



Kohler Interim

Interim CPO & Transformation Executive

SELECTED TRANSFORMATION MANDATES

Executive case portfolio by Falk Kohler

Interim CPO & Transformation Executive

Leadership when transformation needs ownership.

8 executive mandates | Procurement | Supply Chain | Transformation

Executive Case Portfolio at a Glance

International transformation leadership across functions, regions and ownership environments

30+

years international experience

20+

years leadership and multiple C-level roles

4

disciplines: Procurement, Supply Chain,
Transformation and Operations Excellence

3

regions: Europe, North America and Asia

4

ownership contexts: corporates, Mittelstand,
family-owned and PE / carve-out

ETO

Low-Volume / High-Mix and complex industrial
value chains

Where the Case Evidence Comes From

A track record built in complex industrial environments and demanding transformation situations

BUSINESS ENVIRONMENTS



- 01 Mechanical & Plant Engineering
- 02 Healthcare / MedTech
- 03 Technology & Telecommunications
- 04 Logistics / Pooling
- 05 Food / Process Equipment

BUSINESS SITUATIONS



- Low-Volume / High-Mix
- M&A / carve-out / integration
- Engineer-to-Order
- Regulated environments
- Project Business
- Corporate-to-Mittelstand transformation
- Fragmented supplier bases

Global Engineering-to-Order Machine Builder

Global Procurement Transformation | 2021–2025 | Chief Procurement Officer

Engineer-to-Order

Low-Volume / High-Mix

Industrial CPO

Supplier Governance



STARTING POINT

- Siloed, tactical Procurement model
- Weak business alignment
- Limited advanced sourcing & project levers
- Fragmented operational Procurement scope



MY TRANSFORMATION MANDATE

- Reposition Procurement as business partner for profitability and growth
- Redesign global operating model around business / P&L needs
- Deploy Advanced Negotiation, auctions & Project Procurement Excellence
- Build world-class Category / Supplier Management and shared services



OUTCOME

- Procurement embedded in strategic planning
- Global operating model aligned with business
- Supplier Preference Model & governance deployed
- High-performing Shared Service for Direct & Indirect



IMPACT

€81mn+

productivity / savings impact over three years

>65%

Improvement vs. historical performance

Up to 24%

Savings in selected projects

Global

Procurement standards deployed

RELEVANT TOOLS REFLECTED

Supplier Preference Model

Integrated Productivity Playbook

Five-Axis Fit-for-Purpose Operating Model

Early Involvement of Project Procurement

European Logistics Company | Family-Owned

Procurement Transformation | 2025 | Interim CPO

Interim CPO

Family-Owned

Corporate Procurement Build-up

Indirect Spend

Scope 3



STARTING POINT

- No corporate Procurement function
- Fragmented BU-level Procurement
- No systematic Category / Supplier Management
- Indirect Spend largely unmanaged



MY TRANSFORMATION MANDATE

- Establish corporate Procurement operating model embedded in the business
- Build €30mn+ productivity funnel through cross-functional workshops
- Align Procurement blueprint with BU stakeholders
- Deploy governance, sourcing, supplier and sustainability framework



OUTCOME

- Integrated Procurement / Supply Chain operating model established
- BU-aligned productivity targets and funnel
- 60+ initiatives identified, 24 executed
- Procurement governance and policies deployed



IMPACT

€30mn+
productivity funnel identified

30%
Scope 3 reduction opportunity/funnel

60+
initiatives identified

24
Initiatives executed

RELEVANT TOOLS REFLECTED

Integrated Productivity Playbook

Supplier Sustainability & CO₂ Clean Sheet

Category Shiftability & Supply Risk Matrix

Five-Axis Fit-for-Purpose Operating Model

Multinational Healthcare Company

Global Procurement Transformation | 2013–2016 | Procurement Excellence Leader

Healthcare / MedTech

Regulated Environment

Global Procurement Transformation

Process Excellence



STARTING POINT

- Fragmented global Procurement set-up
- Procurement positioned as support function
- Duplicated processes and responsibilities
- 200+ inconsistent job profiles



MY TRANSFORMATION MANDATE

- Build a global process-led operating model and excellence framework
- Establish one Procurement Process House & governance
- Deploy Category Strategy & Sourcing Excellence across Direct & Indirect
- Standardize roles, supplier governance & performance management



OUTCOME

- Centralized, process-focused Procurement
- Full end-to-end involvement in I2M and M2O
- Global processes and capability standards
- Savings credibility improved and linked to P&L



IMPACT

€1bn+

productivity / savings impact

>80%

Improvement vs. historical performance

One global Procurement Process House

P&L

Linked performance governance

RELEVANT TOOLS REFLECTED

World-Class Process
Maturity Development

People & Capability
Excellence

Supplier Relationship &
Account Management

Integrated Productivity
Playbook

Multinational Communication Company | PE Carve-Out

Stand-Alone Readiness & Carve-Out to Private Equity | 2007–2009 | CPO

PE Carve-Out

Stand-Alone Readiness

CPO

Productivity & Cost Reduction



STARTING POINT

- €2.9bn business carve-out to Private Equity
- €1.5bn+ Procurement scope to separate
- High organizational cost and productivity pressure
- >50% spend in Retail / Project Sourcing



MY TRANSFORMATION MANDATE

- Restructure global Procurement for stand-alone readiness
- Deliver carve-out organizational cost target
- Raise material productivity from 7.7% to >10%
- Extend payment terms and embed Procurement in bids / projects



OUTCOME

- Stand-alone Procurement organization ready
- Lean global operating model deployed
- Design-to-Cost / Savings Booster activated
- Supplier Preference + Retail Sourcing Program deployed



IMPACT

€280mn+

Savings over two years

9%+

savings ratio | +25%

30%

Organizational cost reduction

DIGITAL

E-Sourcing & supplier collaboration launched

RELEVANT TOOLS REFLECTED

Retail Sourcing Margin Model

Design to Value / Design for eXcellence

Supplier Preference Model

Integrated Productivity Playbook

Global Food Process Equipment Group

Procurement Integration of 13 SMEs | 2023–2025 | Transformation Leadership

Food Process Equipment

M&A Integration

Engineer-to-Order

Global Procurement



STARTING POINT

- 13 SMEs integrated into global group
- €430mn+ added Procurement spend
- 94+ FTE across EMEA & North America
- Highly complex Engineering-to-Order Supply Base



MY TRANSFORMATION MANDATE

- Centralize reporting lines into Holding Procurement
- Run site-based synergy workshops to capture category leverage
- Define one integrated governance and operating model
- Assess maturity and build integrated Category Management



OUTCOME

- Integrated Procurement blueprint deployed
- Supplier Management standards introduced
- Supply Base Optimization program launched
- KPI, spend and supplier-base analytics established



IMPACT

€430mn+

Spend integrated

13

SMEs brought into one Procurement model

146

Synergy projects identified

16

Synergy workshops conducted

RELEVANT TOOLS
REFLECTED

Supplier Relationship &
Account Management

Category Shiftability &
Supply Risk Matrix

Supplier Performance
Scorecard

People & Capability
Excellence

Multinational Technology Company | Indirect Spend

Global Procurement Transformation | 2013–2014 | Performance Excellence Leader

Indirect Spend

Global Operating Model

Category Governance

MSP / Guided Buying



STARTING POINT

- €5bn indirect spend redesign required
- Business targets and budgets not aligned
- Unstable savings performance
- Complex supplier base and high no-PO invoicing



MY TRANSFORMATION MANDATE

- Create IMS2Fit blueprint and transition to new leadership
- Strengthen Category focus and stakeholder orientation
- Integrate regional buyers into one connected global team
- Build long-term productivity uplift and Guided Buying / MSP roadmap



OUTCOME

- New Indirect Procurement Blueprint developed
- Category governance and stakeholder model redesigned
- DfX for Markets deployed
- Guided Buying and MSP roadmap defined



IMPACT

€366mn+

Savings in year one after project

7.5%

savings ratio | 22% vs. prior performance

60+

DfX for Markets workshops conducted

All Categories

Strategy & productivity funnel developed

RELEVANT TOOLS REFLECTED

Integrated Productivity Playbook

World-Class Process Maturity Development

Hoshin Kanri Strategy Deployment

End-to-End RACI Governance

Multinational Technology & Engineering Company

Regional Procurement Transformation | 2009–2013 | Head of Supply Chain Management

Regional Procurement

Indirect Productivity

Process Excellence

Global Standards



STARTING POINT

- No regional Procurement function
- Local Procurement fragmented by divisions
- Large unmanaged regional spend base
- Global initiatives only partly deployed



MY TRANSFORMATION MANDATE

- Build integrated regional Procurement Excellence network
- Pool regional demand and deploy global strategies
- Drive people / process excellence and compliance
- Create best-in-class Indirect Material performance



OUTCOME

- Regional Procurement network fully established
- Performance above internal benchmark
- Smart Buying development program deployed
- Standard sourcing rules & governance playbook deployed



IMPACT

€150mn+

Indirect productivity / savings

50%

reduction in P2P alerts

14%

e-Auction share in indirect spend

World-Class

Procurement standard / audit achieved

RELEVANT TOOLS
REFLECTED

World-Class Process
Maturity Development

Supplier Performance
Scorecard

Run Meetings that Matter

People & Capability
Excellence

Multinational Telecommunications Company

Merger & Integration | 2006 | Head of Sales & Service Procurement

Merger Integration

Project Procurement

Synergy Funnel

Telecommunications



STARTING POINT

- €17bn merged business
- Two major market players combining
- High synergy expectations
- Disruptive market customer-project pressure



MY TRANSFORMATION MANDATE

- Integrate Project Procurement into NewCo
- Build “Best of Best” Procurement blueprint
- Identify synergy potential across customer projects
- Align Sales & Service Procurement set-up and capabilities



OUTCOME

- Integrated NewCo Procurement blueprint
- Best-of-Best capability assessment completed
- Integration workshops and synergy governance deployed
- COO Projects & Services package developed



IMPACT

€113mn+

Incremental synergy savings funnel

340+

Customer projects analyzed

80+

Synergy initiatives identified

BEST-OF-BEST

Capability benchmark completed

RELEVANT TOOLS REFLECTED

Early Involvement of Project Procurement

Design to Value / Design for eXcellence

End-to-End RACI Governance

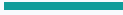
Hoshin Kanri Strategy Deployment

Selected Transformation Impact

Representative outcomes delivered across global, regional, carve-out and interim mandates


€1bn+

productivity / savings impact in global
procurement transformation


€366mn+

year-one savings in indirect spend
transformation


€280mn+

savings in a PE carve-out environment


€81mn+

productivity impact in industrial CPO
transformation


€30mn+

productivity funnel in an Interim CPO
mandate


13 SMEs

€430mn+ spend integrated into one
procurement model