



Interim Management

Operational leadership and project execution from day one: closing the gap between strategy and delivery.



C-Suite Interim

P&L Responsibility

Project Management

Crisis Management

CORE COMPETENCIES (Excerpt)

Interim C-Suite Leadership	Target Operating Model & PMO	Commercial Organization Build-Up
<i>Transformation – carve-outs, acquisitions, restructurings – create leadership gaps precisely when operational decision-making capacity is most critical and time pressure is highest.</i>	<i>New operating models and complex projects fail when governance is unclear, milestones lack accountability and transitions from legacy structures are poorly managed.</i>	<i>Newly carved-out or acquired entities lack the internal capabilities – processes, people and systems – to operate independently and capture growth from the outset.</i>
We assume full executive responsibility at Managing Director or C-suite level: P&L accountability, supervisory board liaison, M&A oversight and commercial strategy execution – with operational effectiveness from day one, without lengthy onboarding.	We design and deliver target operating models, establish PMO functions and manage TSA phase-outs – with clearly defined milestones, escalation paths and stakeholder governance from kick-off to handover.	We build commercial organizations from scratch: recruiting qualified specialists and establishing portfolio management, sales, pricing and customer management functions with the KPI frameworks needed for performance management.

METHODOLOGY

Execution-first leadership: every mandate begins with a rapid diagnostic in the first 30 days — establishing priorities, identifying risks and aligning stakeholders before committing to execution. All work is structured around clear milestones and decision gates with defined accountability. Knowledge transfer and internal capability build-up are embedded from the start — so handover is a planned event, not an afterthought.

SELECTED PROJECT SUCCESSES

Managing Director ad Interim	Post-Carve-Out Stabilization & TOM	eMethanol Project Set-Up
Top German Biomethane Producer & Supplier Full executive responsibility as CCO (MD ad interim); biomethane portfolio management professionalized (~550 GWh/year); margin improvement of 20–30% achieved; commercial organization built across all divisions; M&A transactions for two growth assets executed in parallel.	Top German Biomethane Producer & Supplier Fully operational and optimized TOM delivered within 12 months post carve-out; all TSAs terminated on schedule and replaced by internal capabilities; open positions filled with qualified experts; financial targets met and initial growth measures implemented.	European multi-commodity utility Board-approved 100 kt/a eMethanol development project set up; fully stakeholder-aligned governance with defined deliverables, milestones, critical path, resource plan and budget; Board approval documentation prepared and aligned.

EnTra Consulting value add: Full P&L accountability from day one – the sector depth of a permanent executive, without the ramp-up time or cost