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Summary of Qualifications



- International scope of experience includes Marketing, Sales, Project Management, Engineering, Business Development in power plants, and consulting.
- International consultant work in the field of Strategy and Organisation, Innovation, Product development, IT and business process reengineering, Total Quality Management, Time Based Management, and Supply Management.
- Excellent general overview of the business, energetic, systematic, high endurance, team player, profound subject matter knowledge in engineering and management techniques, and very cost conscious.

Work Experience

Mai 2001-present	**Independent consultant in productivity improvement and growth**
June 1998 – April 2001	**Partner of Arthur D. Little International, Inc. (Principal) in Zurich** **Member of the global Engineering and Manufacturing practice** Responsible for the activities in Switzerland and support of other European activities.
September 1996 – May 1998	**Senior Consultant of Arthur D. Little International, Inc. in Munich** Member of the Engineering and Manufacturing practice, responsible for the modularisation/standardisation product.
August 1994 – August 1996	**Business Area (BA) Marketing Manager (vice president) and member of the BA Management Team Gas Turbines and Combined Cycle Power Plants for ABB Power Generation Ltd.** Responsible for the development of the business strategy and implementation of the marketing strategy, managing a multi-cultural department including product managers, strategists, and communication staff.
October 1990 – May 1993	**Customer Focus Manager of ABB Switzerland (vice president)** Responsible for the development and implementation of the Customer Focus policy of ABB Switzerland together with the Management Team, the Company presidents, and Customer Focus Managers.
January 1990 – September 1990	**Area Sales Manager for Gas turbines and Combined Cycle Power Plants for ABB Power Generation Ltd.** Responsible for all sales activities for Western and Southern Europe and North Africa including budgeting and appraisal of Staff (Sales of MCHF 150)
October 1988 – June 1989	**Project Manager of a Logistic Project for ABB Power Generation Ltd.** Responsible for assessment, design and action planning to reduce the capital employed by 40% for the BA Gas Turbines and Combined Cycle Power Plants.
March 1984 – September 1988	**Technical and Sales Project Manager for Combined Cycle Power Plants for ABB Power Generation Ltd., including:** Project management and commissioning of the Pegus Lage Weide 5 Power Plant (42MCHF).

Education, Military and Personal

June 1993 – June 1994	Massachusetts Institute of Technology, Cambridge, MA 02139 Sloan School of Management, Master of Science in Management
July – December 1989	Commander of artillery battery to earn the captain stripes (192 people)
October 1979 – January 1984	Swiss Federal Institute of Technology,ETH Lausanne Master of mechanical engineering
Languages	Fluent in English and bilingual French and German
Personal	Birth: Switzerland, 3 May, 1960; married, one daughter

Summary of projects as Consultant (1996-present)

He concentrates his consulting tasks primarily on productivity improvement and growth, specifically including:

- Innovation (business, product and processes)
- Engineering reuse, modularization/standardization and cost estimating
- Process reengineering (incl. 6 sigma)
- Product development

During his consulting Mr Aerni was among others responsible for or substantially involved with the following projects:

- Development of a prototype for cost estimation in the area of piping material including erection, prefabrication and insulation on the Comos IT platform
- Benchmarking and selection of a new Document Management System including Net Present Value analysis for a leading chemical EPC company
- Development of integrated structures and implementation of new processes for the bulk material (piping, valves, supports,steel structure and civil) of a leading EPC firm from tendering to execution including the introduction of new associated IT-tools
- Benchmarking and selection of a new Document Management System
- Strategy development for a cost estimating and control service firm for the Oil & Gas, petrochemical and chemical industry
- Productivity Benchmarking of the two leading Oil & Gas 3D CAD tools
- Updating a cost reduction methodology for a global power plant supplier.
- Net Present Value analysis for the deployment of integrated PDM/P&ID and 3D CAD workflows.
- Assessment of an organization providing process reengineering, development and deployment services for IT-tools (CAE/PDM) within a leading EPC firm. The goal was to increase the efficiency and effectivess of that organization. The assessment covered all areas from vision/strategy, products (methods, IT-tools and services), organization, leadership, project management and processes.
- Assessment of the supply chain of a leading EPC firm in the power business

- Development and execution of an assessment of technology and R&D management for a leading international provider of beverage cartons and packaging equipment for value added beverages and liquid foodstuffs

- Development and implementation of a new stock management process for a gas turbine after sales division with savings of 3.4 Million $ within 7 months

- Development of an engineering Reuse concept for an international leading train supplier.

- Project management for the modularisation/standardisation of steam reformers with an improvement of plant net present value by 15% in 4 months

- Development of methods and tools for the reuse of engineering work and hardware and for the cost calculation and control at an EPC company in the petro-/ chemical field. In particular:

    - Development and implementation of a new tagging system

    - Development and implementation of a process- and 3 D- (only development) structure for engineering reuse

    - Development and implementation of a cost structure associated to the process- and 3D-structure

- Development of a new family of pumps for the chemical industry

- Development of a potential market entry strategy in solar cooling for a solar thermal equipment supplier

- Strategy development for a cement supplier in particular the production strategy

- Strategy development for an intelligent equipment building supplier

- Site optimization for a leading turbo-compressor supplier

- Strategy development for a major pipeline engineering company

- Market study and resulting strrategic recommendations for a leading building technology supplier

- Strategy development for a electrotechnical system supplier in the Oil & Gas and process industries

- Joint Development of new businesses of 220 Million FRF for a company which was originally in the nuclear component business. The idea generation for the new businesses was based on the company's core competences.

- "Design to Competitiveness" project with wet cooling towers where the joint Client-Adl team developed a new family of wet cooling towers achieving cost reduction of more than 17% within 4 months

- Technology management review at a major plant builder in the power, oil and gas, metalurgical, environmental business
- Restructuring and new strategic orientation of a gas turbine supplier
- Market analysis for services of an engineering division of an electric utility
- Strategic review of a turnkey steam power plant plant builder
- Market analysis and positioning of the major players in the large fossil boiler business including associated services
- Design to Competitiveness” project for a major heat recovery steam generator supplier in the power plant business where the team achieved 25 % cost reduction within 8 months
- Product platform development for a leading rolling stock manufacturer

He led the development of Arthur D. Little’s product ""Design to Competitiveness” in the Plant Business"(Modularisation/standardization) and became partner of ADL in 1998.

Complete record of my employment at BBC/ABB

1.2 Technical Project Manager Sales 2
1.3 Project Manager Pegus Lage Weide 5 Plant (Utrecht, the Netherlands) 2
1.4 Group Manager Technical Project Manager 3
1.5 Project Manager Logistics Project 4
1.6 Commander of an artillery battery 5
1.7 Area Sales Manager, Western and Southern Europe Gas Turbines and Combined Cycle Power Plants 5
1.8 Customer Focus Manager of ABB Switzerland 6
1.9 Sloan Fellows program, Massachusetts Institute of Technology, Sloan School of Management 7
1.10 Marketing Manager Gas Turbines and Combined Cycle Power Plants 7

1.2 Technical Project Manager Sales

1.2.1 Dates of service

3/1/84 -1/31/85

1.2.2 The employer's name and address

Brown Boveri Ltd., Postfach, 5401 Baden, Switzerland

1.2.3 The nature of the business or industry

Sales, engineering, manufacturing, erection and commissioning of turnkey power plants.

1.2.4 Position held

Technical Project Manager Sales. Responsible for:

- Designing the technical concept for combined cycle power plants based on discussions and specifications with our potential customers (usually public utilities);
- Calculations for thermal cycle optimization, start up and operating concepts, calculation of the overall technical guarantees (output, efficiency, availability, etc.);
- Co-ordination and support of the technical departments.

1.2.5 Names and titles of immediate superiors

Alain Plancherel: Group Manager Technical Project Manager
Rolf Kehlhofer: Sales Manager Combined Cycle Power Plants

1.2.6 Reason for leaving

Company reason:
Sale of the Pegus Lage Weide 5 Plant for which I was the Project Manager during the offer phase; Request from Rolf Kehlhofer to take a new assignment.
Personal reason:
More responsibility, job enlargement, change from planning to execution of a combined Cycle power plant.

1.3 Project Manager Pegus Lage Weide 5 Plant (Utrecht, the Netherlands)

1.3.1 Dates of service

2/1/85-4/30/87

1.3.2 The employer's name and address

Brown Boveri Ltd., Postfach, 5401 Baden, Switzerland

1.3.3 The nature of the business or industry

Sales, engineering, manufacturing, erection and commissioning of turnkey power plants

1.3.4 Position held

Project Manager of the Pegus Lage Weide 5 Plant. Responsible for:

- Overall project management including overall responsibility for planning, engineering, timely delivery, erection of our scope of supply (value of CHF. 41 '000,000; US $30,000,000), and personally leading the commissioning of the whole plant;
- Basic engineering of the water steam cycle, control system and the auxiliary cooling system;
- Subcontracting of the conversion of the existing boiler, piping, ducting, instrumentation, control and the new heat recovery steam generator.

1.3.5 Names and titles of immediate superiors

Rolf Kehlhofer: Sales Manager Combined Cycle Power Plants
Alfred Wunsch: Sales Manager Power Plants.

1.3.6 Reason for leaving

Project was successfully completed

1.4 Group Manager Technical Project Manager

1.4.1 Dates of service

5/1/87 -9/30/88

1.4.2 The employer's name and address

Brown Boveri Ltd., Postfach, 5401 Baden Switzerland (12/31/87)
Asea Brown Boveri Ltd.. Postfach, 5401 Baden (since 1/1/88)

1.4.3 The nature of the business or industry

Sales, engineering, manufacturing, erection and commissioning of turnkey gas turbines and combined cycle power plants.

1.4.4 Position held

Group Manager Technical Project Manager. Responsible for:

- Leading and supporting Technical Project Managers as above mentioned (section 1.1) Member of development team for a combined cycle power plant in Hawaii (Kalaeloa on Oahu), therein responsible for:
- Technical aspects such as permits, plant design, technical aspects of the different contracts (built and design contract, power purchase contract, steam purchase contract, fuel purchase contract, operation and maintenance contract), plant related parts for the calculation model of the different prices for steam and electricity in the contracts.

1.4.5 Names and titles of immediate superiors

Alain Plancherel: General Technical Manager Sales Gas Turbines and Combined Cycle Power Plants
Rolf Kehlhofer: Vice President Sales Manager Gas Turbines and Combined Cycle Power Plants.

1.4.6 Reason for leaving

Company reason:

The capital cost in our business was too high to be competitive.

Management decision to have specialized turbine factories (to reduce costs).

Request from Rolf Kehlhofer's superior to take the new assignment.

Personal reason:

Opportunity to be more confronted with management and organizational issues. Broaden my personal view of our business (project oriented versus general management). Learning new skills and methods.

1.5 Project Manager Logistics Project

1.5.1 Dates of service

10/1/88 -6/30/89

1.5.2 The employer's name and address

Asea Brown Boveri Ltd., Postfach, 5401 Baden, Switzerland

1.5.3 The nature of the business or industry

Sales, engineering, manufacturing, erection and commissioning of turnkey gas turbines and combined cycle power plants.

1.5.4 Position held Project Manager Logistics

Project Responsible for:

- Designing concepts, and showing the necessary implementation steps to reduce the capital employed of our Business Area Gas Turbines and Combined Cycle Power Plants from CHF 750 M to CHF 430 M;
- The development and implementation of a new erection and commissioning process to reduce its cycle time by 20% in an existing combined cycle power plant project;
- Development, with the related departments, of a new order handling process (material and information flow for a standard gas turbine power plant including engineering, purchasing, manufacturing and delivery);
- Measuring and setting new goals for overall cycle time of the order process and its sub-processes;
- Development with the involved departments of a process oriented organization chart.

1.5.5 Names and titles of immediate superiors

Rolf Kehlhofer: Vice President Sales Manager Gas Turbines and Combined Cycle Power Plants

Tony Roeder: President, Business Area Manager Gas Turbines and Combined Cycle Power Plants

1.5.6 Reason for leaving

Military service: time to earn a captain's stripes

1.6 Commander of an artillery battery

1.6.1 Dates of service

7/1/89 -12/31/89

1.6.2 The employer's name and address

Swiss Army, Bundesamt für Artillerie, Papiermühlestrasse 14, 3003 Bern, Switzerland and Asea Brown Boveri Ltd., Postfach, 5401 Baden, Switzerland

1.6.3 The nature of the business or industry

Military service

1.6.4 Position held

Commander of artillery battery with the rank of First Lieutenant. Responsible for:

- Basic training and education of 14 Lieutenants, 4 Quarter-Master Sergeants, 34 Corporals and 140 Soldiers (German and French speaking);
- Planning the weekly programs, goal setting of my 18 direct subordinates;
- Leading the battery in battalion and battery exercises;
- Appraisal and qualification for all cadre;
- Coaching of all cadres.

1.6.5 Names and titles of immediate superiors

Hans-Rudolf Krägi: Major
Urs Weber: Colonel

1.6.6 Reason for leaving

End of duty to earn a captain's stripes

1.7 Area Sales Manager, Western and Southern Europe Gas Turbines and Combined Cycle Power Plants

1.7.1 Dates of service

1/1/90 -9/30/90

1.7.2 The employer's name and address

ABB Power generation Ltd., Postfach, 5401 Baden, Switzerland

1.7.3 The nature of the business or industry

Sales, engineering, manufacturing, erection and commissioning of turnkey gas turbines and combined cycle power plants.

1.7.4 Position held

Area Sales Manager, western and Southern Europe including the following countries: The Netherlands, Belgium, France, Portugal, Spain, Switzerland, Italy, Greece, Tunisia, Algeria and Morocco. Responsible for:

- Definition and implementation of area and local sales strategies including partnerships
- and political lobbying, competitor analysis, marketing plan with local ABB entities; e Budgeting, appraisal and qualification of employees:
- Definition of project tactics with the sales project teams and support of sales teams during negotiations;
- Leading one of the sales Project Teams.

1.7.5 Names and titles of immediate superiors

Rolf Kehlhofer: President, Business Area Unit Manager Gas Turbines and Combined Cycle Power Plants

Fritz Gautschi: President, Business Area Manager Gas Turbines and Combined Cyc1e Power Plants, CEO of ABB Power Generation Ltd.., Baden, Switzerland

1.7.6 Reason for leaving

Company reason:

ABB-Switzerland nominated me to be responsible for the support and promotion of the Customer Focus process. Personal request from the CEO of ABB Switzerland to take this new assignment.

Personal reason:

Learn new management techniques, the Challenge to promote a cultural change without having direct power, opportunity to meet with high level managers from different companies, inside and outside ABB.

1.8 Customer Focus Manager of ABB Switzerland

1.8.1 Dates of service

10/1/90 -5/31/93

1.8.2 The employer's name and address

ABB Switzerland Ltd., Postfach, 5401 Baden, Switzerland

1.8.3 The nature of the business or industry

Sales, engineering, manufacturing, erection and commissioning of power generation, power transmission, power distribution, transportation and various industrial equipment. (14600 employees; sales CHF 5.1 bn (USD 3.57 bn))

1.8.4 Position held

Vice President, Customer Focus Manager of ABB Switzerland. Responsible for:

- Development and implementation of the customer focus policy (including time based management, total quality management, supply management) together with the Management Committee of ABB Switzerland, the Customer Focus Committee and the Customer Focus Council;
- Development of methods and tools for this implementation

- Development and implementation of a consistent training and education program for managers and employees for ABB Switzerland;
- Development and implementation of a measuring system to appraise the status of the implementation of the Customer Focus culture (similar to the Malcolm Baldrige Award Criteria);
- Leading the Customer Focus Council consisting of the Customer Focus Manager of ABB Switzerland's companies and ensuring that the experience within the region is shared;
- Supporting the Company Presidents and Customer Focus Managers of the ABB Switzerland's companies;
- Supporting the world wide activities of the Segment Power Generation, Power Distribution in regards to Customer Focus.

1.8.5 Names and titles of immediate superiors

Alois Sonnenmoser: Executive Vice president of ABB Switzerland, CEO Regional Segment Transportation, Industry, and various

Edwin Somm: CEO ABB Switzerland, Executive Vice President of ABB-Group

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1.9 Sloan Fellows program, Massachusetts Institute of Technology, Sloan School of Management

1.9.1 Dates of service

6/1/93-6/1/94

1.9.2 The employer's name and address

ABB Switzerland Ltd., Postfach, 5401 Baden, Switzerland

1.9.3 The nature of the business or industry

Mid-career general management education

1.10 Marketing Manager Gas Turbines and Combined Cycle Power Plants

1.10.1 Dates of service

8/1/94-8/31/96

1.10.2 The employer's name and address

ABB Power Generation Ltd., Postfach, 5401 Baden, Switzerland

1.10.3 The nature of the business or industry

Sales, development, engineering, manufacturing, erection and commissioning of turnkey gas turbines and combined cycle power plants (3400 employees worldwide and sales of around USD 3bn)

1.10.4 Position Held

Vice President, Marketing Manager of the Business Area (BA) Gas turbines and Combined Cycle Power Plants and member of the BA Management Team. Responsible for:

- Development of the BA Strategy
- Development and implementation of the Marketing strategy
- Managing the marketing department (Cost Center, CHF 5.6 Mio)
- Leading, appraisal, developing and recruiting of an international staff of around 20 people (2 MBAs, 1 PHD, 11 Engineers/economist/ marketers with bachelor/master degrees (ETH/HSG etc.), 3 technicians, 3 administrative staff
- Market analysis, Customer analysis and Competitor analysis including market research, and customer focus groups
- Product management
- Development and implementation of communication strategy
- Development of new businesses with new products and services based on our core competencies

1.10.5 Names and titles of immediate superiors

Fredy Haeusermann: President, Business Area Unit Manager gas turbine and combined cycle power plants

Rolf Kehlhofer: President, Business Area Manager Gas Turbine and Combined Cycle Power Plants

Armin Meyer: Executive vice president ABB-Group, CEO Power Generation Segment