



**Niels Kröning**

General Manager CAE Elektronik GmbH

**Panel A4**

**NATO/EU Initiatives to improve capabilities for  
medical operations**

Tuesday, 26<sup>th</sup> November 2019, 14:30 – 16:00 h

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**Position**

General Manager CAE Elektronik GmbH

**Education and qualifications**

“Volljurist” First and second German legal state exam / German lawyer

**Experience**

Professional background:

- 13 years general manager, PGM, PMO and lawyer experience in specialists and senior manager roles
- Holistic and sustainable business development, strategy definition and execution with clear ROI targets
- Analyze, define, execute and sustain programs and projects in diverse environments
- Process optimization in business and support functions (e.g. procurement)
- Finance reorganization (incl. SSC, processes and IT), setup of Global PMO departments, transformation of CXO areas
- Broad intercultural experience in international business environment

Exemplary project experience:

- Led several strategic projects analyzing core/non-core activities to evaluate following implementations
- Take over several projects off the track (“fire fighting”) - analyze to deliver or stop and execute accordingly
- Led development and delivery of 2 launching customers for major helicopter upgrades (Airbus, ADAC)
- Led several corporate projects e.g. in political affairs, press and public affairs, sales
- Led several transformation projects in the frame of CXO level restructurings, geo footprints (country pruning and office consolidations) incl. stakeholder management across the hierarchy and labor relations

Exemplary business success:

- Reduce overall project rated red by 20% points in 1 year
- Define and implement hands-on project-controlling from scratch within 18 months globally
- Achieve highest client satisfaction across all programs in 2014 @ Airbus Helicopters
- Bring back on track >300M€ sales contract with ~500M€ related sales in the middle east region
- Delivery launching customer project with >24% EBIT, exceeding the OP
- Achieve 100% on time delivery in 2014 in H135 program

**Industries**

Aeronautics (military and civil), space, naval, market research (FMCG, JICs)