

Projects (Extract)

Title	Retail Operations Performance Improvement Plan Development
Industry	Food Retail (Jacques Wein-Depot / Hawesko)
Year	2026
Context	Decreasing market size (6% p. a.) further intensifies market competitiveness demands strategic business development
Role	Consultant
Scope	Operational Improvement Plan (Visits, Conversion, Basket Size) development based on site visits, markets analysis and management briefing
Outcome	Mystery Shopping results and improvement plans for increasing overall visits (new and existing shoppers), conversation rate and basket size
Competencies	Retail Operations, Marketing & Operational Excellence

Title	Introduction of a New Legal Organizational Structure and National Compensation Framework incl. Co-Determination Negotiations
Industry	Oil & Gas
Year	2025
Context	Local market developments require differentiated national compensation structures depending on the respective business model.
Role	Project Lead
Scope	Setup of a new legal entity and adaptation of compensation structures within existing entities based on relevant benchmarking for bp Germany (>1,000 employees) in close liaison with the executive board and HR
Outcome	Nationwide end-to-end implementation within one year including negotiations with union and works council
Competencies	Project Management, Governance, Stakeholder Management, PMO, Reward, Co-Determination, Organizational Development

Title	Implementation of Digital (Human-Machine) Efficiency Programs in Forecourt Retailing
Industry	Retail (bp)
Year	2023
Context	Increasing operational efficiency in forecourt retail operations
Role	International Senior Manager (Head of Business Area)
Scope	Rollout of efficiency programs across 10 European countries through local Operational Excellence and Sales teams
Outcome	Significant measurable improvement of cost ratios across markets
Competencies	Operational Excellence, Operations Support, Digital Delivery, Team Leadership, Cost Management, Retail Operations

Title	Implementation of a National Consignment Stock Business Model for both Fuels & Convenience in the B2C Fuel Retail Market
Industry	Retail (bp)
Year	2021
Context	Strengthening convenience impact and growth in the fuel retail business by transitioning the business unit to an consignment model.
Role	Project Lead
Scope	Development and implementation of the new business model, including all technical (BOS/POS), processual (logistics, pricing, assortment, etc.), commercial, people-related (organization and sales structure), legal (contracting), and cultural (change management) activities
Outcome	Rollout of the new business model including organizational components to approx. 1,250 forecourts within 2 years
Competencies	Business Development, Project Management, Team Leadership, Change Management, Digital Delivery, Retail, Organizational Development

Title	Introduction of a Blended-Learning Training Academy with a focus on Leadership in Retail
Industry	Retail (bp)
Year	2014
Context	Professional employee leadership in retail as a critical factor for successful site operations
Role	Project Lead, Trainer, and Content Developer
Scope	Development, preparation, and multiple delivery cycles of a training program consisting of four in-person modules with pre- and post-work (e.g., via e-learning). Content focus on self-leadership, leading individuals, leading teams, and leading through change in the context of B2C retail
Outcome	Successful introduction and delivery of the program over several years, reaching several hundred participants
Competencies	Learning & Development, Leadership, Blended Learning, Training, E-Learning Content Creation, Retail