

Claas Voigt

Interim CRO / Turnaround Leadership for Digital and Tech-Driven Business Models

Leads restructuring, turnaround and transformation mandates for digital business models with full P&L accountability, stabilizes liquidity, results and organization, and returns companies to a sustainably viable state.

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Executive Summary

- Takes on responsibility as Interim CRO or interim managing director in restructuring and turnaround situations of technology-driven companies, combining classic crisis leadership with a deep understanding of SaaS, platform and digital business models.
- Stabilizes liquidity, working capital and results, creates reliable decision-making foundations and guides shareholders, investors and financing partners through critical company phases.
- Realigns cost base, organization and operating model and steers transformation programs, carve-outs, post-merger integration and critical ERP / core system topics at decision-maker level.
- Combines program governance, escalation management and organizational diagnostics with operational execution to sustainably restore steerability, profitability and the ability to act.
- Supports owners and management after stabilization in the further development of business model and organization, remaining engaged as a strategic advisor.

Key Achievements

- **Turnaround & Monetization of Digital Business Models**
  - Restructures SaaS, platform and data-driven business models and aligns portfolio, pricing logic and organization consistently toward profitability.
  - Demonstrably increases economic performance, including raising gross margin from 15% to 80% at stable revenue.
- **Profit & Cost Restructuring**
  - Restructures cost base, organization and operational performance along the economically viable business model.
  - Delivers sustainable profit improvements, including from minus EUR 6.5 million to plus EUR 2 million EBIT within three years.
- **Liquidity & Cash Management**
  - Creates transparency on liquidity, working capital and capital requirements and establishes reliable cash steering as a management instrument.
  - Demonstrably improves liquidity and capital commitment, including shortening the cash conversion cycle from 45 to 20 days.
- **Bank, Investor & Governance Leadership**
  - Guides shareholders, investors, banks and supervisory bodies safely through critical company situations and creates reliable decision-making and financing foundations.
  - Successfully negotiates capital measures and financings, including capital increases of more than EUR 2 million.
- **Organizational Diagnostics & System Intervention**
  - Analyzes organizational, leadership and decision-making structures within a short time and identifies the true root causes of critical company situations.
  - Develops viable leadership and organizational models that sustainably improve decision-making ability and execution speed.

Industries

- Software / SaaS
- Digital platforms & data business
- AdTech / digital marketing
- Telecommunications
- Fintech / factoring (regulated)
- E-commerce / mobile services
- IT consulting / systems integration
- Industrials / manufacturing

Methods / competencies

- Restructuring & turnaround
- 13-week cash flow planning
- Working capital management
- Creditor negotiations
- Cost reduction programs
- Carve-out & PMI
- Organizational diagnostics
- Transformation governance
- KPI / OKR steering
- Due diligence
- Vendor management
- AI governance and AI-enabled steering

Languages

- German (native)
- English (business fluent)

Reliable restructuring decision in ten days: Independent Business Review with EUR 2.1-4.1 million restructuring potential for a PE-backed software company

Company: Anonymized (NDA) | Software provider for public-sector digitalization, southern Germany, PE-backed | Approx. 110 employees | approx. EUR 8 million ARR (2026)

Period: 07/2026 to 09/2026

Role: Interim CRO (Independent Business Review), reporting to the management board and the chairman of the supervisory board

Starting Point

A PE-backed software provider for public-sector digitalization was in an acute liquidity and earnings crisis. The prepayment-financed business model masked the true earnings situation, the organization was significantly oversized, and the capital requirement was neither reliably quantified nor backed by a viable action program. Management and supervisory board commissioned an Independent Business Review as the decision basis for the restructuring.

Responsibility & Approach

- Assumption of CRO responsibility with a direct reporting line to the management board and the chairman of the supervisory board, including responsibility for delivering a decision-ready Independent Business Review within ten days.
- Establishment of full transparency on liquidity, financing needs, working capital and governance, and development of a reliable 13-week liquidity model as the basis for shareholder, bank and investor decisions.
- Identification and prioritization of the ten key restructuring levers with a sustainably realizable cost potential of EUR 2.1 to 4.1 million per year, including downside scenario and target organization.
- Analysis of business model, financing structure, loan agreements, shareholder model and regulatory risks, and development of a multi-stage restructuring roadmap following IDW S 6 logic.
- Steering of all data deliveries and management of communication between management board, supervisory board, shareholders and other stakeholders throughout the review.

Result & Impact

- Delivery of a complete Independent Business Review within ten days as a reliable decision basis for shareholders, supervisory board and financing partners.
- First-time full transparency on liquidity, capital requirements and financing gap, including a reliable 13-week plan and scenario analysis.
- Development of a prioritized restructuring program with an identified profit potential of EUR 2.1 to 4.1 million per year, including target headcount and concrete action planning.
- Decision-making ability of all stakeholders established within two weeks, creating the basis for the subsequent restructuring and financing decision.

Six business units with their own P&L established: decentralized profit accountability and a scalable leadership structure for an IT consultancy with EUR 20 million revenue

Company: IT consulting firm, Hamburg | IT consulting and systems integration | Approx. 80 employees | approx. EUR 20 million revenue (2025)

Period: Since 03/2026, ongoing

Role: Interim COO | Operational Transformation & Target Operating Model

Starting Point

An IT consultancy that had grown to around 80 employees was still largely steered by its founders through functional competence centers. Profit accountability, utilization, pipeline and partner compensation were not consistently anchored at business unit level; key decisions converged at the management board. The objective was to build a scalable organization with clear P&L accountability, decentralized leadership and an economically viable partner model.

Responsibility & Approach

- Assumption of operational transformation responsibility as Interim COO with the objective of transferring founder-led steering into a scalable target operating model with decentralized profit accountability.
- Design and implementation of the target organization: dissolution of the previous competence centers and establishment of six business units with their own P&L and accountable BU owners.
- Design of a new partner and compensation model including contractual implementation.
- Establishment of business-unit-level steering with controlling, management reporting, utilization management and CRM pipeline.
- Establishment of new governance and decision-making structures with an executive committee as a quarterly body, and support of transformation communication into the organization.

Result & Impact

- Six business units with their own P&L and clear profit accountability transferred into regular operations as of 01.09.2026.
- New partner and compensation model approved and contractually implemented, initially in two business units.
- Business-unit-level controlling and management reporting established as the new operational steering basis.
- Decision-making authority shifted from the management board to BU owners, creating the basis for scalable growth, faster decisions and stronger profit accountability.

Turnaround under BaFin supervision: payout process accelerated from over 5 days to under 48 hours, plus EUR 1.1 million liquidity, orderly wind-down without insolvency

Company: JITpay Financial GmbH, Braunschweig (subsidiary of Volksbank Braunschweig Wolfsburg, BRAWO) | Factoring and payment for logistics, BaFin-supervised | 50 employees | EUR 3.5 million revenue (2024)

Period: 03/2024 to 12/2025 operational; managing director until 02/2026

Role: CRO and member of the executive management, temporarily managing director for the orderly wind-down (mandate jointly with nexpert AG)

Starting Point

The bank-owned factoring institution was under BaFin supervision with high non-performing receivables, unstable, largely analog core processes and insufficient earnings power; this was compounded by dependence on the software provider, and imminent insolvency was a real prospect. Mandate from the shareholder (BRAWO Group): restructuring and stabilization under regulatory requirements, followed later by the orderly wind-down of the business.

Responsibility & Approach

- Assumption of CRO responsibility as a member of the executive management under banking supervision, with the objective of restoring steerability and liquidity; reporting to the shareholder and the bank's investment management.
- Development and moderation of an integrated restructuring and action plan: transparency, liquidity, results, business model, process automation.
- Restructuring of the payout and receivables process, liquidity planning and negotiation of a credit line of EUR 1.7 million.
- Communication with shareholder, bank and supervisory authority, and clarification of contracts and licenses with the software provider.
- Leadership of the orderly wind-down as managing director: liquidation planning and purchase agreement amendment.

Result & Impact

- Payout process accelerated from over 5 days to under 48 hours.
- Customer retention of existing clients kept above 80%, process costs significantly reduced, steerability restored.
- Liquidity improved by EUR 1.1 million by year-end 2025; credit line of EUR 1.7 million negotiated; sales partnership with Timocom of EUR 10,000 per month established.
- Orderly wind-down from Q4 2025 without insolvency.

Succession stabilized and leadership structure established: from founder bottleneck to a steerable organization on a EUR 10 million growth path

Company: Metec Industriemontagen und mechanische Fertigung GmbH and Metec Produktion GmbH (METEC), Oyten near Bremen | CNC machining, single parts to series production | 59 employees | approx. EUR 9 million revenue (2025), target of EUR 10 million in 2026

Period: Since 12/2023, ongoing

Role: Strategic Advisor & Sparring Partner to the Managing Director | Succession, Leadership & Organizational Development

Starting Point

The manufacturing company faced the handover from the founder to the second generation while production, order processing and organizational complexity were continuously increasing. Key decisions remained concentrated with the managing director, although leadership responsibility had formally been distributed to foremen and team leads. Post-calculation, pricing and operational KPIs did not provide a reliable basis for managing the company. The objective was to secure the succession organizationally, establish a viable leadership system and create the conditions for further profitable growth toward EUR 10 million in revenue.

Responsibility & Approach

- Assumption of the advisory role alongside the succeeding managing director as continuous sparring on strategy, leadership, organization and entrepreneurial decisions.
- Reorganization of the leadership and accountability structure, clear delegation along roles and responsibilities, and development of a resilient second leadership level.
- Establishment of performance-oriented steering with ERP analyses, post-calculation, pricing, KPIs and a regular morning briefing.
- Support of key personnel and organizational decisions, from onboarding new leaders to parting with key individuals and moderating critical conflicts.
- Development of the organizational structure toward the targeted growth and reduced dependence on the managing director.

Result & Impact

- Succession situation stabilized and leadership structure significantly sharpened; plant manager developed as the future operational deputy to the managing director.
- Decision-making and accountability logic shifted from the managing director into the organization, relieving him as the central bottleneck.
- ERP, post-calculation, pricing process and KPI steering established as reliable management instruments.
- Operational steerability and leadership capability significantly improved as the basis for further growth toward EUR 10 million in revenue.

Career History

Company: Independent Interim Manager and Advisor, Hamburg

Period: since 12/2023

Position: Interim CRO | Interim COO | Trusted Advisor

Responsibility & Approach

- CRO, COO and advisory mandates in restructuring, turnaround and transformation of digital and technology-driven business models.
- Statutory and leadership responsibility in special situations, from liquidity crises under banking supervision to growth organizations.
- Core expertise: 13-week cash flow planning, bank and creditor communication, cost restructuring, and development of reliable steering and reporting structures.

Company: nexpert AG (network partnership)

Period: since 2023

Position: CRO in the CRO network, independent network partner

Responsibility & Approach

- CRO mandates at statutory level in restructuring and special situations, conducted as an independent network partner (no employment relationship).
- Joint mandate execution with nexpert, including restructuring and orderly wind-down of a BaFin-supervised factoring institution as CRO and member of the executive management.
- Responsibility for integrated restructuring plans, liquidity management, and shareholder and bank communication in the network mandates.

Company: emetriq GmbH (Deutsche Telekom Group), Hamburg

Period: 2016–2023

Position: Managing Director / CEO

Responsibility & Approach

- Turnaround under imminent insolvency after the venture phase: restructuring plan, securing of capital requirements, negotiation of the intra-group acquisition and refinancing.
- Focusing of the portfolio, closure of low-gross-margin units and reduction of IT costs by 40%.
- Realignment of the business model into Germany's largest data pool with strong market partnerships.
- EBIT improved from minus EUR 6.5 million to plus EUR 2 million within three years; gross margin raised from 15% to 80% at stable revenue.
- Built an organization with a high level of ownership that weathered crises such as Covid robustly.

Company: conVISUAL AG (today mVISE AG), Oberhausen

Period: 2012–2014

Position: Member of the Executive Board (COO/CEO), reporting to the supervisory board and main investors

Responsibility & Approach

- Restructuring under imminent insolvency: cost reduction of 42%, loss reduction of 78% in the first year.
- Creditor negotiations and three capital increases of more than EUR 2 million on the capital market.
- Strategic pivot to a mobile app agency with higher-margin product and platform businesses.
- Wind-down of the legacy business and rebuilding of the team to around 50 to 60 employees at the time of departure.

Career History

Company: Parship GmbH, Hamburg

Period: 2011

Position: Director Product Management & Innovation

Responsibility & Approach

- Overall responsibility for product strategy and roadmap; team of 10, reporting to the managing director.
- Leadership of Product Development, Scientific Development & Matching and Product Quality.
- Further development of the matching algorithm and the user experience along the entire funnel.

Company: freenet AG, publicly listed

Period: 1999–2010

Position: Leadership roles in portals, product management & e-commerce

Responsibility & Approach

- 2005 to 2010 Head of Product Management Internet Access, member of the management team of the Fixed Line business unit (25 employees), reporting to the CEO.
- 2001 to 2004 Head of freenet Portals, member of the management team of the Portals business unit (39 employees); 1999 to 2001 project manager e-commerce.
- Built the DSL business from 10,000 to 1 million customers; acquisition and migration of the Lycos and Tiscali DSL customer bases.
- Negotiations with Facebook, Google and Samsung, and further development of digital platform business models.

Academic Background & Further Education

- ### IfUS Institute at SRH University Heidelberg (2026)

  Degree: Certified Restructuring Advisor, examination passed on 20.06.2026

- ### Blackboat Internet GmbH; AI Officer jointly with HAERTING attorneys at law (2025)

  Degree: AI Officer (certificate course) and AI Pro Excellence (twelve-week program)

- ### Future Leadership / Intrinsify (2019)

  Degree: Organizational Designer for Agile Teams (training)

- ### Wirtschaftsakademie Schleswig-Holstein, Kiel (1996–1999)

  Degree: Industrial Engineering degree (BA), dual study program; thesis: Optimizing the sales strategy of COMO GmbH through use of the internet (grade: very good)

- ### COMO Computer & Motion GmbH, parallel to the dual study program (1996–1999)

  Degree: Vocational training as industrial clerk (IHK), trainer aptitude examination 1998