiliates to be approved by the British nuclear industry, the first target for the new company division. I coordinated the sales and sales controlling according to the "best practice" principle. I prepared the first set of marketing and sales documents and a new joint website. I also supervised the team to generate a new name for the new division and launched a new matrix organization. I initiated new internal operating systems, such as a cloud-based data handling and communication system and regulations for a JV system for quotes and project packages. Furthermore, I managed the first joint customer visits, and the general business development for the new group.

Results:

For one new nuclear power plant project I succeeded to evaluate the market potential for the new group, being substantially larger for the joint group (XX Mio €) than for the single affiliates alone before the restructuring (X Mio €). The members of the team were positively motivated, all shared the same target vision. The approval for the British nuclear market was achieved, key customers became aware of the group as a new player in the market. First inquiries were acquired and worked by the entire team. The structure of the division was subsequently extended to the entire group.

The client subsequently offered me the position of the Interim Management contract of the Division General Manager, which included to train a permanent employee to take the position.

Founding of a Joint Venture in Saudi-Arabia to secure market leadership

Task – Initial Situation:

My employer, a global supplier for the chemical, petrochemical and refinery industries, had a comfortable market share in Saudi Arabia. The strongest competitor, a company based in Japan, wanted to fight our market position. Through a confidential information by a former sales manager of this competitor I learned about plans of this company, to start-up a Joint Venture (JV) in Saudi Arabia together with a strong Saudi group and so to achieve a strategic advantage.

My Role:

My task was to prevent the success of this JV and to establish countermeasures, as responsible corporate Business Development Director

Time Frame:

The time frame for this task was 12 – 15 Months

My Solution / Actions:

I travelled to Saudi Arabia together with the area sales manager and visited all key customers and the local agent. I discussed with all parties how to improve and to extend our local presence and business activities. The clear message I received was that our company would have strategic advantages if we would establish a local company / JV. I convinced the corporate management to pursue the JV option.

The first approach was to our agent, but he refused. He already was active in the service business and saw no advantages for himself. Consequently, I analyzed the Saudi market for other potential partners. I participated in organized visit events of the German-Arab Chamber of Commerce to talk to possible interested companies and relevant Saudi government agencies. After numerous talks I identified a suitable partner and introduced him to our corporate management and started negotiations about a JV. I also engaged a Saudi law company who had German lawyers familiar with both legal systems, German and Saudi. He assisted in setting-up the corporate JV contract as well as the Saudi procedure to set-up the JV officially incl. all necessary permits. I prepared all necessary documents and identified suitable areas to build the necessary workshops. Together with our JV partner I defined the strategic targets for the JV, and I also hired a person of trust to set-up the production and to train necessary personnel. In parallel, our partner and I talked to all Saudi customers to introduce the new JV and adjusted the JVs local service concept accordingly. By this, we had the immediate customer acceptance and trust right at the JV start-up.

Result:

The JV has been founded successfully. From the beginning, it was successful and profitable. The service concept has developed into a second business unit for the entire group with a sales volume of approx. 20 Mio. USD per year. It became successful also beyond Saudi Arabia, such as other Middle East counties and South East Asia. Thus, the strategic advantages of the Japanese JV were successful neutralized, the market leadership was consolidated.

Restructuring of a US-Affiliate to improve Profitability

Task – Initial Situation:

My employer, a global mid-sized company group and supplier to the chemical, petrochemical and refinery industries, had a US affiliate who was managed by just one of the European affiliates. Customers in the USA did not fully accept this US affiliate as a representative of the group. New products and services were not offered to the markets, due to a lack of understanding and communication within the group itself. Purchase Orders were traded by the US affiliate. i.e. the affiliate purchased the goods at the shareholding company and resold them to the US customer. This operating system resulted in an insufficient profitability and a substantial workload of the US personnel.

My Role:

I was assigned as Interim Managing Director for the affiliate to change the internal operating procedures, to improve the market presence in the US and finally to improve the profitability of the US affiliate.

Time Frame:

The time frame was one year.

My Solution and Actions:

In close cooperation with the Executive Management of the Group I made a fundamental change of the internal operating procedures, by connecting the US affiliate directly with the central project management of the group, and thus no more just through one of the affiliates. I also changed the business model of the affiliate, changing it to a pure Sales company. This means that the US affiliate just was responsible for marketing & sales, incl. customer communication, however, purchase orders were placed by US customers directly with the production plants of the group. This resulted in a substantial reduction of workload for the US affiliate and a more precise direct communication of the customers with the manufacturing units. During an extensive marketing campaign and road show I communicated this change of the business model, in connection with an extensive introduction of new products. The most important key accounts in the US could be easily convinced by the advantages of both, the new business model as well as new products. I could start several pilot projects for them within one year.

Result:

After one year, all US customers appreciated the facilitated business model, the improved communication and the direct access to new products and technologies. I could realize substantially facilitated internal procedures, reduced workload and increased profitability. Within 1 year after my assignment, sales and profit grew by more than 100%, and the successful US pilot projects with new products significantly contributed to their acceptance at the world markets.

Restructuring of a US Affiliate – “Window Dressing“ prior to Disinvestment

Task – Initial Situation:

My employer had an affiliate in the US which offered a special metallurgical coating services to several industries. After a fundamental change in the general market conditions for its major customers, the affiliate generated consistent losses of about 1 Mio. USD per year, based on a sales volume of 10 Mio. USD per year. The shareholder decided to sell the affiliate, however, not before a fundamental restructuring and return into profitability.

My Role:

My responsibility was initially to take over the Executive Technical Management of the affiliate (R&D, production engineering, quality assurance, project management). In addition, I supported the shareholder management for the disinvestment of the company and to identify suitable buyers.

Time Frame:

The task was set for 12 – 18 months

My Solution and Actions:

Sales: I made myself familiar with the basic scope of services, the global customer list, and analyzed the global market potential of the company. I prepared new marketing documents, organized mailing actions to customers, made extensive customer visits in Europe and the USA, talked intensively with all former sales engineers of the company and prepared a detailed business plan. I supervised the development of new products for new markets and intensified the technical marketing. Within 1 year, the affiliate returned to profitability.

Technical Management: I was transferred to the USA for 18 months to become part of the Executive Technical Manager. After a detailed deficiency analysis, I prepared and introduced new operational procedures (communication, project management, production flow), I initiated new R&D work resulting in new and improved products and started the preparation for the ISO 9000 qualification. In addition, I took the responsibility for contract management and successfully solved 2 severe pending customer complaints. In cooperation with the technical specialists of the affiliate, I gave several presentations at petrochemical conferences reporting about the new products and their commercial success at customer sites.

Selling the Affiliate: In close cooperation with the CEO of the shareholder, I identified companies possibly interested in purchasing the affiliate. I was responsible to initiate the talks, to provide all necessary information for the interested party and to prepare the business case, and finally to participate in the final negotiations.

Results:

I was successful in positioning the affiliate in the markets and to establish it as reliable supplier to the European and US petrochemical markets. The first successful sales of new products I realized in Europe. I successfully re-established the technical basis for the affiliate, I improved the production engineering and introduced a new IT traveler system. I could substantially improve the internal and external communication and could therefore lay down the basis to return the company to profitability. On that basis, we could successfully sell the affiliate to a new owner, the losses of the years before could be equalized.

Aspects to observe for Post-Merger-Integration Because the Whole needs to be more than the Sum of its Parts

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Why is it important?

Mergers & Acquisitions (M&A) are typically done for a purpose – for the purpose to create value for the companies, irrespective of the markets and business activities. For small and medium sized companies (SMEs), the success of M&E is of particular importance. Often it is based on strategic considerations, e.g. to enter into other markets, to develop from a component manufacturer to system supplier and OEM, to get a supplementary scope of supplies, and the like. The vision of this added value typically is the driver for M&A.

But this vision alone is no value by its own. Values, they don't appear out of the dark. Without a value, the merger or acquisition will not succeed, the investment will be a net loss.

There may be a number of strategic models, business analysis, due diligence results, and the like, which all show that the value will be there. Value – this is typically expressed in money. Money, this is finally spent by customers.

Therefore, as a simple truth:

The value of M&A will be defined by the customers.

How can it work? *What can be done wrong?*

The aspects how to turn a M&E into a success are no rocket science. They are mainly driven by individuals. The aspects of human interaction are the main factors. The following points are for sure not exhaustive, but important.

- **Communicate the Vision:** The vision of the added value needs to be spread in the companies which are subject of the merger. The employees of both partners need to see the benefit of such M&A.
Without their support, and even with their resistance, the M&A will be a failure.
- **Support Top down:** The vision of the added value needs to be supported, communicated and controlled by the entire company leadership.
Without adequate support and control by the top management, the “centrifugal forces” will get the upper hand.

- **Respect each other:** The “active” partner who has spent the money needs to appreciate the new family member. The “passive” partner, who has been acquired, needs to be respected.

If the active partner acts too arrogant, the passive partner will work against the merger's success.

- **Joint Teams and Targets:** Very quickly, a joint team needs to be formed, consisting of each important management function, working on the common strategy, targets, methods and time schedule how to achieve them.

Joint targets, where each partner recognizes his own ideas, create and release a lot of momentum which is needed for a success.

- **Visibility to the Customers:** Very quickly, the new joined company needs to be introduced to the market, the new scope of supply and its benefits need to be implemented. The customers need to acknowledge the value of a supplier being different than before. The customers' feedback will drive the further integration.

Without the support of all partners, the new company will not be adequately introduced to the markets. Without seeing a benefit, the customer will give you a negative feedback.

- **Consider follow-up costs:** The post-merger activities and tasks need to get specific budgets in both, money and work time.

Without considering follow-up costs or work time contingencies, the activities will be drowned in the day-to-day work and will lose priorities and momentum.

- **Learn about each other:** Take care that your employees learn about and physically meet each other. Internal introduction events about the other partner are mandatory, best with joint entertainment to celebrate.

The employees need to have a positive emotional memory with the M&A. This is of particular importance if the partners have different business cultures or even are located in different countries.

- **Common Methods:** Take care for the integration of the internal business systems and methods, i.e. for communication, IT and data handling, reporting, and the like. Both partners need to work easily with each other, with the highest amount of transparency.

The employees need to be familiar in working with each other. Without e.g. common email-addresses, common communication systems or common software, they will keep feeling as strangers.

If these aspects are considered, then a successful M&A should be possible with positive results in a short time. Most of them should even be considered before the M&A is completed. Good luck for all M&As.