

LEL Consulting

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and Interimsmanager

Do you have a need in finance, human resources or administration?

- Do you need an immediate replacement due to the sudden loss of a commercial director, a CFO, who can take over the role without a long training period, who is "from the trade"?
- You are just setting up a company, but you lack time and/or expertise in setting up the company? Do you want to ensure that your administrative procedures, the structure of your human resources and finance departments are well set up from the very beginning with regard to the fulfilment of legal requirements (liability!) and a possible later planned sale of the company in terms of structure and process design and meet common standards ("fit for due diligence")? Translated with www.DeepL.com/Translator (free version)?
- You don't need the "big bang" but only want to improve certain areas of your finances, human resources or administration, for example
 - be better prepared for an upcoming due diligence or an imminent tax audit?
 - you are facing a financing round, need an easy-to-use multi-year plan, possibly with the possibility of scenario considerations, someone who can also present this to potential investors?
 - you are unable to meet the reporting requirements of banks, investors and funding bodies, or even have difficulty managing your company in accordance with figures?
 - you see a fundamental need for improvement in terms of quality and response times in your company? For example, because you lack transparent reporting with a comparison of budget, actuals and, if applicable, forecast? You don't have a budget at all, but would like to install a planning process?
 - want to bring accounting in-house, introduce an ERP system, a balanced score card or a BI tool?
 - want to plan your cash flows better, install a weekly rolling liquidity planning?
 - you are concerned that deadlines will be missed, that claims will not be collected in time?
 - your cost accounting allows neither price nor project costing, no marginal cost determination?
 - you want to expand, merge or restructure and need diverse support to accompany the organisational, professional and personnel change process?

These are just a few of the questions I can help you - on a temporary basis - with a manageable budget, without burdening your staff, and flexibly geared to your requirements. A selection of possible, concrete tasks with which I have been entrusted after analysing the initial situation can be found on the following page.

Finance

- Complete new introduction/establishment or adaptation/improvement of external and internal accounting in accordance with applicable standards (according to HGB, IAS, if required also US-GAAP)
- Installation of all associated processes with the greatest possible automation/digitisation, including, for example, planning, ongoing accounting (usually in conjunction with DATEV) with monthly reporting ("financials"), rolling liquidity forecast, costing, targeted cost type and cost centre controlling, project management/controlling (especially with regard to funding bodies and their individual reporting requirements), investment and profitability calculations
- Establishing trusting business relationships with banks, tax authorities, tax advisors and auditors
- Introduction of various ERP systems (SAP, proAlpha, abas, Sage...), in their entirety or as subsystems with connection to the corresponding company divisions, as well as BI tools (e.g. Cubeware)

Human Resources

- Support along the workflow, from personnel requirements planning, definition of search channels, advertisements, selection of applicants to recruitment (contract templates, registration), outplacement
- Appraisal system, management by target interviews, personnel development
- Accompanying topics such as intranet, automation of recurring processes, e.g. absence recording, personnel master file-with payroll, drafting of company rules, travel expense guidelines, remuneration rules, ESOP/VSOP, company pension scheme, inventor's remuneration

Administration

- Drafting of the lease agreement up to the construction of a ready-to-use location in compliance with various workplace ordinances and safety regulations (including office and conference room furnishings, creation of technical infrastructure such as telephony, information technology, cleaning and waste disposal)
- Installation of compliance-compliant and competitive operating procedures, document management, standardisation and automation of processes such as leave application, procurement, invoice receipt flow, archiving, travel accounting and settlement, key and access as well as fleet management, reliable patent monitoring, tracking of contingent liabilities, password management...
- Risk management (e.g. setting up or improving insurance cover)

What qualifies me for this offer? Please read my background and competences below

- Born in 1961 in the western part of Berlin
- After graduating from high school, apprenticeship as a bank clerk at Dresdner Bank Berlin
- Studied economics at the Ruhr University in Bochum, graduating with a degree in economics
- After graduating, over 20 years in permanent positions with companies of various sizes and sectors throughout Germany. Partly with an international orientation and the associated technical and intercultural particularities. Mostly in management positions in administration and finance with personnel and budget responsibility as well as signatory authority.

In detail, my basic tasks in all activities consisted of completely introducing or improving structures and processes (in the area of conflict between space, time, costs and people). For example, in my first job after my studies as a "junior controller", I grew into the role of head of business administration after only a few months, because I had conceptually brought the accounting department from two locations in-house for the development of controlling, including the introduction of cost accounting with reference value calculation and much more. In contrast to routine tasks, I have always enjoyed these challenges of new implementations or changes and probably also led to the fact that I was significantly involved in the establishment of a start-up company at my current place of residence for more than four years.

- For around 10 years, I have been offering the experience I have gained in the DACH and English-speaking regions to small and medium-sized companies in a wide range of sectors. I receive the best feedback for my tried and tested solutions, often combined with the offer of a permanent position. Many of the companies - a selection of which can be found on the following two pages - are still working with my solutions today or have been able to build on them to meet increased requirements.

- 30 years of experience in various industries (banking, IT, medical technology, chemical production, contract manufacturing steel construction, television, tourism, mechanical and plant engineering/operation, food)
- knows what is important in my core areas – begin with the end in mind –
- Mature knowledge management, numerous professional and personal further training courses
I am, for example, a certified business mediator and hold the trainer aptitude test (so-called Ada certificate)
- My approaches to solutions are tried and tested and sustainable. They comply with applicable legal regulations as well as common standards, enjoy recognition and acceptance by my clients
- Fast familiarisation and implementation "hands-on"
- Team player: Take the people on the ground with me during implementation => creates understanding and accept
- High motivation and positive attitude
- Structured and conscientious way of working with networked thinking
- If required, I have access to a broad network, e.g. tax advisors, lawyers, IT companies, etc.
- Available 24/7 despite flexible "interim" deployment for you, principle: same-day response time
- Business relationship based on partnership - needs-based, flexible and fair contract design - loyal



○ www.stahlkontor.de: Stahlkontor GmbH & Co. KG in Hagen has a 150-year tradition. Initially starting out as a mere steel trader, competencies in the machining and processing of steels were developed at an early stage. With its high-performance laser and waterjet facilities and technical experience, Stahlkontor, with around 270 employees, is one of the leading international contract manufacturers in both the civilian and military sectors. Over a period of more than two years, I supported the introduction of a new ERP system (abas) and assisted the finance department in various topics such as the introduction of rolling liquidity planning, improvement of product costing (revision of master data, connection to time recording), preparation of annual budgets as well as inventory determination.



○ www.electrochaea.com: Electrochaea GmbH is a spin-off from the University of Chicago whose technology or equipment can be used to convert electricity into natural gas using bacteria. After acquiring considerable funding in 2011, a research facility was initially built near Copenhagen before German investors founded a limited liability company at the lead investor's headquarters in Munich in 2014. Over four years, as interim CFO, I accompanied the company build-up virtually from scratch, primarily establishing and operationally filling out structures and processes in the finance area and acting as an interface to authorities, banks, insurance companies, tax advisors, lawyers, etc. Electrochaea is involved in numerous international research projects with about 30 employees and continues to drive the technological market launch, recently also in the North American market.



○ www.isar-bioscience.de: The shareholder of ISAR Bioscience GmbH in Munich is the non-profit foundation for stem cell research and applied regenerative medicine. ISAR Bioscience was initially funded with 20 million euros by the Bavarian Ministry of Economic Affairs and required a specially designed accounting system (with a focus on project-oriented use of funds), for the development and introduction of which my expertise was called in.



www.prolupin.de: Prolupin GmbH, based in Grimmen (MVP), emerged from a spin-off of the Fraunhofer Institute, which had been searching for alternative protein sources besides soy for more than 10 years and had been working on the climate- and pest-resistant lupine. In 2015, I was called in by investors to set up a complex multi-year plan for an upcoming financing round. In the course of this, I restructured the entire accounting system over a period of about 1.5 years, accompanied the establishment of a second location in Bremen and was responsible for setting up the finance department with the introduction of Sage as an ERP system and personnel recruitment and training.



www.futuretv-group.com: Future TV Group GmbH was founded in 2010 with headquarters in Rostock and operated online and content-based marketing with around 50 employees at various locations (Berlin, New York), primarily for Pro7Sat1 and RTL- Group. In order to develop strategically, new investors were sought in 2018; I was called in for the preparatory work to be done, such as the preparation of a business plan, and after a short time I was installed as interim CFO, with tasks including restructuring the accounting department, supporting M&A processes and setting up a location in Tel Aviv as part of the expansion strategy. My involvement unfortunately ended in 2020 because the company had to file for insolvency in the wake of the Corona crisis.

o Further activities e.g. for

www.happy-cheeze.com (Food-Sector, Cuxhaven, well-known from TV 'Höhle der Löwen'),

<https://www.vonroll-hydro.ch/de/keula.html> (Foundry Lausitz),

divers Start-ups in the green tech sector, e.g. www.greencom-networks.de

o In addition to the above-mentioned reference projects, I am a member of supervisory boards, e.g. at www.stelioplast.de



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Do not hesitate to contact me without obligation.
Asking costs nothing.

In the end, I guarantee that the individual added value for you is significantly higher
than the costs for my diverse support services.