

Dr. Oliver Hafner

Interim Manager for Manufacturing and Operations

As COO, plant manager or head of special projects on an interim basis: for transformation and efficiency, to bridge a vacancy, for restructuring or plant relocation. For SMEs and corporations in Switzerland and southern Germany.

13
plants led in parallel

18
countries with plant responsibility

3,000
employees in my area of responsibility

over 25
years of plant and general management, interim manager since 2008

PROFILE

Physicist (Dr. rer. nat., polymer physics) with business administration training, in plant and general management at manufacturing companies since 1997, including several years in the US. Most recently interim COO of a manufacturer of sealing elements, before that Head of Global Operations of a worldwide manufacturer of conveyor belts and COO of an international furniture manufacturer.

Delivery-focused and close to the shop floor: I bring employees along and develop teams so that improvements last.

ROLES AND FOCUS AREAS

Interim COO
Operational responsibility for several plants

Interim Plant Manager
Running the site day to day

Vacancy cover
Stable operations until succession

Transformation and industrial projects
Footprint, SIOP, lean, integration

Restructuring and plant relocation
Costs, structures, relocations

Efficiency and lean
OEE, shift models, productivity

SELECTED RESULTS

- **Plant returned to profitability:** labor costs −15%, quality costs −32%, lost output from unstaffed machines −70% (automotive supplier, 350 employees, interim plant manager)
- **Working capital −20% in 9 months,** footprint concept, outsourcing and relocation to Romania (sealing elements, 700 employees, interim COO)
- **Productivity from €158 to €191/h,** 10% more capacity through higher OEE (injection molding, 135 employees, interim plant manager)
- **Revenue doubled to $70 million,** turnaround and return to profitability (automotive plant US, 250 employees)
- **Costs −€500,000 per year,** productivity +8% (health care products, 500 employees, interim COO)

CAREER

2025–2026	Interim COO, manufacturer of sealing elements
2022–2025	Head of Global Operations, manufacturer of conveyor belts
2019–2022	Own company for procurement, then interim COO of a machine components manufacturer
2014–2018	COO, international furniture manufacturer
2008–2013	Interim assignments as COO, plant manager, project manager and board member
1997–2007	Plant manager, then managing director in the US and of a group with nine plants

INDUSTRIES

Automotive suppliers · Plastics · Rubber · Mechanical engineering · Furniture · Capital goods · Health care

METHODS

Lean and continuous improvement · OEE · Kanban, 5S, TPM · SIOP · Working capital · Controlling · Category management · Value analysis · Outsourcing · Change management · Post-merger integration · IATF 16949 · ISO 9001

EDUCATION

- Dr. rer. nat. polymer physics, magna cum laude, University of Regensburg
- Business administration training

LANGUAGES

- German, native
- English, proficient in negotiations (C1)
- French, basic

AREA OF OPERATION

Switzerland and southern Germany, international by arrangement. Based in Muttenz near Basel.

I would be glad to have an initial, no-obligation conversation.

Dr. Hafner Interim Management · Muttenz near Basel

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