

## **DR. MICHAEL EFFING**

Founder & Managing Director of AMAC GmbH ( since 10/2012)  
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### **CHIEF EXECUTIVE**

Strategic, innovative executive with unmatched international leadership experience designing profitable business models for global leaders including DuPont, DSM, Berkshire Hathaway, Owens Corning and Huntsman. Enthusiastic team builder working with diverse stakeholders to develop profitable joint ventures meeting long-term organisational goals. Dynamic, inspirational communicator empowering employees to embrace change, and enhancing relationships with customers, vendors, and research partners around the globe.

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### **AREAS OF EXPERTISE**

Business Development • Joint Ventures • Change Management • Relationship Management  
China & India • Brand Management • Restructuring • Lean Management • Team Building  
Product Development • R&D • Pricing • Sales and Marketing • Operations • Logistics

### **MARKETS**

Automotive • Building Materials • Aerospace • Specialty Chemicals • Composites  
Advanced Materials Systems and Solutions

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### **PROFESSIONAL EXPERIENCE**

#### **DSM, Schaffhausen, Switzerland • 2008- 2012**

Leading Dutch-based corporation in nutrition, health and high-performance materials with €9B turnover and 25,000 employees worldwide.

#### **President and Business Unit Director**

Lead €450M Composite Resins unit with 4 plants in Europe, and 3 in China and India, 900 people. Met European economic crisis by developing business strategy focussed on profitability and innovation.

- Rocketed business in China 50% by investing in new €65M production capacity with JV partners overseas. Created 2 new JV in India as new growth platform.
- Rightsized European business working with McKinsey & Company, and saved €14M by closing 2 underperforming plants.
- Empowered business teams focussed on product innovation, enabling 10% price increase across portfolio.
- Established pan-European premium distribution channel with €120M sales
- Led teams winning corporate awards for innovation, marketing and sales.

#### **HUNTSMAN, Basel, Switzerland and Augsburg, Germany • 2005-2008**

Worldwide market leader in Polyurethanes, Performance Products, Advanced Materials and Textile Effects, with \$14B turnover and 15,000 employees globally. Head quarter Houston/USA

#### **Vice President and General Manager EMEA for Textile Effects**

Led \$500M business with 1200 employees across production sites in Switzerland, Germany, and France. Worked with McKinsey to integrate former Ciba business unit into Huntsman.

- Implemented restructuring plan closing plants in UK and France, streamlining sales and marketing, and designing new European logistics plan.
- Successfully addressed fear of change by fully communicating benefits of new plan, and empowering talented business teams to embrace innovation.
- Generated 10% annual profit growth by implementing new business strategy focussed on premium market segments.

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**JOHNS MANVILLE, Bad Homburg, Germany • 2001-2004**

A Berkshire Hathaway Company; Industry leader in Building Materials, Engineered Products and Nonwovens, with \$2.5B turnover, 10,000 employees worldwide. Head quarter Denver /USA

**Vice President and General Manager Glass Fiber Reinforcements**

Spearheaded \$400M business unit with 20% EBIDTA; 5 plants with 2000 people. Integrated Slovakian business unit into American company. Developed comprehensive, fact-based business case for substantial investment in new production capacity. Overcome significant cultural and regulatory barriers, and instilled the sense of urgency necessary to build a truly global business.

- Built new \$100M Slovakian production facility on time and on budget, effectively doubling sales within 3 years.
- Developed new products generating 15% of overall sales.
- Earned Six Sigma green belt for process innovations in 2004.

**OWENS-CORNING, Johannesburg, South Africa & Brussels • 1997-2001**

World leader in building materials and fiberglass composites, with \$5.4B in turnover and 22,000 employees, Head quarter Toledo/USA

**Director Worldwide Strategy and Business Development, Brussels • 2000-2001**

Designed and executed 5-year strategic plan for composites division allowing for capital efficient growth with system solutions

- Developed innovative automotive solutions business with a targeted \$500M turnover based on performance contracts and knowledge management.
- Established profitable new East European distribution and sales channels.

**Managing Director, Johannesburg, South Africa • 1998-2000**

Spearheaded Rockwool, Glasswool and Composite business, 3 sites with 600 people. Developed comprehensive restructuring plan with McKinsey and others to transform marginal operations, and enable global competitiveness by divesting commodities business. Worked with CEO and key players in Europe and USA to develop organisational support.

- Turned around organisational performance, and established diverse management and operations team in post-Apartheid South Africa.
- Saved \$2M by restructuring workforce.
- Reduced costs and enhanced focus on key accounts by establishing streamlined network of distribution partners.
- Divesting the underperforming building materials unit to our JV business partner.

**Global Yarns/Textiles Segment Leader, Brussels • 1997-1998**

Managed European business unit with \$80M in sales. Transformed marginal business unit by focussing on product innovation and developing strategic business alliances enabling worldwide expansion.

- Earned \$550M by developing new joint venture contract with Porcher Group.

**DuPONT, Wilmington, USA and Bad Homburg • 1989-1997**

Leading global producer of fibres, polymers, and advanced materials, with \$40B turnover and 95,000 employees.

**Global Business Manager, Automotive Composites, Bad Homburg • 1994-1997**

Spearheaded Automotive Composites business, and implemented strategy development process for highly profitable business in structural automotive parts.

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*Key Highlights as Automotive Composites Manager:*

- Established and managed lucrative new business unit with Sumitomo based on strong branding and franchising concepts.
- Won Leonardo DaVinci Award for innovation, and Techtexile Innovation Award at international trade shows in 1994 and 1995.

**European Aircraft Programs Manager, Bad Homburg • 1992-1994**

Developed key accounts with Airbus Industries, British Aerospace, Alenia, Fokker, and others. Spearheaded development and start-up of \$20M European Application Development Centre. Completed project on time and on budget.

**Market Development Representative, Wilmington/USA • 1989-1991**

Coordinated and lead marketing and product development of structural and aircraft interior parts using thermoplastic composites.

## EDUCATION

**Doctor of Engineering in Mechanical Engineering**  
**Master of Engineering in Mechanical & Aerospace Engineering**  
RWTH University of Technology • Aachen, Germany

## MEMBERSHIPS, AWARDS, AND PROFESSIONAL DEVELOPMENT

President, Association for Reinforced Plastics (AVK) Germany  
Board Member, JEC (European Organisation for Composites), France

Received JEC Leonardo DaVinci Innovation Award in 1995  
Earned Techtexile Innovation Award in 1994

Six Sigma Green Belt 2004

Tracey Goss Executive Leadership Development Program 1998

## LANGUAGE SKILLS

English (fluent)

German (mother tongue)

Dutch

Spanish (basic)