

# Tobias Gruener

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## Personal Details:

11<sup>th</sup> April, 1973 • German, Swiss



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## Executive – experience in CEO & COO Roles

*15+ years' experience in leading organizations - from full P&L responsibility to Global Operations to Merger & Acquisitions.*

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Innovative leader with focus on customer – people – creating value- delivering results. Major success in strategic development of organizations, from customer relationship management to global footprint to cost leadership. Highly skilled in business excellence, change & digital transformation. Multilingual communicator with extensive global cultural experience.

## Career Experience

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### Recticel NV/SA – stock listed – Engineered Foams, Belgium (Sales ~ 600 Mn EUR, 2800 employees)

**Global Operations Director (COO role)** (Jan 2022 – today), Member of the Executive Management Team REF

Responsible for business in 34 locations with > 2000 employees on 4 continents.

Full responsibility for operative business and financial results. Driving and developing Operations Strategy, Business Excellence Program, Safety Health Environment, Sustainable & Digital Agenda – People and Talent Management is a personal key focus area. In addition Management Director in the key region DACH.

**Integration Management Office (IMO) Director** (April 2021 until today), Member of the Executive Management Team REF & reporting to the Recticel Group CEO.

(Recticel NV/SA acquired FoamPartner Group in 2021 from Conzzeta AG)

Leading the integration management office to integrate the Foampartner Group into the stock listed Recticel Group & Business Line Engineered Foams with more than 1.0 Bn Eur Sales. Full responsibility for global Post Merger Integration – from business to cultural integration, from synergy realization to strategic review.

- Outstanding achievements based on a process with clear methodologies & principles - setup to manage the global integration process with full dedication.
- Overachievement of synergy target and operative business goals in first year of integration
- Cultural integration with HR Pulse Checks and review sessions leads to high engagement of the new organization

### Conzzeta AG, Foam Partner Group, Switzerland (Sales ~300 Mn CHF, 1100 Employees)

Member of Conzzeta Global Management Team & the Management Committee FoamPartner from 2014

**Executive Vice President Business Region EMEA (CEO EMEA Role)** (Dec 2019 to April 2021)

Full profit-loss responsibility for ~220 Mn CHF with over 800 employees. Acting in a “CEO” role for EMEA means full control of commercial, operations, procurement and service functions like HR & RD. Deliver executive-level leadership for the management of 7 legal entities & the 3 main market segments mobility, living & care and industrial solution.

- ◆ Commercial re-organization with clear strategies to focus on strengths, accelerate product & service innovations.
- ◆ Value chain focus to optimize time to market & profitability– realize potential from new production footprint
- ◆ Enable organization to realize profitable growth over industrial benchmark
- ◆ Successful lead of organization in pandemic & crisis situation 2020/2021

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- ◆ Continue personal responsibility to modernize way to work and drive digital agenda, roll-out agile management
- ◆ Drive de-investment process & preparation of post-merger integration (see above)

#### **Executive Vice President Global Operations (COO Role) (Jan 2018 to Nov 2019)**

Develop Operations into a key driver for service, innovation & cost leadership. Ensure Health Safety Environment as a key priority. Continue successful work in major Business Region in EMEA for the entire global FoamPartner organization.

- ◆ Global roll-out of Business Excellence – End2End from Sales over Production to Procurement
- ◆ Developing a global footprint & manufacturing strategy. Inclusive full reorganization of European footprint that includes building of new converting center in Germany & closing existing sites.
- ◆ Implementing digital agenda & team to transfer “way to work” into Industry 4.0 standards – including global standardization and digitalization of ERP, CRM and Analytics.
- ◆ Implementing global strategic procurement & global SHE Q – gaining synergies and strengths

#### **Vice President Operations Europe (COO Role) (Jan 2016 to Dec 2017)**

- ◆ Direct two high-value acquisition projects from conducting due diligence to post merger integration.
- ◆ Increased business growth and established competitive advantage through the implementation of long-range planning, environmental scanning, and corporate foresight.
- ◆ Increased profits by double digit numbers in Europe within 12 months.
- ◆ Designed operations management strategies which resulted in enhanced productivity
- ◆ Attained a multi-million-euro project from a global customer by formulating compelling business proposals.

#### **Director Operational Excellence (July 2013 to Dec 2015)**

Achieved bottom-line results through the development and management of core organisational functions from scratch, including capital investments, strategic discussion, and development of global operation footprint. Led quality management, HSE procedures, strategic purchasing, process engineering, and innovation management.

- ◆ Evaluated business performance, identified potential risks associated with business continuity and sustainability, and created risk mitigation strategies in compliance with companies’ policies.
- ◆ Introduced business scorecard and management cockpit methodology globally to monitor overall operations from site level to strategic decision-making resulting in improved control over the business.
- ◆ Effective strategy definition and realisation of a business excellence programme with an aim for continuous improvement.

#### **Freudenberg Sealing Technology, Global O-Ring Division, Oberwihl, Germany**

##### **Head of Global Operations & Global Supply Chain management (Aug 2010 to Jul 2013)**

Led overall operations of five plants, including production, maintenance, supply chain and lean management and continuous process improvement in Europe, USA, and China. Headed a multi-disciplinary team of 500 employees within Europe and America with sales and investment accountability. Researched market trends and created competitive global O-ring strategy for achieving long-term objectives.

- ◆ Led overall operations of five plants, including production, maintenance, supply chain and lean management and continuous process improvement in Europe, USA, and China.
- ◆ Headed a multi-disciplinary team of 500 employees within Europe and America with sales and investment accountability.
- ◆ Started Lean Management Team & education program (incl. Lean Manufacturing Black Belt Training)
- ◆ Received FST award for best lean project management and best ranked lead centre in Europe.
- ◆ Close corporation and learning program with leading Japanese companies like NOK Company and Denso.

##### ◆ **Head of Global Supply Chain Management (Mar 2007 to Jul 2013)**

- ◆ Led customer service, logistics, replenishment, customs and foreign trade, procurement, continuous improvement

- ◆ Employed best supply chain management practices to reduce time to market and lead times, maintain adequate inventory level, and maximise customer satisfaction
- ◆ Created and modified supply chain management competence according to the requirements in order to meet customer satisfaction objectives.
- ◆ Recognised for best performance in the entire Freudenberg sealing technology business group by optimising customer service performance from 86% to 95%.

#### **Former Roles & Responsibilities:**

**Managing Director** (2004 to 2007) ▪ G+T GBR & TG Consulting Waldsee, Germany

**Project Manager/Consultant** (2002 to 2006) ▪ Freudenberg Haushaltsprodukte, Mannheim, Germany

**Project Manager** (1999 to 2002) ▪ Freudenberg Haushaltsprodukte (Vileda GmbH) Weinheim, Germany

## **Education & Credentials**

Diploma Kaufmann in Business Administration & Focus (International Management und Controlling)

*University of Mannheim, Mannheim, Germany*

Degree in Business Administration, Erasmus Scholarship

*Universita degli studenti, Siena, Italy*

#### **Continuous Professional Development**

- SAFe – **Strategic Agile Framework** Certificate – Agile Management
- Global Leadership Program, **IMD Business School Lausanne, Singapore**
- Oxford Negotiation Program, **University of Oxford**
- Global Executive Mindset 4.0 Workshop, Stephen Krempf GEM
- Intercultural Trainings, Management Seminar of International Speaker, Business School Supported
- LEAN Management, LEAN Black Belt, Six Sigma Green Belt
- General Management Seminar, **Sankt Gallen Management Institute**