



Know How Profile Dr. Thorsten Schüler
General Management | Finance | Controlling
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Leading and structuring the areas of finance, controlling including risk controlling and accounting

Stabilize processes and ensure quality work results in change projects due to changing market, competitive or corporate conditions

Setting up new organizational units by identifying the appropriate specialists and executives as well as putting together appropriate and successful teams, e.g. in the context of restructuring

Introduction of efficient and audit-proof processes incl. documentation, e.g. for integration of acquisitions incl. IT and project management

Transfer of standard tasks to international shared service centers to relieve personnel and financial resources

Management of earnings, operating cash flow and ROCE (Return on Capital Employed)

Controlling working capital through increased integration of purchasing and sales

Optimizing liquidity management, as well as investment and borrowing to ensure the greatest possible flexibility

Development of budgeting and planning processes

Presentation of complex issues as compact, comprehensible decision-making for top management covering all decision-relevant aspects

Analyze processes and relevant earnings, balance sheet and operational metrics to support top management

Ensuring efficient, transparent and timely reporting within the unit as well as to the parent company and at the level of the group headquarters

Cross-company harmonization of reporting processes (global MIS) and ensuring a balance between the targeted process standardization and the operational requirements of the business units

Matching the goals set in the budget with the reporting during the year and deriving corrective measures in case of deviations

Software selection for controlling and finance in close coordination with the relevant stakeholders, including accompanying roll outs

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Introduce and optimize a risk management system to ensure audit-proof and efficient processes

Comprehensive supervision of international subsidiaries on issues relating to finance, controlling and accounting as well as the related processes, in particular in cooperation with the parent company

Create comparability in the context of differences between national companies in the assessment of operational results

Acting as an interface and point of contact for all relevant stakeholders: Chief Financial Officer, Corporate Audit, Corporate Controlling, Corporate Finance, Corporate Legal and for banks and auditors

Analyze staffing and process-related workloads and develop workload alignment measures based on business / divisional needs and corporate goals

Establishing sustainable personnel planning including agreement and initiation of succession planning, the identification of promotion potentials and the derivation of further education measures

Setting target agreements in combination with individual performance-related compensation models based on qualitative and quantitative targets