

# Christian Rook



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29.11.1968

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## INDUSTRIES

AUTOMOTIVE  
PHARMA  
PACKAGING, PRINT  
CHEMISTRY  
ENGINEERING  
AUTOMATION

## SKILLS

CAN-DO ATTITUDE  
LEADERSHIP  
STRATEGY  
ANALYSIS  
CRITICAL THINKING  
TURNAROUND MGMT  
CRISIS MANAGEMENT  
COMMUNICATION  
EMPATHY  
OPERATIONS  
CHANGE MANAGEMENT  
TRUSTWORTHINESS  
LEAN MANAGEMENT  
DECISION MAKING  
TEAM WORK

## Quick Summary

### INTERIM PROJECTS AND C-LEVEL MANAGEMENT ROLES 2012 - TODAY (Project descriptions below in the respective chapter)

#### 2012 - today

**Interim Manager, Consultant, and Coach**  
**CRIMCO - CHRISTIAN ROOK INTERIM MANAGEMENT**, Lahr/Schwarzwald, Germany  
Owner

#### 2025

**Diverse Projects in Interim Management, Consulting, and Coaching**  
**Divers**, Germany

#### 2024

**Turnaround-Project Semiconductor IDM**  
**SEMICONDUCTOR FAB - IDM**, Saku, Japan  
STOCK-LISTED TECHNOLOGY GROUP

#### 2021 - 2023

**Chief Operating Officer (COO) and Managing Director**  
**SEMICONDUCTOR FAB – IDM**, Freiburg im Breisgau, Germany  
STOCK-LISTED TECHNOLOGY GROUP

#### 2020 - 2021

**Site Manager and Technical Director**  
**PACKAGING GROUP**, Heidenheim an der Brenz, Germany  
FAMILY-OWNED GROUP

#### 2014 - 2019

**Site Director**  
**PHARMA INDUSTRY**, Neuenburg am Rhein, Germany  
PRIVATE EQUITY OWNED GROUP

#### 2014

**Director Injection Molding Department**  
**TIER-1 AUTOMOTIVE SUPPLIER**, Radolfzell am Bodensee, Germany  
STOCK-LISTED TIER-1 AUTOMOTIVE SUPPLY GROUP  
NYSE, New York Stock Exchange

**2012 - 2013**

**Chief Operating Officer (COO)**  
**CHEMISTRY GROUP**, Freiberg, Germany  
FAMILY-OWNED GROUP

**OTHER C-LEVEL LEADERSHIP TASKS 1994 - 2012**

**06/2009 - 12/2011**

**Site Director**  
**SMURFIT KAPPA DEUSCHLAND GMBH**, St. Leon-Rot, Germany  
STOCK-LISTED PACKAGING GROUP  
FTSE 100 Index, London Stock Exchange

**02/2008 - 03/2009**

**Vice President Germany**  
**PROUDFOOT CONSULTING** (MCG PLC) London, UK/ Frankfurt, Germany  
STOCK-LISTED CONSULTANCY  
London Stock Exchange

**02/2007 - 01/2008**

**Managing Director School Expansion (Sabbatical)**  
**FREIE SCHULE LEIPZIG**, Leipzig, Germany  
SCHOOL

**10/2002 - 01/2007**

**CEO Europe**  
**BROOKS AUTOMATION, INC**, Boston, MA, USA/Jena, Germany  
STOCK-LISTED TECHNOLOGY GROUP  
NASDAQ

**10/2000 - 09/2002**

**CEO EMEA**  
**LIGHTPOINTE COMMUNICATION, INC**; San Diego, CA/Dresden, Germany  
START-UP, VENTURE CAPITAL FINANCED

**06/1999 - 09/2000**

**Director USA**  
**INDUSTRIAL INVESTMENT COUNCIL**, New York, USA  
FEDERAL ECONOMIC DEVELOPMENT COMPANY

**03/1997 - 05/1999**

**CFO**  
**GESELLSCHAFT FÜR WIRTSCHAFTSFÖRDERUNG MV**, Schwerin, Germany  
STATE-GOVERNMENT ECONOMIC DEVELOPMENT COMPANY

**07/1994 - 02/1997**

**THE ROOK TRANSLATION COMPANY**, State College, PA, USA  
FAMILY-OWNED BUSINESS

## INTRODUCTION

- 30 years of practical experience in international companies in leadership roles in operational management (CEO, COO, SVP, Site Director, etc.)
- 13 years of successful self-employment as an Interim Manager, Consultant, and Coach for companies and executives
- Specialist in turnaround situations, restructuring projects, process optimizations, crisis management, and issue resolutions in change situations
- Extensive expertise in negotiations with works councils and labor unions (e.g. Ver.di, IG Metall), including social plan and reconciliation of interest negotiations, collective bargaining, and company agreements
- Comprehensive experience in the packaging industry, semiconductor industry, automotive industry, pharmaceutical industry, mechanical and plant engineering, and the specialty chemicals sector
- International projects in general management, operations, and production management
- Operational expert in the international business environment (production, supply chain, controlling, quality, customer service, sales)
- Expert in lean management, communications, motivation, and negotiations
- Expert in short-term efficiency and cost reduction programs as well as personnel adjustments

## Important Project Track Record

- Turnaround of a fully integrated semiconductor automotive supplier FAB in the electronics industry: COO/Managing Director; 1,000 employees, €250 million revenue, 800 million chips produced annually. Revenue growth of CAGR 25% from €160 million to €250 million in 24 months. Profit improvement of CAGR 112% from -€10 million to €25 million in 24 months. Cost reductions: €15 million annually
- Turnaround of a plant in the printing/paper/packaging industry: 450 employees, €100 million revenue, 1 billion folding cartons per year. Cost reduction of €10 million in 12 months. Process improvements, including an increase in delivery reliability from 60% in 2019 to 95% in 2020, with significant improvements in multiple KPIs
- Turnaround of a pharmaceutical supplier (injection molding and assembly) within 15 months: 700 employees, €120 million revenue, 6 billion injection-molded parts per year, 200 million assembled devices per year. Increased company value by €300 million in 5 years – CAGR: 34,1%. Cost reduction of over €25 million over 5 years
- Restructuring of a business unit for a Top10 automotive supplier within 4 months. Achieved 100% On-Time Delivery
- Restructuring and financial turnaround of a production company, including relocating operations from Germany to Taiwan in robotics, electronics, mechanical engineering, plant engineering, and semiconductor automation: 325 employees, €130 million annual revenue
- Turnaround of a production plant with €2 million in reduced costs
- Cost reduction program over 18 months in the paper/packaging/automotive supplier industries: 170 employees, €8 million revenue
- Turnaround and reorganization of a production company in the chemical/textile/automotive supplier industries: 30 employees, €5 million sales

## **Expertise and Know-how**

- Proven track record in crisis management, turnaround management, restructuring projects, and immediate cost-reduction tasks
- Problem-solving expertise and experience, solution- and team-oriented
- Strong references for managing complex and challenging projects
- Excellent skills in diplomatic approaches to finding short- and long-term solutions
- Stakeholder management: Talent for actively involving all relevant parties and developing strong motivation, commitment, and high acceptance among all stakeholders (financial institutions, executives in matrix organizations, shareholders, labor unions, employees/personnel, suppliers, and customers)
- Successful turnaround track record while simultaneously improving customer satisfaction and retention (improvements in throughput, delivery reliability, quality)
- Hands-on (operational) leader with a strong drive to implement change programs
- Motivator of employees through communication, determination, clarity, and commitment, with the ability to listen and provide direct leadership during difficult times (e.g., workforce reductions)
- Native-level English proficiency

## Curriculum Vitae

### INTERIM PROJECTS AND C-LEVEL LEADERSHIP TASKS 2012 - TODAY

#### 2021 - 2023

**Chief Operating Officer (COO) and Managing Director**  
**SEMICONDUCTOR FAB – IDM**, Freiburg im Breisgau, Germany  
STOCK-LISTED TECHNOLOGY GROUP

**Industry:** Semiconductor/Electronics Industry with clients in automotive, consumer electronics, and pharmaceutical/healthcare sectors

#### Tasks:

- Responsible for: Operations – quality, supply chain management, IT, production, engineering, maintenance
- Turnaround, restructuring, return to profitability
- Development of a corporate strategy and corresponding implementation plans
- Development and implementation of an operational plan, particularly in financial management/controlling and production/operations
- Introduction and execution of a holistic communication and information concept
- Concept for rapid and sustainable profit improvement
- Development and implementation of a short-term workforce concept, reducing costs by €15 million, achieving profitability
- Responsible for budgeting, balance sheet, profit & loss, and cash management
- 1,000 employees; €250 million in revenue

#### Results:

- Cost reduction program of €15 million in 2 years
- Customer-focused program (improvement of quality, delivery reliability, and flexibility)
- Productivity improvements (machine availability, quality, employee training, machine scheduling, Maintenance 2.0)
- IATF compliance.

#### 2020 - 2021

**Site Manager and Technical Director**  
**PACKAGING AND PRINTING GROUP**, Heidenheim an der Brenz, Germany  
FAMILY-OWNED GROUP

**Industry:** Printing/Paper/Packaging Industry with clients in beauty/perfume, automotive, consumer electronics, and pharmaceutical/healthcare sectors

**Tasks:**

- Development, planning, and execution of a turnaround concept
- Development of an equipment strategy and corresponding implementation plans
- Development and implementation of an operational strategy, particularly in financial management/controlling and production/operations
- Creation and implementation of a plant-wide shop-floor management system
- Development and execution of a holistic communication and information plan to radically and rapidly improve delivery reliability
- Analysis and implementation of a concept for sustainable improvement of process stability across all areas of the facility
- Development of a flexibility strategy to respond appropriately and quickly to the impacts of the COVID-19 pandemic, considering a 20% reduction in order volumes
- Development and execution of an organizational restructuring plan, achieving cost reductions of €10 million compared to the previous year
- Member of the Edelman Group's COVID-19 crisis team
- Technical responsibility for two facilities, Heidenheim and Weilheim
- 450 employees in the Heidenheim plant, 100 employees in the Weilheim plant; revenue: €100 million in Heidenheim, €15 million in Weilheim

**Results:**

- Cost reduction program achieving €10 million in savings in 12 months
- Customer-focused program (improved quality, on-time delivery, flexibility)
- Process improvements (30% productivity increase, enhanced quality, trainee program, machine utilization, Maintenance 2.0)

**2014 - 2019****Site Director**

**PHARMA INDUSTRY**, Neuenburg am Rhein, Germany  
PRIVATE-EQUITY-OWNED GROUP

**Industry:** Pharma

**Tasks:**

- Development, planning, and execution of a turnaround concept
- Development of an equipment strategy and implementation plans
- Creation and execution of corporate plans, particularly for financial management/controlling, production/operations, and supply chain management
- Responsibility for financial management, with full accountability for profit and loss

**Results:**

- 700 employees; annual revenue: €120 million; EBITDA: €24 million
- Increased annual revenue by 50%, from €80 million (2014) to €120 million (2018)

- Increased EBITDA by 267%, from €9 million (2014) to €24 million (2018)
- Cost reduction program (€5 million annually)
- Increased company value by 440%, from €90 million (2014) to €390 million (2018)
- Cost reduction program totaling €5 million annually and €25 million over 5 years
- Customer-focused program (quality improvement initiatives, enhanced delivery reliability)
- Productivity improvements (machine availability, quality, training, planning, trials, maintenance)

## 2014

### Director Injection Molding Department

**TIER-1 AUTOMOTIVE SUPPLIER**, Radolfzell am Bodensee, Germany

STOCK-LISTED TIER-1 AUTOMOTIVE SUPPLY GROUP

NYSE, New York Stock Exchange

**Industry:** Automotive

#### Tasks:

- 139 Employees
- Turnaround-concept, plan, and implementation
- Strategy
- Improvement of OTD
- Reduction of employee turnaround and sick leave
- Improvement of throughput and productivity
- Organizational rightsizing and setup

## 2012 - 2013

### Chief Operating Officer (COO)

**CHEMISTRY GROUP**, Freiberg, Germany

FAMILY-OWNED GROUP

**Industry:** Chemical Industry, industrial textiles, automotive

#### Tasks:

- Restructuring of operations: production facilities, customer service, inside sales, supply chain, logistics, maintenance
- Improved throughput in production facilities by 45% within 6 months through reorganization, training, process redesign, and changing "the way we've always done things."
- Increased results by 150% year-over-year (EBIT Q1+Q2 2012 compared to Q1+Q2 2013)
- Designed and implemented a turnaround plan
- Designed and implemented a KPI system
- Designed and executed an annual operations plan
- Daily management and oversight of: production facilities, production planning,

maintenance, customer service, inside sales, quality control, and logistics

- Implementation of LEAN principles and 5S
- Continuous improvement of manufacturing processes
- Workforce planning and goal-oriented management/leadership; development and implementation of training plans (upward and downward)
- Production control
- Cost reduction program (energy, waste, material consumption, labor hours)

**Results:**

- Successful turnaround in 12 months
- Throughput improvement of 45% in 6 months
- Elimination of a production backlog amounting to 20% of annual volume within 3 months
- Best monthly performance (production volume, throughput, EBIT) in 15 years (November 2012)
- Best annual performance (EBIT) in 2012
- Best Q2 performance (EBIT) in Q1 and Q2 2013, with EBIT up 150% compared to the previous year
- Significant improvement in employee loyalty
- Enhanced hiring process
- Improved internal communication and communication structure through the design and implementation of communication platforms (meetings, boards, 1-on-1s, all-hands meetings)

## **OTHER C-LEVEL LEADERSHIP TASKS 1994 - 2012**

**06/2009 - 12/2011**

**Site Director/ Plant Manager**

**SMURFIT KAPPA DEUSCHLAND GMBH**, St. Leon-Rot, Germany  
STOCK-LISTED PACKAGING GROUP  
FTSE 100 Index, London Stock Exchange

**Industry:** Paper and Packaging

**Tasks:**

- 170 employees, sales: €48 Mio.
- Cost reduction program (€2 Mio./Jahr)
- Turnaround concept, plan, and implementation
- Company strategy and implementation plan
- Operating plans, financial management and controlling, supply chain management
- Responsible for monthly, quarterly and annual reporting
- Investment plans
- Stakeholder program



- Productivity improvement program
- Organizational restructuring and implementation

## **02/2008 - 03/2009**

### **Vice President Germany**

#### **PROUDFOOT CONSULTING (MCG PLC), London, UK / Frankfurt, Germany**

Publicly Listed Consulting Firm

London Stock Exchange (MCG)

**Industry: Performance Consulting, Consulting**

#### **Tasks:**

- Development of a sales strategy for Germany.
- Implementation of the strategic plan.
- Development and monitoring of the sales strategy.
- Supervision of measures (projects, implementation actions).
- Activities (sales, consulting) with German companies, e.g., Thyssen Krupp Uhde, Zott, Heidelberg Cement, Dystar, Bomag, Sterling SIHL.

## **02/2007 - 01/2008**

### **Managing Director School Expansion Project (Sabbatical)**

**FREIE SCHULE LEIPZIG**, Leipzig, Germany

SCHOOL

#### **Tasks**

- Development of a strategy for school expansion
- Communication plan and coordination of the project with all stakeholders, e.g., the city of Leipzig, the state of Saxony, real estate agents, the press, architects
- Development of an implementation plan
- Development of a financing concept and an investment plan
- Negotiation of the investment plan (timeline, loans, repayment plans, subsidiaries) with banks and public authorities
- Sponsorship concept and search for sponsorship partners
- Development of a long-term communication strategy, press conferences, event management, online presence

## **10/2002 - 01/2007**

### **CEO EUROPE**

**BROOKS AUTOMATION, INC**, Boston, MA, USA/Jena, Germany

STOCK-LISTED TECHNOLOGY GROUP

NASDAQ

**Industry:** Semiconductor Industry, Engineering, Automation, Robotics

#### **Tasks:**

- 325 employees in 20 plants throughout Europe

- Sales of €130 Mio.
- Turnaround
- Development and implementation of European operational strategy
- Development and implementation of Asian operational strategy
- Development and implementation of European sales strategy
- European integration project: acquisition of 15 companies between 2002 and 2007

#### **Results:**

- Significant cost reduction, sales increases and improved bottom line results
- Cost reductions (2005-06): 30% (restructuring)
- Sales increase (2002-07): €40 Mio. to €130 Mio. (CAGR: 45,41%)
- EBITDA (2002-07): €2 Mio. (5%) to €20 Mio. (15.4%) (CAGR: 58,49%)

## **SONSTIGE ANSTELLUNGEN**

**10/2000 - 09/2002**

#### **CEO EMEA**

**LIGHTPOINTE COMMUNICATION, INC;** San Diego, CA/Dresden, Germany  
START-UP, VENTURE CAPITAL FINANCED

**06/1999 - 09/2000**

#### **Director USA**

**INDUSTRIAL INVESTMENT COUNCIL,** New York, USA  
FEDERAL ECONOMIC DEVELOPMENT COMPANY

**03/1997 - 05/1999**

#### **CFO**

**GESELLSCHAFT FÜR WIRTSCHAFTSFÖRDERUNG MV,** Schwerin, Germany  
STATE-GOVERNMENT ECONOMIC DEVELOPMENT COMPANY

**07/1994 - 02/1997**

#### **Owner**

**THE ROOK TRANSLATION COMPANY,** State College, PA, USA  
FAMILY-OWNED COMPANY

## **University Degrees**

- MBA - Leipzig Graduate School of Management (HHL), Leipzig 2005
- MA - Pennsylvania State University (Penn State), USA 1996

## **Languages**

- German (mother tongue)
- English (native-like)