BEUTGEN INTERIM
OPERATIONS MANAGEMENT
TECHNIK / PRODUKTION / SCM



Lutz Beutgen
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OPERATIONS MANAGEMENT

Technology, Production, Supply Chain Management & AI-driven Process Optimization

I am an interim manager and take over the management of plants, departments, and projects. My focus lies in the areas of production, SCM, logistics, and quality. In addition, I strategically integrate artificial intelligence into operational processes to unlock efficiency potential. My clients are internationally operating mid-sized companies and family-owned businesses with more than 500 employees – primarily in the automotive industry as well as metal and plastics processing.

My offer

My pitch	Takeover of projects	Industries	Areas of expertise
▪ Production ▪ Supply Chain Management ▪ Logistics ▪ Purchasing ▪ Quality	▪ Technical/logistical process optimization ▪ Cost reduction ▪ Supply bottlenecks ▪ Quality improvement ▪ Production ramp-up ▪ Plant planning, relocation and closure	▪ Automotive industry ▪ Mechanical engineering industry ▪ Metalworking ▪ Plastics processing ▪ Electrical industry ▪ Wood processing	▪ Human Resources Management ▪ Management Consulting ▪ Project Management ▪ Change Management ▪ Artificial Intelligence

Over 30 years of experience - the basis for successful cooperation

My Expertise

- Over 30 years of line/project experience in production plants
- Practical expertise in the use of AI tools for analysis, control, and automation
- Broad experience with crisis situations and their management
- Authentic pragmatist and team player at eye level
- Independent perspective with digital foresight
- Internationally experienced

Clients & Industries

My clients are internationally operating mid-sized companies and family-owned businesses with more than 500 employees, as well as large corporations. Primarily, they are manufacturing companies with serial production – especially in the automotive industry, and metal and plastics processing. Companies from the mechanical engineering, electrical, and wood processing sectors are also among my customers.

I am particularly interested in projects where I can combine my automotive expertise with data-driven AI applications.

“Your ability to analyze complex challenges and quickly implement effective solutions has helped us move forward. We recommend Mr. Beutgen as an interim manager for comparable projects. Your expertise, your commitment and the results you achieve make you an asset.”

Dr. Jan Borkowski, Head of Drive Technology, Klingelnberg GmbH

"Thank you, Lutz Beutgen, for the excellent work of your team in implementing the JIS logistics process, we were able to significantly increase our efficiency and drastically reduce our picking times. Your professionalism and reliability were impressive." …

Cem Mercan, Chief Operating Officer (COO), SAS Autosystemtechnik GmbH

"... For these reasons, I consider you very qualified for extensive projects in the areas of production, supply chain management, production control, production optimization and production relocation and would like to recommend you as a service provider to potential clients without any reservations. ..."

Dr. Thomas Metzinger, Authorized Representative, Site Manager of SGL CARBON GmbH, Bonn

"Lutz Beutgen was assigned to us as interim head of production control. In addition to his professional qualifications ... I have come to know and appreciate him as an independently acting, responsible and always reliable manager. ..."

Volker Schlegel, Geschäftsführer Technik, Wielpütz automotive

Memberships & Networks

DDIM – Dachgesellschaft Deutsches Interim Management e.V.

As a professional interim manager, I am a member of the umbrella organization Deutsches Interim Management e.V. (DDIM). DDIM is the leading industry representation for professional interim management in Germany.

Fields of application

PLANT MANAGEMENT AND PRODUCTION

- Management of production plants with over 50Mio. € Turnover p.a.
- Strategic planning and business planning, P&L responsibility
- Develop and enforce standards and guidelines
- Management of task forces to ensure the achievement of objectives
- Restructuring of production areas, cooperation in projects for organizational development
- Planning of production sites (order of magnitude 20.000sqm floor space, up to 20 Mio. € investment)

SUPPLY CHAIN MANAGEMENT / LOGISTICS

- Management of production and shipping logistics with over 20 employees, turnover approx. € 100 million p.a.
- Optimization of the process chain from supplier to end customer
- Reduction of logistics costs through optimization of inventories and logistics processes
- Reduction of logistics complaints and improvement of delivery performance
- Implementation of an IT-supported production supply system (MES), a supplier connection via EDI as well as Handling Unit Management (HUM)
- Planning of a new shipping warehouse
- Inventory reduction in the context of a site closure

PURCHASING

- Management of the Strategic Purchasing, Operational Purchasing and Project Purchasing departments
- Purchasing of productive materials, capital goods, H&B materials and services
- Contract and price negotiations, supplier management and selection
- Restructuring of purchasing
- Significant price reduction compared with previous year
- Missing parts reduction

PROJECT MANAGEMENT / CONSULTING / MANAGEMENT CONSULTING

- Lean production projects, reduction of manufacturing costs by up to 30%.
- Assembly and material flow planning
- Product launch management for various new products
- Optimization of internal order processing
- Development of a production planning software tool
- Tools: Value stream mapping, push/pull principles, MES, TPM, 5S, KANBAN, CIP.

QUALITY ASSURANCE

- Leading a quality drive in France to reduce field failure rates.
- Reduction of scrap, rework and inspection costs
- Quality planning and monitoring at an OEM in the automotive industry,
- Participation in recertification audits

HUMAN RESOURCES MANAGEMENT

- Management of several hundred commercial, technical and industrial employees
- Personnel selection, recruitment and release
- Personnel development (target agreements, employee appraisals and evaluations)
- Workshops
- Trusting cooperation with employee representatives

Interim Projects

Manufacturer of cylinder heads for Porsche and Mercedes-AMG	**Plant Manager, Neuenbürg (Baden-Wuerttemberg) October 2025 to December 2026 (15 months)**

Industry:

Automotive supplier – Tier 1

Employees:

127 employees at the Neuenbürg location

General conditions:

Plant undergoing restructuring and an M&A process under trust management; unstable production output and quality issues with key OEM programs; critical ramp-up of a new Porsche product; unclear leadership situation. As the project progressed, the OEMs decided to relocate significant production volumes and began preparations to close the facility.

Tasks and Objectives:

- Overall responsibility for the operational management of the production site
- Stabilization of production, quality and delivery performance
- Performance improvement and technical ramp-up of the new Porsche 9A3 production line
- Quality improvement of Porsche and AMG products
- Establishment and leadership of cross-functional task force teams; implementation of structured root cause analysis using the Ishikawa methodology, as well as consistent action and project management
- Support for the M&A process, including data room management, presentations and site tours with potential buyers
- Preparation for the orderly phase-out of production and site closure.

Successes / customer benefits:

- Doubling of Porsche 9A3 shift output from 15 to 30 sets per shift within 7 months
- Reduction of the Porsche 9A3 scrap rate from 5.0% to under 3%—an improvement of more than 40%
- Stabilization of the critical production ramp-up for Porsche
- Preparation for the phase-out of OEM production with a focus on delivery capability, quality, and an orderly transition
- Leadership and stabilization of the workforce amid increasingly challenging conditions surrounding the impending site closure.

Manufacturer of drive components for combustion engines and e-mobility	**Operations Management, Schmölln (Thuringia) May 2025 to July 2025 (3 months)**

Industry:

Automotive supplier – Metal Forming 1st tier

Employees:

300 employees

General conditions:

Plant closure due to lack of profitability, critical personnel situation (staff shortages, high sickness rate, low motivation, strikes), negotiation of a social plan with the IGM (Industrial Union of Metalworkers)

Tasks and Objectives:

- Management of the production area
- Ensuring customer deliveries
- Stabilization of production processes
- Creating calm and structure in operational activities.

Successes / customer benefits:

- Ensuring on-time customer deliveries
- Daily reporting to the US headquarters
- Implementation of immediate measures to stabilize critical customer projects (hiring additional personnel, process relocations within the plant network)
- Participation in the development of a plant action plan (focus on process improvement for bottleneck machines)

Manufacturer of spiral bevel gears (up to 3.000mm)	Head of Manufacturing, Hückeswagen (NRW) June 2024 to November 2024 (5 months)

Industry:
Mechanical engineering for wind energy, mining, offshore, shipbuilding

Employees:
100

General conditions:
Suboptimal manufacturing processes, inadequate lean management

Tasks and Objectives:
- Lead the manufacturing area of the drive technology division
- Responsibility for about 70 employees and 6 direct reports
- Analyze and develop processes according to lean production principles
- Ensure adherence to quality standards
- Develop and enhance KPI-driven manufacturing

Successes / customer benefits:
- Implemented daily shop floor management based on OEE-KPI's
- Qualified a company-specific operational data collection system
- Improved data quality for OEE calculation – initial application of AI methods for pattern recognition and potential analysis
- Implemented 6S lean management techniques
- Enhanced tool and test equipment management

Manufacturer of surface-finished plastic parts for Porsche and Mercedes	Head of Supply Chain Management, Herford (NRW) November 2022 to December 2023 (13 months)

Industry:
Automotive supplier 2nd tier

Employees:
300

General conditions:
Insolvency for 2 years, production shutdown and site closure, successive staff reductions

Tasks and Objectives:
- Management of the Customer Service, Work Preparation, Shipping and Warehouse departments
- Maintaining delivery capability in accordance with the out-of-production agreement until site closure
- Reduction of inventories

Successes / customer benefits:
- Delivery to customers as agreed
- Maintaining an orderly workflow in logistics
- Extensive reduction of inventories through sell-off and disposal
- Compensation for staff departures through transfers and training measures

Just-in-sequence manufacturer of cockpits for Porsche	Project management logistics, Leipzig (Saxony) November 2021 to March 2022 (5 months)

Industry:
Automotive supplier 1st tier

Employees:
n.a.

General conditions:
Short-term set-up of a JIS logistics process in the pre-production phase at a new location

Tasks and Objectives:
- Ensuring that JIS is delivered to customers on time, in the right quantity and in the right quality
- Planning and implementation of a logistics process from goods receipt, warehouse, picking to JIS delivery

Successes / customer benefits:
- Set-up of a storage system for approx. 1,000 part numbers
- Establishment and management of a logistics team in two shifts
- Reduction of the picking time from 180 min to 20-30min

Just-in-sequence manufacturer of cockpits for VW, AUDI and SEAT	Operations management, Meerane (Saxony) August 2021 to October 2021 (3 months)

Industry:
Automotive supplier 1st tier

Employees:
400

General conditions:
Regular line stoppages as well as quality problems with customers

Tasks and Objectives:
- Ensuring that JIS is delivered to customers VW Saxony on time, in the right quantity and in the right quality
- Extended reporting to plant and operations management
- Development and implementation of process improvements

Successes / customer benefits:
- Significant reduction in line downtime for customers
- Development as well as partial implementation of an action plan for performance and quality improvement
- Implementation of regular performance tests

Just-in-sequence manufacturer of center consoles for VW and AUDI	Plant management, Wolfsburg (Lower Saxony) February 2021 to July 2021 (6 months)

Industry:
Automotive supplier 1st tier

Employees:
100

General conditions:
Pending collective bargaining, end of lease at the end of the year

Tasks and Objectives:
- Responsibility for the Wolfsburg site
- Takeover of customer communication
- Implementation of Faurecia standards
- Performance enhancement incl. Shopfloor Management
- Reporting to the management

Successes / customer benefits:
- Reduction of personnel costs for intralogistics by 40%
- Participation in the conclusion of a collective agreement as well as company agreements on the regulation of working hours and grouping of employees
- Implementation of the Faurecia production system at the site

Manufacturer of hose clamps and pipe connectors	Logistics management, Maintal (Hesse) November 2020 to December 2020 (2 months)

Industry:
Automotive supplier 1st tier

Employees:
600

General conditions:
Customer backlogs and escalation, absenteeism rate in order management >50%, middle management SCM not available

Tasks and Objectives:
- Restructuring and stabilization of the order management division
- Relief of the organization in case of customer escalation
- Interface optimization order management to customer

Successes / customer benefits:
- Establishment of a central order acceptance and entry system
- Establishment of information tools for efficient preparation and execution of customer escalation meetings
- Establishment of an automated delivery preview dispatch to end customers
- Reallocation customer/ dispatcher incl. Representative regulation

Fiberboard and laminate manufacturer	Head of Supply Chain Management, Eiweiler (Saarland) August 2019 to December 2019 (5 months)

Industry:
Wood industry

Employees:
230

General conditions:
Site closure at the end of 2019

Tasks and Objectives:
- Management of the areas of customer service, production planning, warehouse, shipping and internal transport
- Maintaining delivery capability until site closure
- Complete reduction of inventories
- Dismissal of personnel in the area of supply chain management

Successes / customer benefits:
- Complete reduction of the fiberboard stock of 14,000m3 and the laminate stock of 170,000 m2 through sell-off and disposal
- On time in full - supplying customers in 2-shift operation
- Staff reduction of 16 employees on schedule and in line with requirements
- Maintenance of occupational safety (freedom from accidents)

Specialty graphite manufacturer	Project manager relocation mechanical processing, Bonn (NRW) November 2018 to March 2019 (5 months)

Industry:
Automotive supplier 2nd tier

Employees:
800

General conditions:
Strong sales growth, incomplete project planning and project deadline delay

Tasks and Objectives:
- Technical and logistical project planning and implementation for the relocation of 45 machines and 130 employees during ongoing production and increase in production capacity by 25%

Successes / customer benefits:
- Completion of the move on schedule
- Further development of production and logistics processes
- Faster, more transparent and more effective tool logistics
- Increase in personnel and adjustment of production capacities

Specialty graphite manufacturer	Project manager volume increase production, Bonn (NRW) June 2018 to October 2018 (5 months)

Industry:
Automotive supplier 2nd tier

Employees:
800

General conditions:
Strong sales growth, undefined production capacities, lack of production structures

Tasks and Objectives:
- Identification of weak points and bottlenecks
- Checking and redefining the basic process parameters
- Stringent control of individual projects and progress monitoring

Successes / customer benefits:
- Resources adjusted to Sales Forecast 2019/2020
- Implemented organizational structures and personnel development and 72% increase in technical capacity
- Improved production and control processes

Fine blanking parts manufacturer	Head of Supply Chain Management, Overath (NRW) October 2017 to April 2018 (7 months)
Industry: Automotive supplier 1st tier **Employees:** 100 **General conditions:** Pre-insolvency liquidity problem, pre-material supply problems, customer backlogs and escalation, SCM absenteeism rate >30%	**Tasks and Objectives:** ▪ Reduction of missing parts and special trips ▪ Sustainable improvement of the supply situation **Successes / customer benefits:** ▪ Qualification of the supplier management ▪ Establishment of customer disposition, improvement of missing parts management ▪ Introduction of 4-shift operation at the Vilkerath production site ▪ SCM process chain optimization from supplier to shipment ▪ Qualification of logistics employees through ERP training

Manufacturer of piping, wire bending and plastic parts	Management of production control, Hilden (NRW) June 2017 to October 2017 (5 months)
Industry: Automotive supplier 1st tier **Employees:** 950 **General conditions:** Material supply problems internal/ external	**Tasks and Objectives:** ▪ Reduction of missing parts and special trips ▪ Sustainable improvement of the supply situation **Successes / customer benefits:** ▪ Elimination of weak points in the internal production process through organizational and procedural measures. ▪ Sustainable residue reduction through improved supplier management. ▪ Implementation and realization of demand-driven, prioritized production planning in the area of forming technology.

Manufacturer of chassis assemblies and exhaust systems	Project management product launch, Warburg (NRW) December 2016 to January 2017 (2 months)
Industry: Automotive supplier 1st tier **Employees:** 600 **General conditions:** Project 6 months behind schedule	**Tasks and Objectives:** ▪ Reduction of the backlog of deadlines in the project ▪ Conducting customer escalation meetings **Successes / customer benefits:** ▪ Increase in R@R readiness from 24% to 40%. ▪ Production R@R with on-time series delivery ▪ Creation and implementation of action plans/schedules for the product launch

Permanent positions

2014 - 2016	**ThyssenKrupp Bilstein GmbH, Mandern**	**Product Area Manager Component Manufacturing**
	Industry: automotive supplier, manufacturer of automotive shock absorbers / **Employees:** 3.300	**Tasks and Objectives**: ▪ Management of the component plant for the manufacture of shock absorber components with 300 employees and sales of €60 million p.a.
2012 - 2013	**Phoenix Feinbau GmbH, Lüdenscheid**	**Head of Logistics and Purchasing**
	Industry: Electrical industry, manufacturer of stamped and bent parts / **Employees:** 700	**Tasks and Objectives:** ▪ Production and Shipping Logistics, Strategic Purchasing
2010 - 2011	**CIM Aachen Management-Consultants GmbH, Aachen**	**Senior Consultant**
	Industry: Management consulting **Employees:** 35	**Tasks and Objectives:** ▪ Consulting projects for medium-sized production companies in the field of manufacturing optimization, lean production and operational excellence
2002 - 2010	**KOSTAL Kontakt Systeme GmbH, Hagen**	**Purchasing Manager, Head of Materials Planning and Logistics Planning and Production planning manager**
	Industry: automotive supplier, production of contacting systems **Employees:** 600	**Purchasing Manager** ▪ Strategic Procurement of Prod. Materials Metal and Plastics **Head of Materials Planning and Logistics Planning** ▪ Operational purchasing of metal and plastic parts as well as production control of the stamping shop, plastic injection molding shop and assembly department **Production planning manager** ▪ Tool planning, time management ▪ Planning and realization of a production site of 18.000sqm floor space, investment volume 20 Mio.€
1996 - 2002	**Vorwerk Elektrowerke Stiftung und Co. KG, Wuppertal**	**Head of Quality Offensive, Head of Production Planning/ Industrial Engineering and Project Manager**
	Industry: Electrical engineering / Manufacture of electrical household appliances	**Head of Quality Offensive, Head of Production Planning/ Industrial Engineering:** ▪ Location: France/ Centre Region in Cloyes-sur-le-Loir ▪ THERMOMIX quality improvement, new product start-ups and series support, resource planning, time management, plant planning and maintenance. ▪ Deputy of the plant manager ▪ **Project Manager:** Location: Wuppertal
92 - 96	**Joh. Vaillant GmbH, Remscheid**	**Project Engineer**
	Industry: Heating, air conditioning / Manufacture heating equipment	
89 - 92	**Mercedes-Benz AG, Stuttgart**	**Quality Engineer / Central junior group**