

*seeing clearly - acting wisely*

# Engeler Interim Finance

***Bridging vacancies and stabilization***

***International integration and divestiture projects***

***Restructuring and digitalization***

**Lars Engeler - Interim Chief Financial Officer** trusted by mid-sized international companies to ensure operational and financial stability during transformation and transition periods.

With over 30 years of international experience in **specialist** and **leadership** roles, I have founded my own **"Interim CFO"** business to share the expertise and insights I have acquired throughout my career.

I have worked as a **controller, auditor, credit manager, project manager and CFO** in **large corporations, mid-sized companies**, and **private equity** backed "buy and build" ventures in several countries.

## About:

Guided by **"seeing clearly – acting wisely"**,

I combine a profound understanding of the entire value chain with a quick grasp of processes, structures, markets and people to drive sustainable progress for organizations.

- 30+ years of professional experience and multiple tenures as Managing Director
- 12 distinct finance and management roles (incl. 5x CFO, 4x Controller)
- 6 different companies
- 11 years studying or working abroad
- 6 different countries of residence
- Fluent in 5 languages (German, English, Spanish, French, Portuguese)

## Service Offering:

I specialize in supporting mid-sized, internationally active companies (€30–300 million revenue, 30–300 employees) and am fluent in five languages.

My interim management services cover three distinct areas, often overlapping:

### Interim Management **PURE**

- Covering a CFO vacancy arising from sudden illness, contract termination, or reassignment of the incumbent CFO
- Ensuring continued operations at a site that is being closed, wound down, or having its activities transferred elsewhere
- Leading the finance team through periods of turbulence or significant change
- Managing the year-end closing process, preparing financial statements, coordinating with auditors, tax advisors and legal counsels

### Interim Management **PROJECT**

- Carving out and selling off parts of a company
- Acquiring and integrating companies
- Merging or liquidating companies
- Founding subsidiaries or setting up a new site

### Interim Management **PROCESS**

- Understanding business needs and defining scope and objectives of a business process improvement or systems implementation project
- Evaluating suppliers, negotiating contracts
- Supervising or leading the implementation of new systems and processes
- E.g. financial planning and reporting systems, BI, ERP, CRM, invoice management & purchase-2-pay, product information systems (PIM), master-data-management (MDM), document management (DMS/ECM) and others
- Employing Artificial Intelligence and Machine Learning

Clear, proactive communication with all stakeholders is fundamental in every mandate.

I am happy to act as the main contact for external partners such as auditors, tax advisors, accounting and payroll providers, lawyers, insurers, banks, data protection officers, IT and HR service providers.

## Project History:

### PURE

Critical situations require an experienced manager who stabilizes the team and operations while ensuring that key deadlines are met. As in the following cases of my professional career:

- Interim CFO for the Mexican subsidiary of an international corporation, overseeing the annual closing process
- Preparation of individual and consolidated financial statements following the sudden illness of the Head of Finance
- Assumption of customer financing and accounting responsibilities with 40 employees after the abrupt termination of the long-serving manager

### PROJECT

My career has centered around leading transformational change, restructuring, and business integration in complex environments involving new systems, teams, and processes. For example:

#### Buy and Build

- Completed 5 acquisition projects comprising 21 legal entities with employees in 11 countries to form a pan-European platform for cleanroom-consumables (PE-backed)
- Managed the acquisition and integration of a US-based online toy retailer
- Founded a US subsidiary for the distribution of household hardware
- Merged 5 wholesaler & retail companies (PE-backed) including site closures and construction of a new central warehouse and offices

#### Integration / Disinvestment

- Initiated and managed the conversion of a fully-fledged sales subsidiary in Austria into a sales agency entailing local site closure
- Oversaw department store downsizing and e-commerce upscaling projects in China
- Integrated 3 subsidiaries into corporate headquarters
- Implemented production closures and integrated the supply chain in Latin America
- Sale of a corporate group through a professional bidding process

### PROCESS

I provide end-to-end leadership in digitalization initiatives – from defining business requirements and project goals to supplier assessment, contract negotiation and supporting implementation.

- ERP: MS 365 BC, e.bootis, SAP S/4, SAP ByD
- Business Intelligence: Qlik, SAC, SAP-BI

- Financial reporting and consolidation: LucaNet, Board, Hyperion Financial Management
- Invoice Management / Purchase-2-Pay: xSuite, tangro
- Product Information / Master Data Management: Stibo Systems
- Document Management: Enaio

## Professional Experience and Education:

Year	Company	Sector	Ownership	Sales in €	Head count	Function
2023-2025	Dastex Group, Muggensturm	Cleanroom garments and consumables	PE	160m	300	CFO / Managing Director
2021-2023	HABA Familygroup, Bad Rodach	Toys, kindergarten furniture, e-commerce	family	360m	2,000	Director Finance & Controlling / CFO
2012-2020	Fissler Group, Idar Oberstein	Premium cookware	family	250m	800	CFO
2010-2012	Merz Pharma, Frankfurt am Main	Therapeutics, aesthetics, consumer	family	800m	2,500	Director Group Controlling
2007-2008	KMS Group, Mönchengladbach	Hairdressing supplies, wholesale and retail	PE	80m	400	CFO / Managing Director
2004-2007	Procter & Gamble, Darmstadt	Consumer goods (acquired the Wella group in 2003)	listed	70bn	70,000	Director Business Development & Special Assignments
2000-2004	Wella Argentina, Buenos Aires	Production and distribution of hair cosmetics	listed	30m	320	CFO
1998-2000	Wella Brasil, Rio de Janeiro	Regional Management Latin America	listed	270m		Regional Controller
1994-1998	Wella Group	Global hair cosmetics business (professional and consumer)	listed	3,4bn	17,000	Various finance functions
1993-1994	University of Ottawa	Accelerated MBA Program				MBA
1989-1993	ESB Reutlingen	Integrated study program in European Business Administration, London - Reutlingen				BA (Honours) + Dipl.-Betriebswirt (FH)

## Contact:

Contact me to discuss how I can help your company navigate transitions and achieve financial excellence:



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