



To Whom it May Concern.

Copenhagen 5. June 2012

In the last period of my 18 years of responsibility as Senior Vice President for the 2-stroke After Sales and Service division of MAN B&W Diesel I held direct and indirect responsibilities to Gösta Schwarck and functioned as his mentor.

Early on I appointed him as project responsible for a set of initiatives that the Boston Consulting Group helped the entire MAN Diesel group implement during 2006 and 2007. A major learning of this process was that we needed to strengthen our supply chain management.

During his work as logistic coordinator, Gösta created a number of new tools for us, the most impressive being a mathematical model for the forecasting of large and expensive spare parts (cylinder liners) for the future 3 years, the so-called SIBYL model, which resulted in being uncannily correct.

Later I supported in the positioning of Gösta in a central role for the entire MAN B&W Diesel group, when it came to After Sales Logistics processes. During this period he installed group-wide forecasting processes and promoted the usage of data for analysis purposes.

The results were impressing; stock-outs dropped to a never-before-seen low level and as a consequence customer service increased. During his subsequent work of inventory reduction I saw him lead and motivate his project teams, and turn their exhausted and worn-out morale into a focused effort in reducing inventories.

Gösta is also the sort of person that is eager to learn more and see the broader picture. In fact he is so fast that there is always a risk that his colleagues are left behind unable to follow his line of thoughts.

Gösta is a natural network builder, he has a large network within the company as well as in the academic world, in Denmark but also abroad. At times he flooded the premises with students and trainees from as far as Australia, Poland, Iceland, Vietnam and Malta but he also manages a close contact with professors from the Technical University of Denmark as well as Aalborg University with whom I believe he has a close co-operation with.

In my final months as SVP for the 2-stroke (i.e. Low-speed) After Sales I mentored Gösta towards the completion of his Leadership training as he was identified as a future leadership potential for the MAN. Gösta's action learning project concerning the building-up of the after sales supply chain management organization was to my opinion a very open and self-reflecting piece of work in organizational theory.

I can give Gösta Schwarck my very best recommendations.

Otto Winkel
Director
Low speed Engine Promotion & Sales
MAN Diesel & Turbo
tel: +45 33 85 14 01
Mobile: +45 21 20 75 54