INTERIM MANAGEMENT · PROGRAM LEADERSHIP · MANUFACTURING IT

Lead engineering. Steer programs. Bring IT, digitalization and AI to the shop floor.

I take on temporary responsibility where engineering, IT and production have to meet—in aerospace, manufacturing and medtech.

SERVICES

Three fields transformations often keep apart.

01

Lead engineering

Design, development and certification under regulatory requirements, led as head or interim head of an engineering organization.

- Interim Head of Engineering
- Concessions and change management
- Compliance evidence for regulators

02

Steer programs

Program and project leadership, responsible for budget, risks and management-level stakeholders.

- Program and project leadership
- Interim Managing Director
- Steering internal teams and external partners

03

Bring IT, digitalization and AI to the shop floor

PLM, MES and manufacturing IT initiatives, from concept to go-live—including in regulated environments, and with AI where it actually takes work off people's plates.

- PLM · MES · Manufacturing IT
- Computer system validation (V-model, FDA 21 CFR Part 11)
- My own AI agents and automation

ENGAGEMENTS

How we work together.

Interim engagement typically 3–12 months	I take over a leadership role for a set period—in a vacancy, a crisis or a restructuring—and work in your line organization with full responsibility.	**OUTCOME** Role reliably filled, successor onboarded.
Program leadership project-based	I lead a program that spans engineering, production and IT. That covers goals, plan, budget, risks and reporting to executive management.	**OUTCOME** Program on track, decisions prepared.
Assessment 2–4 weeks	I independently review an ongoing initiative or an organization. Where does it stand? What is missing? What is the right next step?	**OUTCOME** Report with findings and prioritized actions.

APPROACH

Four steps, cleanly handed over.

01

Understand

Together we clarify the starting point, goals and constraints, working with the people who carry the work.

02

Plan

Define goals, milestones, responsibilities and risks. Anything that isn’t measurable yet becomes measurable.

03

Deliver

Lead, steer, decide. Regular reports go to executive management, and issues get escalated early, not late.

04

Hand over

Results are documented, the successor is onboarded and the organization runs without me.

EXPERIENCE

From concept to go-live.

since 2012
Interim engagements in leadership and program roles

2
Companies built and managed

3
Industries: aerospace, manufacturing, medtech

ISO 9001
EN 9100
Quality management implemented and certified

INTERIM AND FREELANCE ENGAGEMENTS

- **Leading Swiss technology group (Aerospace/Defense)**
- **Global Aviation Services**
- **Northrop Grumman LITEF**
- **Diehl Comfort Modules**
- **Broetje Services**
- **Premium Aerotec, Augsburg**
- **Premium Aerotec, Varel**

EMPLOYMENT

- **Biotronik**
- **Airbus**
- **LMtec Swiss**
- **Labinal (now Safran)**
- **Helbling PLM Solutions**
- **P-D Aircraft Interior**

2014 Hugo Junkers Award, Saxony-Anhalt

2010 Founder of the Year, Saxony-Anhalt

2008 Airbus Awards for Excellence

EXPERIENCE

From concept to go-live.

MEDTECH

PLM processes and system validation

Situation
International medtech group running business-critical IT systems for development and production in a regulated environment.

Task
Improve PLM processes, roll out systems and validate them per the V-model and FDA 21 CFR Part 11.

Outcome
Projects delivered. According to the reference letter, the contribution to optimizing IT-supported processes was significant.

AEROSPACE · DEFENSE

Transformation program for the digital value chain

Situation
Leading Swiss technology group (Aerospace/Defense) looking to advance its PLM and manufacturing IT processes and bring engineering, production and IT closer together.

Task
Led the digital transformation program as a freelancer for 14 months (09/2020 – 10/2021), responsible for teams and external partners, budget, risks and management-level stakeholders under aerospace and defense requirements.

Outcome
Put transformation programs into practice where business, engineering, production and IT meet, and advanced the digital value chain with a focus on PLM and manufacturing IT.

Clients anonymized

EXPERIENCE

From concept to go-live.

AEROSPACE · SPECIAL MACHINERY

Interim leadership in engineering and programs

Situation
Aerospace suppliers, avionics companies and equipment manufacturers in Germany needed interim leaders for engineering, aircraft programs and projects.

Task
Six interim engagements in just over five years (05/2012 – 07/2017) as Interim Managing Director, Interim Head of Engineering, Head of Concessions A350XWB, Project Lead MS-21, General Project Manager for special machinery and Senior Program Manager Avionics.

Outcome
Led and handed over all six engagements, coordinating with suppliers in Japan and the US and with three international airlines.

AEROSPACE · AUTOMOTIVE · PROTOTYPING · DEFENSE

Two companies built from the ground up

Situation
Two start-ups: a cabin interiors manufacturer and a toolmaker.

Task
Full responsibility as owner and managing director, including quality management to ISO 9001 and EN 9100.

Outcome
Certification achieved, both companies established in the market and handed over.

Clients anonymized



ABOUT

Tobias Lux

I come from aerospace engineering. I built and ran two companies, and since 2012 I have worked as an interim manager and program lead. My focus is where engineering, production and IT meet—where initiatives tend to fail at the interfaces, not at the technology.

I take responsibility, make decisions you can follow and hand over cleanly. Based in Neuendorf (Solothurn), working worldwide, remotely or on site, wherever the project needs me.

I know AI from hands-on work, not just from slides. I build and run my own AI agents, which automate research, documents and workflows day to day. I bring that experience to the job of embedding AI in engineering and production in a way that makes sense.

Aerospace | Manufacturing | Medtech | PLM | MES | Manufacturing IT | AI agents

German · English

CONTACT

Let’s talk about your project.

There’s no obligation in a first conversation. Send me a short note on what it’s about, and I’ll reply within two business days.

Based in Neuendorf (Solothurn), working worldwide, remotely or on site.

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