

# Dr. Christoph Hahner

Chief Product & Innovation Officer



+49 160 94959570



Sondermeierstrasse 74,  
80939 Munich, Germany  
[ChristophHahner@gmail.com](mailto:ChristophHahner@gmail.com)



[Linkedin.com/in/drchha](https://www.linkedin.com/in/drchha)



**Ph.D** (Dr. rer. nat.) in **Chemistry**,  
Julius-Maximilian Universität  
Würzburg, **1994**



Fluent in **German & English**  
Basics in **French**  
Basics **Spanish**



- Global Business Culture
- Strong Leadership Skills
- Innovation
- Sustainability
- Digitalization
- Strategy Development
- Transformation
- Change Management

## ACHIEVEMENTS

### Global Business Culture

- Served 25+ years in global entities
- Experienced in the business culture of the Americas, Europa, Asia
- Worked in the USA for approx. 14 years

### Leadership

- Built International Teams with high level of Diversity
- Leading of Group Innovation (3 Business Fields & 1 Service Unit, QM, Certifications & Approvals, an Institute, EHS (SHE), Research, Innovation Management)
- Approx. 230 people, Budget 28 Mio Euro
- President of German Construction Chemicals Association

### P&L

- Lead of 3 Business Fields with totals sales of 1.2 bn Euro (DAW SE)
- Lead cost and productivity programs (2-3 Mio Euro per year)

### Innovation

- Foundation of Innovation Management
- Increased Market & Customer centricity
- Expanded Innovation from Products only to Services and Business Models
- Established an Innovation culture beyond R&D
- Improved Innovation quota from < 8% to over 15% (more than 200 new/improved products and systems)
- 80+ patents
- Awards: TOP100 (2018/2020) – CAPITAL „Most innovative companies in Germany 2021“

### Sustainability (ESG)

- Industry first climate strategy (1.5 degree goal)
- Focus on sustainable products
- Materiality Analysis
- Conducting of an annual stakeholder dialog
- GreenTec Awards 2016/2017/2018
- VCI Hesse Sustainability Award 2018/2019
- German Sustainability Award (finalist – 2018)

### Strategy

- Introduction of a one and five year(s) planning/strategy cycle resulting in 250% revenue increase over 7 years
- Strategy developed for 3 Business Fields, one Service Unit
- Developed Innovation Strategy emphasizing data, smart applications, robotics and circular economy as framework for the future

### Transformation & Change

- Restructuring of R&D USA – Laticrete Int.
- Foundation of R&D China & India – Laticrete Int.
- Reorganization of DAW R&D into Group Innovation in 2019: 3 Business Fields (new), International Product Management (new), Separation from Research and Development
- Creation of an alternative bio-based Supply Chain

## PROFESSIONAL OBJECTIVE

Contributing to a company my 25+ years of experience and international background in the disciplines of Leadership, Management, Business Development, Innovation Management, Technical expertise, Strategic Planning, thus increasing the profitability and growth of the organization I serve.

## PROFESSIONAL HISTORY

- Diverse and global experience with organizations in the field of chemistry and related to the construction industry.
- Strong leadership and management talents, with ability to Build Strong Teams through Trust, Conflict Management and Accountability by Teaching, Coaching and Mentoring other professionals.
- Proven ability to create an Innovation Culture and Eco-System for innovation to thrive.
- Proven history of accomplishing the assessment, design and implementation of strategic initiatives in the Operational, Business Development and Technical arenas.
- Extensive experience in Cross-Cultural Strategic Cooperation: Multi-lingual, fluent in English, German, educated in Spanish and French.
- Skilled in the use of negotiation and mediation processes, with the ability to build unity and convergence of opinion.
- Established Change Manager. Has set up or evolved Organizations repeatedly.

## WORK EXPERIENCE

**04.2022 - YTD**

**transform2innovate (T2I) – Munich, Germany**

***Founder & CEO – self employed***

- Supporting companies to (re)build their innovation and/or sustainability road map
- Structuring innovation content (WHAT), innovation management (HOW) and innovation culture/purpose (WHY)
- Emphasizing a transparent innovation process within companies from foresight to ideation to execution
- Focusing companies in the area of ideas and projects
- Establishing KPI driven innovation/sustainability organizations
- Setting up Innovation and Sustainability Strategies
- Supporting companies in their transformation to new growth areas
- Open approach for a broader innovation eco-system
- Transforming ideas into marketable products through engagement of more company functions
- Enabling companies to grow beyond technology driven innovation to more customer and market driven execution
- Open approach for collaboration with other partners
- Interim Executive Management

**07.2014 – 03.2022**

**DAW SE (Market Leader Paints & Coatings Germany, Austria, Belarus / Turnover approx. € 1.7 Billion Euro / approx. 7.000 employees)**

***Chief Product & Innovation Officer – Member of the Executive Committee***

- Leading approx. 230 employees in Group Innovation globally, 8 direct reports, budget of 28 Mio Euro
- Responsibility for Group Innovation including
  - Central Research in Germany (HQ)
  - Development departments locally in Austria, France, Spain, Italy, Sweden, Belarus, Dubai and China (JV – 10%)
  - Three Business Fields include Development, International Product Management, Application, Certification and Approval with a co-responsibility for 1.2 bn Euro in sales with a new focus on target markets rather than product lines
  - Innovation Management including the innovation process “Foresight – Ideation – Stage Gate”
  - Expansion of the Innovation Ecosystem (Academia, Institutions, Industry Participants, Vendors, Start Ups)
  - An ISO 17025 Accredited Test Institute
  - EHS, Analytics, Patent Department
  - Establishment of Global Quality Management as well as Central Approval and Certification Management
- Group Sustainability Management (2014 – 2019)
  - Member of the Sustainability Board
  - Climate Strategy (Germany) according to Scope 1 and 2
  - Annual Stakeholder Dialogue
- Strategy Development and Implementation (Business Fields, Innovation, Service Unit)
- Executive Board Member within a Joint Venture DAW (26%)/BETEK (74%) in Turkey (2016-2019).
  - Divestment of BETEK in 2019 – sold to Nippon Paints
- Member of the German Construction Chemicals Association since 2015
- President of the German Construction Chemicals Association since 2020

**01.2006 – 06.2014**

**Laticrete International, Inc. (Turnover > \$ 400 Million USD) - USA**

***Vice President R&D/Strategy – Member of the Executive Committee***

- Global R&D: USA, China (foundation) , India (foundation), Australia, Singapore
- Quality Management

- Approx. 50 employees and 12 different nationalities
- Cost optimization programs
- As Vice President Strategy responsible for the new strategic direction and target setting for the company together with CEO
- Growth strategy lead to turnover development from 180 Mio USD (2013) to almost 500 USD (2021)
- Industry Assoziation (MMSA, TCNA, DRYMIX)

**07.2008 – 12.2009**

***Vice President Strategic Procurement***

- Cost reduction of 4.5 Mio USD in 2008
- Toll Manufacturing
- Raw Material Strategy National (U.S.) and International
- Vendor Management

**01.2004 – 10.2006**

**Wacker Chemie AG (Turnover approx. € 6 Bn Euro (2021), approx. 15.000 employees)**

***Senior Product Manager (Munich/Burghausen – Germany)***

- Global Product Introduction and Positioning (Americas, Europe, Asia)
- Pricing Concepts
- Productivity Increase
- Strategic Direction of Toll Manufacturing, Private Label Business, M&A Project Management
- Evaluating Make vs. Buy Decisions
- Member of the Extended Strategic Advisory Board Polymer Division
- Management of a Force Majeure
- Evaluation of M&A targets

**08.1998 – 12.2003**

**Wacker Polymer Systems L.P. – USA (JV Wacker Chemie/Air Products)**

***Technical Director***

- Technical Customer Service (Technical Sales) and Business Development North America: USA, Mexico, Central America
- Key Account Management
- Foundation of the Technical Center North America including Business Development
- Industry Consultant Mexico
- Book co-author: „Polymer Dispersions and their Industrial Applications“, Wiley 2002

## EXECUTIVE EDUCATION

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### Leadership

- Six Wacker internal seminars with coaches from various consulting companies: 1995 – 1998.
- “Development Workshop” in conjunction with TWIST Consulting, Munich – 1997.
- “International Executive Workshop” in conjunction with MERISTEM Consulting, USA – 2002.
- “Focus Group” in conjunction with Coverdale Consulting, Munich – 2005.
- “Motivating People for Performance”, Kellogg Business School at Northwestern University, Evanston, IL – 2008.
- “Mastering the Rockefeller Habits Four Decisions”, Executive Workshop, Ken Estridge & Associates – 2012.

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### Finance & Controlling

- Wacker Internal – 1998.
- AMA International (USA, 1999).

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### Marketing

- “Strategic Marketing” (six months in 2001) together with the University INSEAD (Prof. David Weinstein) to evaluate a new strategic set up for construction materials within Wacker Chemie GmbH.
- “Marketing for the non-Marketing Manager” at the University Michigan Business School – 2000.

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## Additional Skills

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### Theatre/Film Producer

- “The Countess” by Gregory Murphy, Chicago – 2001.
- “A Night of Mamet” by David Mamet, Munich – 2005.
- “Sweet Phoebe” by Michael Gow, Munich – 2006.
- “A Number” by Caryl Churchill, off/off-Broadway, New York City – 2011.
- “Q.E.D” by Peter Parnell, Chicago – 2012.
- “BRUME” Producer/Executive Producer of short film by Maureen Payne-Hahner, Copenhagen – 2022.

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**Munich, September 16th, 2022**

**signed** *Christoph Hahner*

*References available upon request*