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Executive Leadership with Operational Depth

Managing Director and COO with extensive leadership experience and full business accountability in international manufacturing companies. Experienced in P&L management, B2B sales, and leading Operations and Supply Chain functions.

Takes responsibility in challenging business situations – including strategic realignment, leadership transitions, restructuring, growth and the transformation of manufacturing operations.

Combines an entrepreneurial mindset with hands-on execution. Establishes clear accountability, engages existing leadership teams and drives change to deliver sustainable, measurable results.

Christoph Peternell

**Managing Director | Group COO
Multi-Site Operations |
Growth & Integration**

**530 Employees | CHF 130 Million Budget Responsibility
| 5 International Manufacturing Sites | Over CHF 120
Million in Investment Programmes | P&L Responsibility**

Typical Business Situations

Executive Leadership & Owner Advisory

Leadership and strategic realignment of companies and business units facing complex business and financial challenges. Full accountability for P&L, Sales and Operations, alongside involvement in transactions, ownership transitions and integration.

Leadership in Critical Transition Situations

Taking on leadership responsibility at short notice during executive vacancies, leadership changes or operational difficulties. Rapidly establishing clarity and organisational effectiveness, leading existing teams, implementing necessary decisions and ensuring a structured handover.

Business and Manufacturing Transformation

Restructuring, site consolidation and international capacity transfers. Realignment of organisational structures and manufacturing networks, combined with the execution of complex investment and growth programmes.

Operational Performance & Supply Chain

Stabilising and improving quality, delivery reliability, productivity and financial performance. Optimising costs, working capital and operational complexity through integrated planning, clear accountability and disciplined performance management.

Selected Executive Experience

Hoffmann Neopac AG

Managing Director, BU Tins

Full P&L accountability for a business unit with approximately CHF 60 million in annual revenue, 150 employees and two manufacturing sites in Switzerland and the Netherlands.

- Leadership of international B2B sales and customer relationships, closely aligning Sales and Operations to improve delivery performance and customer satisfaction.
- Development and implementation of the turnaround plan, including consolidation of production capacity through the transfer of three production lines from Switzerland to the Netherlands.
- Structural measures designed to deliver annual cost savings of approximately CHF 6 million.
- Support of the due diligence process, closure of the Swiss manufacturing site and post-merger management on behalf of the new owner.

Fresh Start Bakeries

Managing Director Plant Operations

Full P&L accountability for the German subsidiary, with approximately EUR 30 million in annual revenue and 133 employees.

- Expansion of the B2B business through direct acquisition of new customers, generating approximately EUR 3 million in additional annual revenue at a double-digit EBIT margin.
- Achievement of full plant utilisation through profitable growth and the creation of 15 additional jobs.
- Stabilisation of product quality and achievement of “Target Bakery” status within McDonald’s European operations.
- Optimisation of raw material procurement and renegotiation of supply contracts, delivering annual savings of approximately EUR 210,000.

Hochdorf Group

Group COO

International manufacturing group with annual revenue of up to CHF 551 million. Responsibility for five international manufacturing sites, up to 530 employees and an annual budget of approximately CHF 130 million.

- Developed and implemented the international manufacturing and supply chain strategy with ERP-integrated S&OP and KPI-based performance management.
- Expanded Infant Nutrition capacity, creating approximately CHF 8.5 million in additional revenue potential, and established external manufacturing capacity of CHF 5.5 million annually.
- Led strategic investment programmes exceeding CHF 120 million, including new production facilities and automated logistics.
- Strengthened strategic procurement, delivering sustainable annual savings of CHF 2–5 million through dual sourcing.

Selected Interim Assignments

Interim Plant Management | Restructuring | Supply Chain

- **Dailycer:** Interim plant management with responsibility for 350 employees before and during debtor-in-possession insolvency proceedings. Restructuring of operations across two plants, reducing overhead headcount by 17 FTE.
- **Intersnack:** Interim plant management with responsibility for 160 employees. Reorganisation of production areas, reducing scrap and waste by more than 50%.
- **CSM:** Interim plant management during a leadership vacancy. Reduction of process-related downtime by 50% and increase in bottleneck production line capacity by 1,600 tonnes.