



Alexander Rehm

Alexander Rehm is the founder and owner of RLD - Rehm Leadership Development.

As an executive coach, he offers companies and their top management teams specially developed programs that focus on the personal development of executives and accompanies them in the implementation of their individual development goals.

On request, he also offers his top management-experience as an interim manager or board member. He takes on leadership responsibility at board level with the aim of getting the company back on track.

In his previous role as Vice President Global Leadership Development at Swarovski, Alexander Rehm expanded the in-house academy into a strategic pillar of leadership development as part of the global corporate strategy. He was responsible for the design and implementation of all programs worldwide and consequently built up a faculty of which he was the "dean". From 2009 to 2013, more than 750 executives from all management levels in the group went through those programs.

He joined Swarovski's industrial division in 2000 as Vice President Operations for Europe. He led 9 country organizations, with more than 150 employees and an annual turnover of € 200 million.

Before that, he spent 9 years at Hilti, where he held a wide variety of functions in marketing and sales in Germany and Italy.

Alexander Rehm started his professional career in 1985 at PCM Computer AG in Munich, a start-up company in the personal computer industry at the time.

He has a university degree as Dipl.Oec. and as a certified business coach specializes in value development and crisis management. He is a member of the Executive Coach Pool of the renowned IMD and INSEAD business schools. Since February 2017 he has been an honorary professor at the FH Kufstein in Tyrol, responsible for the topics "Leadership and Change". In addition, he organizes leadership workshops as part of the EMBA program of the University of Zurich and published his book "Bonsai - From Superiors to Leaders" in August 2014, which can be downloaded (in German only) from his website.

Alexander Rehm was born in 1962, is married and has 3 grown children. He moved to Switzerland in 2012 after having lived in Italy for 15 years. He is passionate about personnel development for people with a wide variety of cultural backgrounds. In addition to German, he speaks fluent English and Italian.



- 2014 – today **Owner**
RLD-Rehm Leadership Development
Leadership Development, Business Coaching, Consulting
- 2011/2013 **VP Global Leadership Development**
D. Swarovski Corp. AG, Zürich
Luxury Goods, Switzerland, CHF 3000 Mio. / 26000 employees
- 2009/2011 **VP Academy**
D. Swarovski Corp. AG, Zürich
Luxury Goods, Switzerland, CHF 3000 Mio. / 26000 employees
- 2007/2010 **Professional Business Coaching**
CoachPro, Germany, Member of DBVC e.V.
- 2000/2008 **VPO Europe**
Swarovski Europe Holding BV, The Netherlands
B2B Crystal Business, Europe, CHF 275 Mio. / 180 employees
- 1998/2000 **VP Sales South West Germany**
Hilti Deutschland GmbH, Kaufering
Construction Business, Germany, CHF 100 Mio. / 220 employees
- 1997/1998 **Area Manager Sales North Italy**
Hilti Italia Spa, Milano
Construction Business, Italy, CHF 12 Mio. / 9 employees
- 1995/1997 **Director Marketing**
Hilti Deutschland GmbH, Kaufering
Construction Business, Germany, CHF 50 Mio. / 5 employees
- 1992/1994 **Project Manager/Market Manager Industry & Public Entities**
Hilti Deutschland GmbH, Kaufering
Construction Business, Germany
- 1990/1991 **Head of Marketing PCM Computer AG**
PCM Computer AG, Munich
Computer Industry, Germany, CHF 70 Mio. 10 employees



Position

Owner
2014 - today

Company/ Sector

RLD-Rehm Leadership
Development,
www.rld-group.com,
L&D, Coaching &
Consulting,
Montagnola,
Switzerland

Projects/ Main Duties

- Chairman of the Board of Directors, SYMA Holding AG
- Business Coaching, focus Change Processes und Performance Management, Leadership
- Honorary Professor for Leadership and Change at the University of Applied Science, Kufstein, Austria
- Company consulting, Vision Development Processes, Strategy Development, Performance Management, Marketing and Sales Topics
- Member of the Senior Executive Coaching Team at IMD and INSEAD

**VP Global Leadership
Development**
2011/2013

D. Swarovski Corp. AG,
Zürich
Luxury Goods,
Switzerland

- Development of core values and leadership principles
- Moderation and facilitation of the extended management team meetings
- Leadership development for all management levels
- Installation of a systematic worldwide Nomination and Follow Up Process for all participants
- Establishing the department as the Competence Center for Leadership @ Swarovski
- Coordination of all learning and development activities of the company



VP Academy
2009/2011

D. Swarovski Corp. AG,
Zürich
Luxury Goods,
Switzerland

- Implementation of the idea to install a corporate university
- Building up the faculty – cooperation with universities and business schools
- Negotiation of contracts with worldwide suppliers of training and educational services
- Identification of development needs via personal interviews with the top 400 of the company
- Design of target-group specific programs for each management level (high potential → Executive Board)
- Conducting programs for the first two management levels (Executive Program und Experienced Leaders Program)
- Building up and management of a team of program directors, program managers and coordinators
- Essential contribution to the development of the company culture

Turnover / Empl.

Corporation

Direct responsibility

CHF 3 Bill. / 26000

Budget CHF 3 Mio / Team of 4



VPO Europe
2000/2008

Swarovski Europe
Holding BV, The
Netherlands
B2B Crystal Business,
Europe,

Production and Sales of crystal components for
fashion, design and architecture, designer and
retailer for fashion jewelry

- Responsibility for the organizations: Italy, France, UK/Ireland, Germany, Netherlands, Belgium, Austria, Switzerland, Portugal, Czech Republic, Greece
- Establishment of a marketing management function at regional level
- Introduction of a profit-based sales management system
- Building up East Europe (Russia, Hungary, Bulgaria, Romania, Balkans)
- Building up Scandinavia
- Introduction of performance evaluation systems in sales
- Establishment of a CRM Philosophy
- Introduction of a CRM Software and systematic record of 22000 customer data and classification of the customer platform
- Segmentation of the sales organizations
- Develop the teams from a wholesaler organization to a direct sales approach
- Establishment of a central Customer Care Center
- Presence at all major fashion fairs and events (Milano, Paris)
- Growth of the yearly turnover from CHF 90 Mio. in 2000 to CHF 275 Mio. in 2008

Turnover / Empl.

Corporation

Department

Direct responsibility

CHF 3 Bill. / 26000

CHF 275 Mio. / 180

CHF 275 Mio. / 180 employees



**VP Sales Southwest
Germany**
1998/2000

HILTI Deutschland
GmbH, Kaufering
Construction Business,
Germany

HILTI provides leading-edge technology to the
global construction industry

- Leadership of 14 Area Managers with more than 200 Sales Representatives
- Reorganization and strategic re-orientation of the whole regional sales team
- Introduction of performance evaluation systems
- Establishment of a KPI based remuneration system
- Establishment of personal dialogues in sales
- Member of the extended management team

Turnover / Empl.

Corporation
Department
Direct responsibility

CHF 2,2 Bill. / 19000
CHF 500 Mio. / 2000
CHF 100 Mio. / 220 employees

**Area Manager Sales
North Italy**
1997/1998

HILTI Italia Spa, Milano
Construction Business,
Italy

HILTI provides leading-edge technology to the
global construction industry

- Establishment and Implementation of a sub-segmented sales team for “steel construction” in North Italy (Bolzano – Modena, Milano – Treviso)
- Establishment of customer segmentation processes
- Introduction of a potential based customer visit planning tool
- Increase the daily amount of visits per sales representative by 20%
- Growth rate Italy 2%, Sub-Segment “steel construction” 24% p.a.
- Hiring and Leadership of 9 Sales Agents

Turnover / Empl.

Corporation
Department
Direct responsibility

CHF 2,2 Bill. / 19000
CHF 250 Mio. / 900
CHF 12 Mio. / Team of 9



Director Marketing
1995/1997

HILTI Deutschland
GmbH, Kaufering
Construction Business,
Germany

HILTI provides leading-edge technology to the
global construction industry

- Strategic Direction for the newly founded Business Unit Industry/Public Facilities
- Establishment of a segment-oriented sales approach
- Introduction of a Champion Model (systematic exchange of product application know how for the whole business unit)
- New Product Development Processes by integrating Key Accounts into Innovation Workshops
- Introduction of a segment specific sales management system
- Development of market strategies

Turnover / Empl.

Corporation
Department
Direct responsibility

CHF 2,2 Bill. / 19000
CHF 50 Mio. / 140
CHF 50 Mio. / Team of 5

**Project
Manager/Market
Manager Industry &
Public Entities**
1992/1994

HILTI Deutschland
GmbH, Kaufering
Construction Business,
Germany

HILTI provides leading-edge technology to the
global construction industry

- Market Research for the new Business Unit Industry/Public Facilities
- Acquisition of new target groups for HILTI (Automotive Industry)
- Project Lead for reorganizing the sales organization from a geographic to a segment specific sales approach
- Strategies for market access and customer development
- Formulation of a potential based customer visit planning tool.

Turnover / Empl.

Corporation
Department
Direct responsibility

CHF 2,2 Bill. / 19000
CHF 50 Mio. / 140
CHF 50 Mio. / no leadership responsibility



**Head of Marketing
PCM Computer AG**
1990/1991

PCM Computer AG,
Munich,
Computer Industry,
Germany

Retailer of Computer Hard- and Software (IBM,
Compaq, Toshiba)

- Responsible for the 4 P's in Marketing: product assortment – product mix, price, place – distribution strategies and promotion – all communication activities
- Negotiation with supplier
- Systematic Direct Marketing Activities to acquire new target groups
- Planning and conducting of fairs and dealer days
- Member of the management team
- Leading a team of 10 people

Turnover / Empl.
Corporation
Department
Direct responsibility

CHF 70 Mio. / 270
CHF 70 Mio. / 270
CHF 70 Mio. / Team of 10

**Key Account Manager,
Freelancer**
1985/1989

PCM Computer AG,
Munich,
Computer Industry,
Germany

Retailer of Computer Hard- and Software (IBM,
Compaq, Toshiba)

- Startup business,
- Systematic building up of a customer base
- Cold call sales

Turnover / Empl.
Corporation
Department
Direct responsibility

CHF 70 Mio. / 270
CHF 70 Mio. / 270
CHF 1,5 Mio. / no leadership responsibility