



Curriculum vitae

Dr. Heiner Bente

Personal data

<i>Year of birth</i>	1956
<i>Education</i>	Doctorate with distinction in 1983 in energy economic studies at the faculty for Mechanical Engineering at Ruhr University of Bochum Studies of Physics and Geophysics at the Ruhr University of Bochum, in Paris and at the Nuclear Research Centre Karlsruhe, Diploma in Nuclear Physics in 1979

Language skills

<i>German</i>	Native language
<i>English</i>	Business fluent
<i>French</i>	Business fluent

Professional career

<i>Since April 2010</i>	civity Management Consultants GmbH & Co. KG Chairman of the Advisory Board and Senior Advisor
<i>2009 – 2010</i>	BSL Management Consultants GmbH & Co. KG Senior Advisor
<i>1999 – 2008</i>	BSL Management Consultants GmbH & Co. KG Managing Director
<i>1991 – 2008</i>	BSL Managementberatung GmbH, Hamburg Managing Director and Managing Partner
<i>1984 – 1990</i>	Principal at Mummert + Partner Unternehmensberatung GmbH, since 1988 as the responsible division manager for strategic consulting of public service companies and governmental institution, with a position in London (1989/1990)
<i>1979 – 1983</i>	Assistant professor at the institute for energy economic studies at the Ruhr University of Bochum

Project experience – extract

<i>Amtrak, USA</i>	<p>International benchmarking of Amtrak's infrastructure network (characteristics, utilization, cost, quality and performance) and selected lines to support Amtrak in the process of evaluating the efficiency and effectiveness of its infrastructure maintenance program</p> <p>Strategic analysis of the financial performance and profitability of Amtrak in comparison with European passenger rail systems</p>
<i>Department of Economy and Transport of the city of Hamburg</i>	<p>Development of a report on the cost reduction measures and organisation of local public transport in Hamburg</p>
<i>Community of European Railway and Infrastructure Companies (CER)</i>	<p>Study on the potential impact of various forms of vertical separation in the European railway sector</p>
<i>CFL – Société Nationale des Chemins de Fer Luxembourgeois, Luxembourg</i>	<p>Positioning of CFL's infrastructure regarding cost and performance in an international context</p> <p>Development of a strategy considering experiences after "regionalisation" of the short-distance rail traffic in Germany and legal requirements of the European Union</p> <p>Preparation for upcoming competition by determination of the current position in the market, target costing and identification of cost cutting potential</p> <p>Development of strategic financial planning for the maintenance and renewal of the infrastructure</p>
<i>Danish Ministry of Transport, Denmark</i>	<p>Concept development of a competitive market model for the Danish passenger rail market</p>
<i>DesertXPress. USA</i>	<p>Policy paper regarding the adequacy of a Maglev system on the Las Vegas - Southern California (Victorville) corridor</p>
<i>Deutsche Bahn AG, Germany</i>	<p>Comparative study with twelve partly privatised international railway companies on strategies and experiences with regard to redevelopment measures</p> <p>Implementation of an international technology benchmark for the railway system</p> <p>In-depth analysis of labour utilisation and identification of potential for optimisation for the business units commuter, mainline and freight</p>

<i>Deutsche Bundesbahn, Germany</i>	Development and implementation of a human resource strategy for all operational divisions
<i>Deutsche Bundesbahn/ Deutsche Reichsbahn, Germany</i>	Analysis of allocation of the motive power department tasks into passenger and freight services
<i>Deutsche Regierungskommission Bundesbahn, Germany</i>	Two year participation in the Federal German railway restructuring commission with emphasis on preparing the German railway for the transformation into a publicly listed company, regional development of local passenger transport, procurement policy, competition and freight transport marketing
<i>Economic Ministry of the State of Mecklenburg Vorpommern, Germany</i>	Regionalisation of local public rail transport; establishment of an integrated public transport association in the State of Mecklenburg Vorpommern
<i>ESWE Verkehrsgesellschaft mbH, Wiesbaden, Germany</i>	Benchmarking and assessment of costs and productivity of transport services; and elaboration and recommendation of strategic options for the bus department
<i>European Union, Brussels, Belgium</i>	Several activities as expert for the DG TREN
<i>Federal Minister of Mail and Telecommunications</i>	Several projects in the field of human resource management for the Deutsche Bundespost (German Postal Service) Project to improve the competitiveness in the purchasing and materials management at the Deutsche Bahn through increased internationalisation and procurement marketing
<i>Federal Ministries of Transportation, Building and Housing, Germany</i>	Report on the separation of infrastructure and operations. International benchmark of six European and American railway companies Concept of transfer price systems for the infrastructure utilisation under competition
<i>Federal Republic of Germany, represented by the Ministries of Transportation and Finance</i>	Development of alternatives for the IPO of Deutsche Bahn "with or without infrastructure"

<i>Hessische Landesbahn, Germany</i>	<p>Analysis and development of strategies for different business units, including public transportation, freight services, infrastructure and maintenance services; project included stakeholders outreach and involvement in the process and communication of results</p> <p>Definition of a detailed public transport tendering strategy including capital and internal business unit requirements</p>
<i>Holland Railconsult Holding BV</i>	Internationalisation and diversification strategy
<i>LNVG, Niedersachsen, Germany</i>	Development of a public transport strategy for Lower Saxony (organisation, allocation of responsibilities, economic efficiency, instruments)
<i>LVS, Schleswig-Holstein</i>	Project on the division of work/responsibilities between public transport authorities and public transport companies in the State of Schleswig-Holstein
<i>Movia Kopenhagen</i>	Determination of relative competitiveness of Lokalbansen and Regionstog in the Danish market through comparison to an international sample of comparable regional train operators
<i>NASA, Sachsen-Anhalt</i>	Public transport strategy and division of work/responsibilities in the transport arena
<i>Office of Rail Regulation (ORR)</i>	<p>International benchmarking study comparing costs, services and revenues of the entire rail system; included passenger and freight service, infrastructure management and operations and train procurement and maintenance</p> <p>International benchmarking of the efficiency of GB train operations</p> <p>Analysis to determine the medium-term potential cost savings of Network Rail (Great Britain) in asset management</p>
<i>Organisation for Economic Co- operation and Development (OECD)</i>	Study on the efficiency/productivity of railways (status quo comparison as well as barriers, traps and recommendations for improvement) for ITF member countries (focus: Europe and China, India, USA, Australia, Russia)

*Österreichische
Bundesbahnen,
Vienna, Austria*

Elaboration of an action plan to increase productivity in railway operations

Analysis of line costs, benchmarking with European railways and deduction of target costs

Consultant for the former CEO of the ÖBB in the early 1990s

RailCorp, Australia

Development and implementation of an enterprise-wide business risk management system

*Société nationale des chemins
de fer français (SNCF) and
Alstom*

Strategic study with a focus on the benefits of very high speed rail in Europe when compared to lower speed options; key levers and drivers of speed choice were analysed and conclusions were presented on when a particular speed option is optimal

Transportministeriet, Denmark

Comparison of costs, revenues and performance of DSB and six European railways, differentiated by train service categories, and including an analysis of their mid-term economic and operational development plans

*UIC,
Paris, France*

Benchmarking project in six phases with twelve European, American and Japanese railway companies with regard to their investment policy and utilisation strategies of network infrastructure

International project "Infrastructure Management and Strategy", strategic analysis of the management practice level at railway infrastructure companies with main focus on investment policy/ financing, infrastructure marketing, performance management, "overall policy" (governmental relations), yield management, human resources, outcontracting

Concept of a system comprehensive improvement of the "Service level Reliability of Railways"

Benchmarking of key performance and quality indicators of four leading European freight TOCs, including identification of individual potentials for optimisation