



Florian Leonhart

Head of Operations

Open to relocate.

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[LinkedIn](#)

Head of Operations with 5+ years of experience in the end-to-end management of mid-sized companies. Led teams of up to 60 employees across all core functions – IT, Sales, Marketing, Production and Project Management. Proven track record in process automation, ERP integration and digital transformation: inventory reduced by 30 %, IT downtime cut by 90 %, profitable growth in a shrinking market, company-wide AI integration. Pragmatic executor – I build systems that work and enable teams to evolve them independently. With ZOYOS GmbH I deepened technical skills in AI automation, software development and sales. Relocating to Doha in November 2026; residency visa already secured.

Core Competencies

- Operational Management & P&L
- Team Leadership up to 60 FTE & 7 Locations
- Process Optimization & Automation
- Stakeholder Management
- Digital Transformation & IT Infrastructure
- Change Management & Organizational Development
- B2B Sales & Key Account Management
- AI Integration & Data Analytics

Professional Experience

Zoyos GmbH

Founder & Managing Director / Interim Venture Bridging Relocation to Doha

Mar 2026 – Present

- Order automation: Workflow for automatic detection, validation and ERP transfer of incoming orders. Entry errors –50 %, processing time halved.
- ERP automation: 4 desktop apps for automated master data maintenance and ERP processes – from manual to error-free and repeatable. Eliminated one full-time back-office role.
- Strategy consulting: Advising mid-sized clients on AI adoption and the optimization of operational processes – from opportunity assessment to implementation.

maleco Farbwerk GmbH

Head of Operations / Member of the Executive Management

Oct 2021 – Feb 2026

Mid-sized paint manufacturer, 60 employees, 7 locations. Reporting directly to the CEO with cross-functional responsibility for IT, Sales, Marketing, Production and Project Management.

- Growth against market trend: +5–10 % p.a. while the market shrank by 2–8 %. Realigned sales strategy, opened new segments, optimized pricing.
- Leadership: 60 FTE across 7 locations. Full ownership of hiring, terminations and people development.
- Investments: Site expansion (€500k) and machinery (€150k) – from business case to commissioning.
- Purchasing & Inventory: Restructured processes, data-driven. Purchasing errors –80 %, inventory –30 %.
- IT & Digitalization: Downtime cut by 90 % within 6 months. Launched B2B portal and AI sales tool with early warning system.
- Automation: 100+ recurring workflow steps automated. Solutions built personally or by enabling the team.

Business Development & Project Management

Sep 2020 – Sep 2021

- Took over IT infrastructure
- Modernized brand & communications
- Launched B2B and B2C e-commerce
- Led 15 employees

Latupo GmbH

Master's Thesis & Working Student

Aug 2019 – Aug 2020

- E-commerce management (Amazon, eBay) – data maintenance, analysis and optimization of sales data
- Internal research study on organizational development as basis for a planned restructuring

Convertus UG

B2B Software Sales | Working Student

Feb 2018 – May 2019

- B2B software sales (lead generation) incl. cold outreach
- Contributed to the development of the Minimum Viable Product (MVP)

SevenOne Media GmbH

B2B Software Sales | Internship

May 2017 – Sep 2017

GymPro UG

Founders Associate | Internship

Nov 2016 – Apr 2017

Mankiewicz Gebr. & Co.

Sales Department, Automotive Iberia | Internship

Aug 2016 – Oct 2016

Education

Hochschule Fresenius

Master of Arts: Sustainable Marketing & Leadership

2018 – 2020

Focus: Organizational Management

Hochschule Fresenius

Bachelor of Arts: Business Administration

2013 – 2016

Skills

Leadership & Organization: P&L Responsibility, Multi-Site Leadership, Change Management, People Development, Investment Planning

Strategy & Finance: Budget Management, KPI Reporting, Pricing Strategy, Procurement Optimization, Inventory Management

Sales & Customers: B2B Sales, Key Account Management, E-Commerce, CRM Processes

Digitalization & Tools: ERP (Sage 100, JTL), Microsoft 365, AI Automation, Python & Web Apps, Data Analytics

Languages: German (native), English (fluent / business proficient)

Personal

Competitive Sports

2008 – 2024

16 years of competitive field hockey – 1st German Bundesliga for Uhlenhorster HC and Großflottbeker THGC Hamburg.