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Competence

Sovereign leader with extensive industry experience
Active advancement of growth and performance-oriented projects
Development and implementation of business strategies and business development activities
Management of elaborate M & A projects

Professional Experience

2014 - today **Consultant Industrial Enterprises**

Strategic projects to position entrepreneurial small and medium-sized businesses (KMUs) for future requirements in the Aerospace Industry

- Advisor to the Board, SLM-Solutions GmbH, 22556 Luebeck,
- OEM for Sinter Laser Melting (SLM) machines (Rapid prototyping or 3D printing for metals, powder-bed technique)
- Market entrance strategies, reorganisation of sales and marketing, establishing of services and aftermarket organization
- Re-Engineering of product management and development processes
- Evaluation of future technologies and product developments (Technology- and Product-Roadmap)

Academic Lecturer

Ostbayerische Technische Hochschule Regensburg (OTH Regensburg) for Marketing and International Strategies

2008 - 2014 **MTU AERO ENGINES AG, Munich**

Internationally leading manufacturer of commercial and military propulsion modules and components as well as maintenance of aircraft engines and industrial gas turbines in all thrust and power categories. The largest sites are in Munich, Hanover and Berlin as well as in Europe, North America, Saudi Arabia and Asia.

Approx. 8.500 employees, € 3.4 billion turnover

Senior Vice President Corporate Development

Directly reporting to the CEO
15 employees

Areas of responsibility:

Overall strategy „Profitable Growth“ for the OEM and MRO segments including product, regional, partner and function strategies

Execution and coordination of the "**strategic planning**" and "strategic controlling"

OEM strategy and **business development** for the growth market **China**

Strategic **merger & acquisition activities** as well as the divestiture of businesses

Market analysis and market forecast as well as **competition monitoring**

Coordination of all strategic **projects with the Management Board divisions** and industry segments as well as the major partner companies

Introduction of a new **scenario technique** for strategic planning with a planning horizon of 10 to 20 years and introduction of a planning tool for the simulation of the company's financial results

Holding of lectures at MTU **investor events** and representing the company's interests in important committees of the aviation industry

Successful Activities and Projects:

Drafting of the MTU growth strategy "**Profitable Growth**" with specific sales

and earnings targets up to the year 2020 and the MTU's guiding principles

Strategic assessment and decision recommendation of pioneering **programme participations** involving new drives for aircrafts with General Electric and Pratt & Whitney, with cumulative sales of over € 50 billion

Overall responsibility for the timely **OEM entry into the Chinese market** and targeted use of Chinese suppliers

Setting up and developing the organisation of the **MTU-representative office in Shanghai** for civilian activities in China

M+A strategy and agreement on target companies with the Management Board and conducting of necessary political talks with subsequent execution and coordination of **comprehensive Due Diligence projects** (enterprise value between € 10 million and € 750 million)

Founding of joint ventures and strategic partnerships

Observation and evaluation of relevant market developments and trends as early warning system as well as for the **identification of new business opportunities**

1995 - 2008

LUFTHANSA TECHNIK Group, Hamburg

The Lufthansa Technik Group is the leading system provider of maintenance, repair and overhaul services with more than 700 international customers and approximately 26.000 employees.

2004

Senior Market Research Manager, Central Division Marketing & Sales
Group leader with 5 employees

Accountability for the **market and competitive research** for the business divisions: maintenance, repair, component support, engines, landing gears and VIP services

Observation of the worldwide market for maintenance, repair and overhaul (MRO) of civil aircrafts by preparing **market studies for regions and product segments** and recommendations to the Management Board

Participation in the **core team Strategy Process Lufthansa Technik** for the entire Lufthansa Group

Management of strategically important projects for the expansion of business activities, e.g. Joint Venture AMECO, Total Technical Support (TTS) and Total Component Support (TCS)

Member of the Advisory Board Aviation Week with the responsibility of content development for five MRO conferences per year worldwide

1996

Market Research Manager, Central Division Marketing & Sales
3 employees

Project management of the projects **market potential analysis**, set-up of a target agreement system for sales and budget planning including budget definition and monitoring

Organization and conduction of annual regional sales conferences and sparring partner for sales campaigns

1995

Team Leader Business Development
Business Division Engine Overhaul

approx. 1.800 employees, € 800 million turnover and 700 engine overhauls per year

Build up and implementation of market and competitive research for the business division

Coordination of all **business development activities** such as M & A targeting, initiation of cooperation discussions, development of business cases and decision proposals and negotiation of sub-segments

Responsibility for the strategy controlling of the business division

1989 - 1994

LUFTHANSA AG, Hamburg

Aircraft Maintenance Technology - aircraft maintenance and overhaul, repair of aircraft components and engine overhaul

Customers: Lufthansa and about 100 international airlines, approx. 14.000 employees

Planning and Project Engineer for the Business Division Engine Overhaul

approx. 1.800 employees, € 800 million turnover and 700 engine overhauls per year

Take-over of strategic projects in close collaboration with the department management in the role assistant to the Head of Department, e.g. business case module overhaul with an European competitor

Collaboration in the Group project "**reorganization of Lufthansa and establishment of Lufthansa Technik AG**" and responsible project manager for various sub-projects, including market analysis and the closing inventory of the business division engine overhaul in 1994

Schools/Education

1988

TH Darmstadt

Studies in Mechanical Engineering

Qualification: Dipl.-Wirtsch. Ing.

1980

Gymnasium in Darmstadt

Qualification: General qualification for university entrance (Abitur)

Off-the-job Activities

Associated participant in Bauhaus Luftfahrt e.V. (BHL)

Member of Hamburg Aviation - Cluster of the aviation industry in the metropolitan region of Hamburg

Member of the Advisory Board Aviation Week (MRO Conferences)

Advisory Board Member of the Center for Management Studies (CMS, Prof. Dr. Andreas Bausch, Justus-Liebig-University, Giessen)

Member of the Advisory Board for the Abu Dhabi Aerospace Summit 2012/2014

Personal Data

Born on 31st of March 1961 in Darmstadt

Married

Foreign languages:

English fluent

C O M P E T E N C E P R O F I L E

Sovereign leader with high visibility and extensive industry experience in the aviation and aerospace industry

Creative **unconventional thinker and developer** of new business models with noticeable competitive advantages

Successful **driver of market innovations** to create new market opportunities with additional customer benefits

Pro active promotion of growth and performance-oriented projects in internationally leading companies with capital goods in need of explanation

Alignment of business activities and processes towards **market leadership (First to Market)** in strategically important company divisions

Execution and coordination of "**Strategic Planning**" and "Strategic Controlling" for **MDAX companies**, company divisions and international organizations

Introduction of **scenario techniques** for strategic planning processes

Successful execution of **extensive M & A projects** as far as the integration of new businesses and business divisions in existing organizations

Initiation and advancement of **market entry strategies** for China, Brazil, Middle East, Russia and Indonesia to **open up new market potentials**

Set-up and implementation of a meaningful **market and competitive research**, including a comprehensive market analysis and market forecast

Evaluation of market developments and trends with respect to company-specific relevance and corresponding **risk assessment**

Documented knowledge of long-term technical and economic developments in **the aviation and aerospace industry**

Strategic **evaluation and decision recommendation** of pioneering programme participations for the joint development of new drives for aircrafts

Successful development of business strategies and **business development activities** for MTU and Lufthansa Technik

Close cooperation and management of sub-projects in the Group project "reorganization of Lufthansa and **establishment of Lufthansa Technik AG**"

Representation of corporate interests in selected strategic committees and organizations in the aviation industry