



# Nicolas Dusch

## Managing Director — transformation and growth

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### PROFILE

#### Twenty-five years of industrial general management

*“Lasting growth comes from the ability to identify development opportunities and to align the organisation in depth — people, processes and resources — so as to turn them into tangible performance.”*

Leading international subsidiaries, turning round organisations in difficulty and building entities from scratch, in industrial connectivity, electrical protection and power distribution, and telecommunications. This dual demand — strategic and operational — has shaped every one of my mandates.

Bilingual French-German, professional English. At ease in multicultural environments and in companies with international shareholders, with a strong ability to bridge group strategy and local reality.

### KEY FIGURES

#### What the mandates produced

|                                                                  |                                                      |                                                  |                                                                             |
|------------------------------------------------------------------|------------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------|
| <b>25 years</b><br>in general management, three subsidiaries led | <b>€21 → 36m</b><br>revenue at HARTING France, +71 % | <b>€1.4 → 10m</b><br>revenue at E-T-A France, ×7 | <b>35 %</b><br>operating margin at MATERNA, a subsidiary built from scratch |
|------------------------------------------------------------------|------------------------------------------------------|--------------------------------------------------|-----------------------------------------------------------------------------|

### PROFESSIONAL EXPERIENCE

#### Career

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## 2017 - 2025

France

### HARTING France

Managing Director — French subsidiary

**HARTING Technology Group** — German industrial group, a leader in industrial connectivity technology. Present in more than 40 countries, around €1.1bn in revenue, over 6,000 employees. Automation, rail, energy infrastructure, electromobility.

#### CONTEXT

A subsidiary left without a managing director for more than two years, poor communication between departments, an unsuitable organisation chart and an obsolete cabling workshop. Brief: restructure, restart growth and modernise the industrial facility.

#### RESPONSIBILITIES AND RESULTS

- **Restructuring the organisation** — redesign of the organisation chart, redefinition of remits (customer service, technical support, IT and marketing), management of internal moves and role reductions.
- **A new commercial policy** — systematic prospecting in untapped sectors (bus manufacturing and refurbishment, agriculture, industrial vehicles), acquisition of new accounts.
- **Industrial renovation** — modernisation of a 700 m<sup>2</sup> workshop, investment in cutting and crimping equipment, SAP roll-out for planning, scheduling and stock management.
- **Legal and property simplification** — merger of the two legal entities into a single structure, renovation of the property assets for better energy performance.

|                                |                             |                              |                            |
|--------------------------------|-----------------------------|------------------------------|----------------------------|
| <b>+71 %</b><br>revenue growth | <b>€21 → 36m</b><br>revenue | <b>2</b><br>key accounts won | <b>32</b><br>new customers |
|--------------------------------|-----------------------------|------------------------------|----------------------------|

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## 2002 - 2017

France

### E-T-A France

Managing Director — French subsidiary

**E-T-A Elektrotechnische Apparate GmbH** — German industrial group specialising in electrical protection and power management for industrial, aerospace and special-vehicle applications. Circuit protection and electronic circuit breakers for critical electrical systems.

#### CONTEXT

A subsidiary that was sound in human terms but had no clear strategy, an imbalance between sales and administration, and a parent-company product range ill-suited to the French market. Brief: create rapid growth momentum and diversify the business.

#### RESPONSIBILITIES AND RESULTS

- **Commercial quick wins** — targeted development in aerospace and marine leisure (pleasure boats) to capture new contracts quickly.
- **Creation of a cubic electromechanical relay line** for industrial vehicles, through a partnership with a Chinese manufacturer and an Italian importer: an approved range distributed on the French market, €500k in revenue.

- **A second electronic relay line** (German partnership): a €250k contract signed with a bus manufacturer, long-term supply and further recurring customers.
- **Launch of a power printed-circuit engineering business** (bus bars, power terminals): building the design, quality and production teams; customers in aerospace, defence, industrial vehicles and high-performance data centres.
- **Industrial relocation** — new 1,700 m<sup>2</sup> premises with assembly lines fitted out, transition completed without interrupting production.
- **European centre of competence** — the French subsidiary became the group's centre of competence for custom pre-wired enclosures serving the other European subsidiaries.

|                              |                           |                            |                                                  |
|------------------------------|---------------------------|----------------------------|--------------------------------------------------|
| <b>€1.4 → 10m</b><br>revenue | <b>×7</b><br>total growth | <b>5 → 30</b><br>headcount | <b>37-40 %</b><br>gross margin on new activities |
|------------------------------|---------------------------|----------------------------|--------------------------------------------------|

## 2000 - 2002

France

### MATERNA

Managing Director — creation of the French subsidiary

**Materna Information & Communications SE** — German technology group specialising in IT solutions and digital platforms for large companies and public administrations, with deep expertise in IT infrastructure and digital transformation.

#### CONTEXT

Materna, a customer and partner of Siemens, decided to open a subsidiary in France. The brief, given to me as a former Siemens employee: create the entity from nothing and get it running.

#### RESPONSIBILITIES AND RESULTS

- **Creating the entity** — writing the business plan, incorporating the subsidiary, setting up the partners (bank, accounting, external providers).
- **Building the local team** — recruitment of five employees.
- **First major contract, with SFR** — deployment of an SMS services platform on UNIX infrastructure, interconnection with the SFR mobile network, integration of the software suite.
- **Delivery management** — coordination of multiple providers (IT, telecoms, infrastructure), main commercial contact for SFR, organisation of maintenance and service levels.

|                                 |                                 |                              |
|---------------------------------|---------------------------------|------------------------------|
| <b>€2.5m</b><br>revenue reached | <b>35 %</b><br>operating margin | <b>5</b><br>people recruited |
|---------------------------------|---------------------------------|------------------------------|

## 1998 - 2000

Paris

### SIEMENS France

Product Marketing Manager — Communication & Networks division

**Siemens AG** — German industrial and technology group, a world leader in industrial automation, energy, smart infrastructure and communication technologies. Present in more than 190 countries.

RESPONSIBILITIES AND RESULTS

- Introduction of the C&N products (Ethernet, VoIP) to the Siemens France distributor network.
- Training of distributors' sales teams in network technologies and in the product range.
- Roll-out of the communication plan, creation of sales support material and technical support.
- Main contact with the parent company in Munich for defining and adjusting the product offer.

1996 - 1998

Germany

SIEMENS Freiburg im Breisgau

Telecommunications Services Consultant

RESPONSIBILITIES AND RESULTS

- Analysis of how multi-site customers could be reached more reliably, internally and externally.
- Audit of voice and data traffic, identification of bottlenecks.
- Proposals to optimise internal processes and reduce communication costs.

1994 - 1996

France

SIEMENS France

Sales Representative — Eastern region

RESPONSIBILITIES AND RESULTS

- Development of a territory with no prior commercial activity, in cooperation with the Siemens unit in Freiburg.
- Systematic prospecting, collection of installed-base data to anticipate renewals.
- Acquisition of the first reference customers to establish Siemens' local standing.

 CORE SKILLS

Where I work

|                                                 |                                         |
|-------------------------------------------------|-----------------------------------------|
| ▶ General management and governance             | ▶ Restructuring and change management   |
| ▶ Commercial development and new business lines | ▶ Creating and launching subsidiaries   |
| ▶ Leading multicultural teams                   | ▶ P&L, budget and investment management |
| ▶ Strategic and OEM partnerships                | ▶ Product engineering and innovation    |

► Connectivity, electronics, telecoms

## EDUCATION, LANGUAGES AND TOOLS

### Education

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**1993**      **Advanced diploma in commerce and industrial business development**

ESV — Mulhouse

**1991**      **DUT in electrical engineering and industrial computing**

IUT de Haute-Alsace — Mulhouse

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### Languages and tools

#### LANGUAGES

French (native) · German (fluent) · English (professional)

#### TOOLS

SAP · Microsoft Office · CRM

SolidWorks · FreeCAD

Python / Qt · n8n

#### MOBILITY

France and international · Full driving licence