

Andreas Oertli

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Profile

Senior strategic advisor to listed, private and family-owned businesses and professional service firms with particular insights into international leadership team and organizational development. In my executive career and as a non-executive advisor, I have developed a wide experience of European based businesses with global reach of almost any industry. I have a track record as an effective and discreet advisor to Owners, Boards and their Top-Leadership teams at critical times, including through fast paced organic and non-organic growth, M&A, new business integration, divestitures, succession planning, change of ownership and restructuring.

Current Advisory and Non-Executive Appointments

- 2012 – Current** **Independent non-executive advisor** on strategically relevant matters to listed, private and family-owned businesses across most major industry sectors.
- 2012 – Current** **Eightwell (a Swiss Verein), Basel (www.eightwell.com)**
Founding Member of this network of independent senior leadership advisors.
- 2019 – Current** **Liechtenstein Academy (www.liechtenstein.academy)**
Member of Expert Network
- 2022 – Current** **Metaplan AG für Planung und Organisation, Zurich/Quickborn (Hamburg) (www.metaplan.com)**
Leading the Swiss Entity as Sole Member of the Supervisory Board and Network Partner

Advisory, Non-Executive and Executive Career History

- 2015 – 2020** **Kolb Group Memmingen**
Independent Member of the advisory board of this family-owned group specialized in packaging solutions.
- 2013 – 2014** **VIA MAT Group**
Independent Non-Executive Board Member of this family-owned specialist in the international transportation and storage of high value cargoes (sold to Loomis Group – spring 2014).
- 2011 – 2012** **Heidrick & Struggles International Inc.**
Partner, Global Leadership Consulting Practice and CEO/Board Practice, advising international clients predominantly in the transportation and logistics sectors.
- 2001 – 2010** **Matrixs Ltd.**
Co-Founder, Managing Partner and Delegate of the Board of Directors for this international boutique consulting business operating out of Zurich and Singapore.
- 1999 – 2001** **Brugger & Partners Ltd**
Strategy Consultant, Project Director; Member of the Executive Committee for this consultancy.
- 1998 – 1999** **Kühne & Nagel Management Ltd**
Executive Vice President, Regional Manager Africa. Complete management responsibility for 10 subsidiaries across Africa for this global freight and logistics services provider.
- 1994 – 1996** **Panalpina Management Ltd**
Director Corporate Affairs, Africa, Middle East and Indian Sub-Continent and Member of the Group Extended Executive Board for this leading forwarding and supply chain solutions business.
- 1990 – 1994** **Volcafe Ltd**
Manager Logistics & Special Operations for this leading soft commodity trading house.
- 1989** **Cargonautic Ltd**
Manager, Liner Department of the Swiss general agency of VEB Deutfracht Deutsche Seereederei Rostock (GDR), responsible for sales and marketing to seven key Swiss accounts.
- 1986 – 1989** **Volkart Brothers Ltd**
Head of Logistics, Coffee Division of this commodity trading house.

Historic Career Details since 1994

2011 – 2012

**Heidrick & Struggles International Inc.
Partner, Global Leadership Consulting Practice**

Became a Partner with the Leadership Consulting, CEO/Board and Transportation & Logistics Practice with clients being predominantly Chairmen, CEO and wider Boards of international companies. Specific assignments included:

- Advised the EMEA Region of an US multinational stock-listed company (more than USD 10bn global sales) in hygiene and water technology on post transaction integration, coaching on team effectiveness, addressing issues on accountability and pro-active leadership; preparing and co-chairing regular workshops with CFO EMEA Region (now CEO Nordic Region).
- Advisory to owning family of a leading global supplier (profitable turnover of more than EUR 1bn) for construction industry (formwork and scaffolding) on transition from first to second generation, owner managed situation with mixed inside/outside executive board. Counseling on both family as well as organizational related questions, intense teamwork with family as well as management, including on-going reflection and checks-and-balances.
- Coaching for incoming CEO of Scandinavian based shipping company (amongst the top three players in global RO/RO operations) in respect to interaction with Chairman (family representative) and Supervisory Board; coaching on team-effectiveness of Top Executive Management Team in a highly demanding market environment.
- Coaching of new Group CEO of this global maritime, oil & gas and renewable service provider during his on-boarding period, intense interaction with existing top-management board as well as representatives of family foundation (100 % owners) in respect to strategic and managerial situation of the company as well as financial performance.

2001 – 2010

**Matrixs Ltd
Co-Founder, Managing Partner and Delegate of the Board of Directors**

Founded this business in 2001 and grew it to several million US\$ of billings in international advisory work. Led and coordinated the activities of a team of up-to seven senior consultants based in Switzerland, Germany, and Asia Pacific. Latterly became Chairman of The Board of Directors for Matrixs Ltd, Zurich and Matrixs & Sparks Ltd., Singapore.

We had coaching and strategic advisory mandates with listed, private and family held businesses. These ranged from start-up and established commercial companies to professional service firms and public institutions. I led various projects including strategic advisory and organizational development work, in particular the evaluation, planning, management and implementation of complex cross-border M&A and corporate finance transactions. Some of the key projects included:

- Strategic advisory of owners and supervisory board of the largest family held freight forwarding company in Switzerland with global activities (turnover 2004: CHF 0.5bn) during restructuring process, realignment of activities and market focus followed by M&A process.
- Advised the management board of one of the top five commercial law firms in Switzerland on growth strategies, merger activities within the domestic market followed by organisational alignment and geographical expansion into Russia and Qatar.
- Provided strategic and commercial advice to Swiss Development Corporation (an organization of the Swiss Foreign Ministry) on applied commercial and technical aid to the water management industry in Central Asia (Uzbekistan and Kyrgyzstan)
- Led the commercial and technical development of a large inland container terminal from planning to operational start (end-to-end turn-key project across five years with a government subsidized investment volume of CHF 25mn) in the Greater Zurich area
- Co-led the creation and launch of a ship's chartering fund for Panamax bulk carriers, coordinated the activities investors with legal, financial and commercial stakeholders, structured supervisory board and its activities as an active member from inside out.

1999 – 2001

**Brugger & Partners Ltd
Strategy Consultant, Project Director and Member of the Executive Committee**

This consulting firm is specialized in strategy consulting and implementation, working with private equity and venture capital investors, SMEs, professional service firms, government agencies and NGOs. Acquired and/or managed a variety of consulting projects:

- Participated in and/or led various due diligence mandates on behalf of Private Equity/Venture Capitalists.
- Designed and implemented an expansion strategy for a communication-consulting firm, leading to a merger creating an industry leader.
- Provided strategic advice for a merger to create one of the leading commercial law firms in Switzerland.
- Led a multi-million debt restructuring / recovering project in South America on behalf of an international blue-chip company, a specialist in assessment and controlling business process.
- Carried out a benchmarking study of financial intermediaries on behalf of the Swiss Government and developed appropriate strategy and organizational structure for a Venture Capital organization investing in transitional and emerging markets.

- Led the selection and nomination of the logistics provider on behalf of the COO of a major agricultural internet trading platform in Central Europe.
- Coached the Board of Directors of a large luxury leisure resort in the USA on strategic and turnaround related issues.

1998 – 1999 **Kühne & Nagel Management Ltd**
Executive Vice President – Regional Manager Africa

Complete management responsibility for 10 subsidiaries across Africa for this freight and logistics services provider.

- Assessed the current business structure in terms of operational, financial and managerial performance.
- Identified loss making companies, analysed viability, sold one subsidiary to management and closed down two others.
- Co-managed the JV operation between Kühne & Nagel and a major South African Group. Represented the interests of Kühne & Nagel on the Board of Directors of the JV.
- Analysed market potential and profitability of various businesses in Sub-Saharan Africa as well as in Morocco and Tunisia. Re-defined the strategy and implemented necessary changes mainly in terms of market segments to be targeted.
- Initiated feasibility study to merge own operation with one of the major competitors in South Africa and prepared submission to the Board of Directors. Led negotiations with merger candidate as well as joint venture partner and Group Management.
- Changed top-management of the Kenyan subsidiary to improve transparency and profitability of the operation.

1994 – 1996 **Panalpina Management Ltd**
Director Corporate Affairs, Africa, Middle East and Indian Sub-Continent; Member of the Group
Extended Executive Board

Leading freight-forwarding company employing 9000 people in over 60 countries. Annual revenue close to CHF 5,5 billion. Overall responsibility for more than CHF 650 million business generated through 16 subsidiaries in Africa, the Middle East and the Indian Sub-Continent.

- Performed feasibility studies and competitive market analysis to identify targets for market expansion.
- Established companies in Egypt, Qatar, Bahrain and Palestine, which resulted in significantly higher market presence and brand awareness in the Middle East.
- Turned around loss-making operations in East Africa in two years and ensured sustainable leading market position in Uganda and Kenya.
- Led a major operational restructuring of the Angolan subsidiary resulting in greater efficiency and profitability.
- Prepared entire budget process in collaboration with Corporate Controlling, chaired pre-budget meetings and participated in annual budget meetings of the subsidiaries.

Personal Details

Citizenship: Swiss

Languages: German (native) and English fluent; Spanish and French fair, Italian basic

Private situation: Married with Bettina Mende (German/Swiss) since 2011; living in the hills of Eastern Switzerland

Interests: Hiking, traveling, cooking, wines, reading, Garden and Forest

Geographic Interest: Europe (with a focus on Switzerland, Germany, UK and Scandinavia), APAC, Sub-Saharan Africa, The Americas

Education & Qualifications

2024	SuperNightVision 2024 – Prof. Roger Lehman and Prof. Erik van de Loo, Tourrettes-sur-Loup (Nice), France
2022 – 2023	Professional Program – Metaplan, Quickborn (Hamburg), Germany
2019 – 2020	Dynamics of Consulting, New York, USA
2013 – 2014	Swiss Board School (University of St. Gallen) – New Concepts for the Supervisory Board
2013 – 2014	Certificate in Dynamics at Board Level – The Tavistock Institute in London, UK
2012	Managing Complexity – The Bayswater Institute Working Conference, Midhurst, UK
2005 – 2006	Diploma in Clinical Organizational Psychology, INSEAD Fontainebleau, France
1997	Master of Business Administration (MBA), IMD Lausanne, Switzerland
1993	Accelerated Development Programme (ADP), London Business School, London, UK
1983 – 1986	Business College, KV Zurich Business School, Zurich, Switzerland
1985 / 2009	Commercial Truck Driver License Cat. C/E expired 2019 subject to renewal

Memberships

ISPSO – International Society for the Psychoanalytical Studies of Organizations
Royal Automobile Club – Woodcote Park and London (UK)
Swiss Institute of Directors – St. Gallen

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Examples of non-executive advisory work provided

Global leader in mechanical and electrical drive technology (Private Equity owned)

Personal sparring partner to one of the Executive Board Members of this more than 2bn EUR conglomerate on leadership matters, change management, crucial interactions amongst all relevant stakeholders at times of transformation and consolidation.

One of the leading Global Private Equity firms

Advisory to Global Group HR on leadership related questions during due diligence process with new targets. Sparring during integration and further development of key profiles at top level of investee companies after transaction. Trusted advisor and developmental coach for partners and next level key personnel to develop and foster ambitions and values of this Private Equity firm.

Swiss based leading global group for engineering and producing mobility solution (family owned group – listed on SIX)

Advisory to Executive Committee and CEO of their largest country subsidiary (800 MEUR and highly profitable) on change management and adjustments of behavioral approaches in a fast-changing competitive environment of market share and margin erosion.

Leading integrated global metallurgical specialist (MDAX listed)

Long-term Senior Leadership Advisory work with the CEO, Executive Board and Top Management Team on corporate transformation, cultural change and leadership dynamics. Definition of roles and mutual understanding of clear expectations, desired behavior, accountability and proactive interaction; design and implementation of concrete next steps on a three years' time line, checks and balances on individual and collective action plans.

London based leading global commodity trader

Personal coaching of outgoing Executive Chairman and incoming Non-Executive Chairman during transition phase and handover from second to third family generation. Counseling to Senior Executive Committee on change of leadership, reporting and communication patterns to migrate towards an inclusive and cohesive management style.

Global Forwarding and Logistics Group

Top Management Appraisal, on-boarding of incoming CEO in a crisis situation for most significant region, strategic stock-taking and advisory on restructuring and growth acceleration (Member of a multi-disciplinary team of three senior advisors across Europe, Africa and the Middle East)

One of the big four professional service networks

Advisory to the country's management team of their audit section in one of the major European markets on strategic matters including organizational structure, partner ratio, getting nation-wide buy-in on implementation of key transformation initiatives as well as top-talent retention and development.

US multinational stock-listed company in hygiene and water technology

Post transaction integration and coaching on team effectiveness, addressing issues on accountability and pro-active leadership, preparing and co-chairing regular workshops with former CFO EMEA Region (later CEO Nordic Region) in both functions including personal coaching and supervision. Alignment of organisational structures to ensure optimum communication flows and alignment within the group.

Market leader in hydro-meteorological and water measuring equipment

Advisory to this family owned company to implement and finance their growth and expansion strategy in the coming years and prepare the organizational structure for proposed expansion.

Leading international service supplier for professional clothing and protective gear

Strategic advisory to owner's representatives and the Chairman of supervisory board of this family held company in strategic transformation and organizational development. Identification and selection of suitable candidates for NED positions.

Market leader in vacuum technology – family owned organization

Strategic advisory for family and owners in executive roles on managerial effectiveness as well as transitions over various generations; group workshop across two generations in evaluating and defining roles of individuals and their potential contribution to the organization

Swiss based family and management owned freight forwarding and Logistics Company

Post-merger integration of their amalgamated operations in East Africa creating a new market leader in the region; identifying critical areas and coaching on corporate cultural diversity. Short term intervention on dysfunctional situations around managerial issues on country management level

Senior Advisor to a global professional service firm focused on corporate governance and leadership

Developing and implementing network related activities for business, government and third sector leaders to address critical issues that require public and private sectors to work together more effectively.

Swiss family owned group of companies – One of the global leaders in process technologies for food, nutrition and mobility

Coaching and advisory on behavioral topics, top team interaction and transformational change in one of the core business areas. Sounding board to CEO of business area and his core team in relation to integrating of additional activities, inclusive communication with key stakeholders across all geographies and onboarding of new senior leaders.

Various clients (Boards and their chairperson, senior executive individuals and owners of large family enterprises)

Coaching and consulting on behavioral matters, communication and interactions during transformational situations, personal development and individual reflection to enhance individual, managerial and organizational effectiveness as well as career and role transitions of senior leaders and different generations of owners in family companies.

August 2024