



demps & partner

partner profile

Name	Wolfgang Schenk	
Residence	Gratwein-Straßengel	
Born	1958	
Nationality	Austria	
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Language	German	(mother tongue)
	English	(fluent)
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Main Functional Focus	Internationally acting CRO Internationally acting CEO Internationally acting COO Internationally acting CFO Internationally Project Manager	
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IT-Knowledge	ERP	Navision, SAP, Dynamics, BMD, RZL, Div. Cloud ERP-Systems (FI, HR, BW, CO)
	BI	MS-Project, Div. Planer, JIRA, Confluence, Trello
	CRM	Div. Tools,
	Other	MS-Office, MS-Dash-Board, Visio, Real Estate-Rating
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Additional Education	CTE Certified Turnaround Expert CFD Certified Foundation Director CMC Certified Management Consultant Accr. Credit- and Controlling Consultant Certified Real-Estate Agent Accr. DSGVO-Expert	
Special Competences	Accountant of Austrian BIBUG AT-GAAP, German-GAAP Turnaround, Restructuring, Crisis Management, M&A, PMI, HR-Empowerment, real estate	
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Key Career Milestones	Tax Offices IT Industry Food Industry Retail, Wholesale, C&C, Logistic, 23:55 Interim Management International demps & partner	





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Summary – Fields of Assignment

Further Functional Focus

- CEO / CFO / CRO / COO /
- Sales Manager International
- Purchasing Manager International
- Human Resource Manager International
- CIO
- Head of Logistics
- Head of Controlling & Accounting
- Head of Payroll only Austria
- Franchising

Sectors:

- Food & Beverage Industry
- Non Food, FMCG
- Trading (wholesale, retail, C&C, B2C, B2B),
- Textile trade processing, production
- Cooperatives, Multi Sector Companies
- Agriculture, Forestry
- Repair Services, Solutions,
- Warehousing, Logistics
- Car Trading
- Car spare parts Trading
- IT (Soft- and Hardware, Repair, Service)
- Restaurants, Air-Line, Event Catering
- Hospitality, fast food
- Real estate

Operational and Project Management

- General Management
- Restructuring, Turn-around
- Organisation and reorganisation
- Strategic planning & reorganization
- Process optimization
- Post-Merger Integration
- M&A / Spin Off
- Cost reduction programs
- Site closure / relocation
- Business Exit, Trade Sales
- Transaction Management
- Insolvency accompaniment
- Logistic in- and outbound
- Migration of production
- Inventory Management
- Logistic in- and outbound
- Due Diligence
- Bank Meetings
- Business review and analysis
- Refinancing, Leveraged Financing
- Shared Services
- SWOT analysis, Risk Management
- Credit Collection, Cash Management
- Crisis Management
- Human resource
- Change Projects

Countries with specific professional experience

- Germany
- Austria, Switzerland,
- Great Britain
- Netherlands
- Hungary, Slovenia, Croatia



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Projektleader

05/2018 – 09/2018

Automotiv / Produktion

Germany

Project Management Insourcing Financial Accounting and Payroll

- The accounting outsourced to a tax adviser, for 3 companies of the holding were migrated into the existing SAP-FI environment.
- The similarly outsourced payroll of all German companies was also turned up by the tax consultant into an external, SAP used, payroll service provider
- Die Projektleitung beinhaltete die Koordination und Terminplanung der SAP-Berater und dem Customizing von SAP-FI.

The project management included the coordination and scheduling of the SAP consultants and the customizing of SAP FI.

Furthermore, corresponding payroll service providers were invited to submit tenders and tested for their performance.

From these data a buy recommendation was given, which was met

- | | | | |
|--------------|---------------------------|----|----------------------|
| ✓ Accounting | Addison/STB | => | SAP |
| ✓ Payroll | Addison/STB | => | SAP service provider |
| ✓ Lucanet | preparation data transfer | | |

Projektleader

05/2018 – 09/2018

Single and small series
production of devices

Germany

Project Management Preparation Mergers / M&A

- Evaluation of existing M & A KPIs
- Evaluation of the actual processes in the company to be acquired.
- Evaluation of calculations, inventories, assessments
- Recommendations for existing questions
- Evaluation of the controlling measures
- Preparation of reports with recommended actions



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CRO | PMI- Manager

11/2016 – 04/2018

International
footwear brand

Wholesale & Retail

Germany

Head of PMI and Restructuring of Group acquisition Representative of Group and Group Management for the Divisions:

Finance, IT, Logistics, Warehouse, Retail, Wholesale, Purchasing, Ecommerce,

- Exploration of M & A activities
- Restructuring of all internal processes
- Optimization of all processes with external service providers: Customer service, fulfillment service provider, logistics and warehouse service provider
- Optimization of storage capacities
- Restructuring of the existing warehouse organization
- Resolution leased, external storage areas
- Insourcing of outsourced logistics capacities and services
- Implementation of a flexible working time model
- Headquarters relocation Responsible for the preparation and audit of the financial statements:

Fuselage year 2016 and fiscal year 2017

- Revaluation of current assets
- Conversion of the annual financial statements to Group standard
- Conversion of existing contracts to Group contracts and realization of savings of > € 200.00, -
- Implementation of Group Reporting within 2 months
- First implementation of a cash logistics system (Money collection, change supply) for the retail sector
- Negotiate and conclude new contracts
- IT migration leader in the Group

including conception of data, interface and infrastructure migration.

Preparation of the program requirement regarding the new wholesale processes(Dialogs, evaluations, forms, interfaces)

Easy Big Bang for all components as of 31.12.2017 | Project duration 5-12 / 2017

✓ Accounting	Navision	=>	SAP
✓ Payroll	service provider	=>	SAP
✓ ERP	Navision	=>	Group WWS
✓ POS (16 Outlets)	Navision	=>	Group POS
✓ Warehouse / Logistics	Navision	=>	Group WWS
✓ E-Commerce	External provider	=>	Group WWS/SAP
✓ Procurement logistics		New	Group WWS
✓ Change of payment provider		New	
✓ International Label Logistics		New	Group WWS

- Project manager for the restructuring of 5 outlets | Project duration 4-12 / 2017
 - ✓ Create the schedules
 - ✓ Return of goods to the distribution center
 - ✓ termination of contracts
 - ✓ Commissioning of the dismantling measures and handover to the landlord
- Project manager for the relocation of the headquarters and the distribution center | Project duration 1-3 / 2018
 - ✓ Relocation without a social plan as part of a voluntary dissolution offer
 - ✓ planning of dates and capacities
 - ✓ Relocation of about 3000 pair of shoes and warehouse equipment
 - ✓ Relocation of 93 semi-trailer or trailer trains within a period of 3 weeks
 - ✓ Maintenance of the customer supply until 27.3.2018
 - ✓ daily goods in and out of approx. 2000 pair of shoes until 27.3.2018
 - ✓ daily picking until 27.3.2018
 - ✓ Ensuring the availability of goods in the new DZ on 29.3.2018
 - ✓ Daily compliance with the project plan
 - ✓ Coordination of the demolition measures
 - ✓ Sale of equipment and furnishings that are no longer needed
 - ✓ Termination of all relevant contracts
- Project manager "sales management sales representative" | Project duration 3-4 / 2018
 - Auftragserfassung On- und Offline
 - ✓ Order entry on- and offline
 - ✓ CRM, New Media
 - ✓ Lookbook, Workbook, B2B portal, statistics
 - ✓ Coordination of the interfaces with the corporate WWS
 - ✓ Create a project plan
- Sales > M€ 50, > 200 Employees



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CRO

07/2016 – 09/2016

Hotel and
Gastronomy

Austria

- On behalf of the house bank and Austrian Chamber of Commerce (WKÖ)
- Creation of balance sheet analysis separated according to hotel and gastronomy
- Creation of a continuation forecast separated into areas
- Location analysis was created by the WKÖ
- Creation of a restructuring concept
- Lease of the catering business / M & A preparation
- Conversion of the hotel to garni and seminars
- Utilization contracts with surrounding large companies
- turnaround

CRO | Crisis Manager

05/2016 – 08/2016

Retail with
Publishing and tobacco
and monopoly products

Austria

- On behalf of the Austrian Economic Chamber (WKÖ)
 - Creation of creditworthiness analysis
 - Negotiation with the house bank
 - standstill agreement
 - Change to credit account
 - Debt rescheduling of the target stock in a loan
 - Rescheduling SFR loan with repayment vehicle in one SFR loan with ½-year repayment
 - Sale of the repayment vehicle and repayment as a one-time payment
 - Negotiations of the Austrian monopoly administration on the withdrawal of contract terminations
 - Negotiations with the tobacco suppliers for the delivery locks
 - Adjustment of staff capacity
 - The termination was withdrawn for all contracts
 - Turnaround
-
- Sales M€ 1,0; 1,5 Employees



partner profile

CFO | M&A Manager

12/2014 – 01/2016

Epona Immobilien GmbH

RE/MAX Real Estate

Austria

- Head of Finance, Controlling Purchasing, Organization,
- Acquisition of the company from insolvency
- Restructuring of the processes according to franchise agreement
- Planning, purchasing and management of building conversions
- selection and management of the implementation of the ERP solution, Hardware and service providers
- Structure of accounting including cost accounting, controlling and reporting
- Human resource development
- Contact person for: independent brokers, tax consultants, banks, authorities
- sale of real estate (commercial real estate, houses, flats)
- Creating appraisals

- Sales M€ 1,0; ca. 20 Employees

CRO | Crisis Manager

04/2014 – 10/2014

Foodproduction
and wholesale

Austria

- Crisis management towards banks and creditors
- Management of the completion of the outstanding financial statements
- Negotiations with the banks on a standstill agreement
- Creating a continuation forecast
- Creation of a restructuring plan
- Transfer of production and warehousing to a friendly company
- Intensification of international sales activities
- Support in sales expansion
- Preparation of a possible M&A (Sale)
- Turnaround

- Sales M€ 4; 10 Employees (wholesale)

CRO | Crisis Manager

01/2014 – 06/2014

Truck spare parts Trading

Austria

- Credit check commissioned by the Austrian Economic Chamber
- Creating a continuation forecast
- Preparation of a recovery plan
- Approval of the recovery plan by the banks
- Implementation of the measures
- Specialization of spare parts trade on truck spare parts trade
- Cooperation agreements with new suppliers
- Contracts with the surrounding forwarders with own workshops
- Sale of spare parts (cars, motorcycles)
- Turnaround

- Sales M€ 7; 25 Employees (trade)



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Interim Manager

CRO / CEO

12/2012 – 09/2013

BAG Hohenlohe eG

Cooperative

Germany

Head of Raiffeisen Cooperative BAG Ellwangen eG

- Avoidance of bankruptcy
 - Restructuring of all department
 - Preparation and implementation of merger
 - Sale of the dealership incl. negotiations with VW
 - Sale and rental of properties
 - Sale of unprofitable departments
 - Closure of Raiffeisen markets
 - Creation of balance sheet 2012, Hull Record 2013
merger balance sheet incl. attestation and going concern Confirmation
 - Creation of budget planning incl. liquidity planning with target-actual
comparison
 - Bank summit and talks with banks
 - Creation of restructuring plan incl. IDW S6 Opinion
 - Planning and execution of all board meetings, board meetings
and general meetings
 - IT-change project
 - PR-responsibility
 - M & A Preparation / Activities / Settlement
 - Successful leadership of merger negotiations / M&A Abwicklung
 - Lead of merger (human resources, IT, logistics, workshops, warehouses)
 - Negotiations with Raiffeisen Assistance Fund
-
- Sales M€ 90; 200 Employees



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CRO | Crisis Manager

04/2012 – 10/2012

Car dealership with
Repair workshop

Austria

- Creation of a balance sheet analysis, separated by car dealership and workshop
- Creating a continuation forecast under
Inclusion of a site analysis of the Austrian Economic Chamber (WKÖ)
- Negotiations with the banks
- Negotiations with the car brands
- Preparation of the plant closure
- sale of real estate
- Debt relief of the owner
- Takeover of the owner into the Austria Management
through one of the car brands

CRO | Crisis Manager

12/2011 – 07/2012

Equestrian center with
Agrar and Forestry

Horse Breeding operation

Austria

- On behalf of the house bank
- Creating a profitability analysis for the areas
- Riding operation, setting operation,
- Horse Breeding
- country u. forestry
- Creating a continuation forecast
- Provisional continuation commitment by the house bank
- Task of horse breeding and sale of the breeding horses
- Reclassification of agricultural land into building land
- Sale of the building land at market prices
- Debt relief of the owner
- Lease of the riding business and agricultural land
- Withdrawal of the owner's retirement.

Controller

08/2011 – 09/2011

Metalworking

Large and small series

Austria

- Reorganization of cost centers / cost units
- Evaluation of the calculation bases for the pay-as-you-go system
- Implementation of a customer P & L invoice
- Evaluation of the targets
- Employee training for retail, wholesale, production, web shop
- Evaluation of the evaluations
- Preparation of a documentation of the evaluated processes

- Sales M€ 35; ca. 110 Employees



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COO

- Evaluation of legal situation
- Evaluation of market conditions, market opportunities
- Evaluating of funding options
- Evaluation of secured material supply
- Evaluation of targets
- Creating a business plan
- Planning the facility
- Calculation of acquisition and production costs
- Preparation of company formation
- Setup of purchasing
- Setup of sales activities

01/2011 – 05/2011

Alternative energies

Dung removal

Austria

- Sales M€ 0.5; 5 Employees

CRO | Crisis Manager

02/2009 – 09/2010

sanitary installations
Planning and
implementation

Austria

- Gas, water, sanitary installation
- On behalf of the creditor banks
- Creation of a restructuring concept
- Evaluation of the savings potential
- Calculation of service costs and hourly rates
- Negotiations with the creditors
- Evaluation of the calculations
- Management of claims
- Cooperation negotiations with prefabricated house companies
- for installations at turnkey houses
- Development of new markets (service for new energy sources)
- Creating a continuation forecast
- Achieving the turnaround
- Sales M€ 8.0; 21 employee



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CRO | Crisis Manager

06/2009 – 10/2009

Furniture trade
Wholesale and Retail,
Import, Export

Austria

Furniture trade with solid wood furniture

- remedial measures
 - Bank talks for further financing and debt restructuring
 - Reorganization of accounting
 - Evaluation of the savings potential
 - Creation of a restructuring concept
 - Negotiations with creditors
 - Preparation for bankruptcy
 - Accompaniment of the insolvency plan
 - Cooperation with the liquidator in selling the company
-
- Sales M€ 3; 2 Employees

CRO | Crisis Manager

03/2009 – 07/2009

Parquet flooring
Wholesale, Service

Austria

Parquet flooring and service

- Creation of a restructuring concept
 - Bank talks regarding rescheduling or further financing
 - Evaluation of the savings potential
 - Calculation of service costs and hourly rates
 - Negotiations with the creditors (suppliers and banks)
 - Evaluation of the trading costing
 - Preparation for bankruptcy
 - Accompaniment of the planinsolvent
 - Cooperation with the liquidator in liquidation
-
- Sales M€ 4,8; 15 Employees

Interim Manager

CRO

03/2008 – 12/2008

Food & NonFood

Wholesale, Retail

**Austria, Germany,
Hungary, Slovenia**

2 companies owned by one owner (1 Food, 1 Non Food)

- Personnel development
- Reorganization of structures
- Reorganization of the logistics processes
- Implementing a customer P&L
- Restructuring of accounting incl. fact, warehousing, logistics
- Updating of accounting and remaining databases
- Evaluation of potential savings
- Evaluation of targets and calculations
- Implementation of GEO-CRM / Marketing
- Training of sales staff
- Process Design for logistic services incl. warehousing
- Optimization of tour schedules in logistics
- Optimization of customer service (call center)
- Optimization of order processing / order management
- Support of sales in the customer care and customer acquisition

- Sales M€ 95; 200 Employees



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Interim Manager

COO / CRO

03/2008 – 12/2008

Regenersis GmbH

Solutionscenter,
Warehousing,
Release-Management,
Fulfillment,
Contract-logistics

Germany, UK

Head of operations and restructuring

- Customers: D-Telekom, Wincor / Nixdorf, Epson, Siemens, Fujitsu, Hitachi, etc.
- Plant manager
- Personal responsibility
- Planning and implementation of a warehouse incl. all upstream and downstream processes approximately 120,000 transactions pa
- Reorganization of service departments with approximately 200,000 repairs pa
- Reorganization of the supply and delivery logistics approximately 600,000 transactions pa
- Reorganization of Spare-Parts Logistics with about 300,000 individual items
- Accomplishment of Service-Level-Agreements
- Reorganization of administrative structures
- Product relocation to a new site
- Downsizing of a plant
- Implementation of new technologies (cleaning, packaging, etc.)
- Purchasing of capital goods, Spare Parts, services, personnel
- Implementation P&L statements for customers and departments
- implementation of a daily contract-controlling
- Implementation of an internal cost allocation
- Planning of a new plant incl. process design for new and advanced tasks
- Review of an M & A offer
- Negotiations of operating collective agreements with works council and labor union
- Optimization of order processing / order management
- Implementation of the 7S (5S) Operating organization

- Sales M€ 75; 210 Employees



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Interim Manager

M & A preparation (company)

Due Diligence

- Analysis of takeover target operations
- Creation of the situational report
- Conduct of preliminary discussions with banks, creditors, staff, owners
- Preparatory work for establishing a collecting society.
- Project stop based on my recommendation

03/2007 – 03/2008

Advertising

Int. Fair Stand
Construction, Advertising
Material

- Sales M€ 1.5; 20 Employees

Austria

Interim Manager

M & A preparation (Sole Proprietorship)

Due Diligence

- Analysis of takeover target operations in the fields of finance, sales, organization, logistics
- Creation of a going concern concept for the areas distribution, logistics, organization, finances
- Evaluation of the continuation options including the requirements of the investor.
- Adoption of the concept by the investor
- Purchase made by a competitor with a higher purchase price

03/2007 – 03/2008

Textile Production

Automotive Interior
Floor Textiles

- Sales M€ 120 million; 300 Employees

Austria



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Interim Manager

CFO

08/2006 – 12/2006

IT-Company

3D Animation,
E-Learning

Austria

- Establishment of sales with resellers and direct marketing
- Setup of sales structure of 3D service
- Creation of reseller structure
- Coaching of owner in the fields of structural design, sales, finance, controlling
- Setup of accounting (accounting, billing)

- Sales M€ 0.75; 15 Employees

Interim Manager

CEO / CRO

04/2006 – 07/2006

Textiles

Trade, Production

Austria

- Coaching of owner
- Mediator between owner and employees
- Reorganization of the stock structure and distribution logistics
- Structuring and empowerment of employees
- Setup of an accounting system (accounting, billing, warehouse)
- Restoration talks with banks and suppliers
- Expansion of sales (B2B, B2C, Online)
- Recovery of lost customers
- Reduction of complaints
- Reassessment of receivables (debtors and creditors)
- In- and outsourcing of staff
- Outsourcing to external service provider
- New suppliers and products
- Developing new markets

- Sales M€ 7; 15 Employees



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Interim Manager

CRO

10/2005 – 03/2006

Food

GH, EH, C&C,

Production,

Gastronomy-Service

Austria

M & A of 2 competitors and reorganization / restructuring

- Member of the Management Board
- Leader of sales and marketing
- Leader of purchasing and production
- Leader of the finance departments
- Evaluation and harmonization of corporate cultures
- Restructuring and reorganization of the logistic plants
- Downsizing of unused logistic plants
- Setup of an accounting system (accounting, billing, warehouse)
- Reorganization of logistics
- Avoidance of loss of customers due to M & A activities
- Restructuring of customers
- Restructuring of sales territories
- Evaluation of tour plans for logistics
- Migration and coordination of prices and conditions
- Migration of sales management / CRM systems
- Training of sales staff to the common assortment
- Restructuring of suppliers
- Annual meetings with customers and suppliers
- Setup of strategic international purchasing

- Sales M€ 25; 250 Employees



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Crisis Manager

Restructuring- & Crisis Management

01/2009 – now

71 Companies

More than 30 different
industries, sectors

Austria

- Manager with special proxy
- Negotiations with works council
- Contract negotiations
- Operative restructuring
- Creation of going concern opinion for insolvency proceedings and banks
- Operative reorganization of departments
- Coaching of firm owners
- Collaboration with tax accountants, auditors, lawyers
- Personnel development
- Creation and evaluation of business plans
- Refinancing
- Negotiations with creditors
- Search for strategic and operative partners/ investors
- Leasing, rent-out and sale of businesses
- Evaluation of business processes
- Sale of real-estate, machinery, ...

- Sales between T€ 100 and M€ 50; up to 300 Employees