

# CURRICULUM VITAE | KAI HANKELN



*If you always do what you've always done, you'll always get what you've always got.*

- Henry Ford -



## **KAI HANKELN**

Hankeln Advisory GmbH i.G.

Paustian-Ring 100

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# KAI HANKELN

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## PERSONAL INFO

**Name** Kai Hankeln

**Born** 28.01.1970

**Nationality** German

**Family status** Married

**Kids** 3 Kids

## KONTAKT

**Mobil** + 49 (0) 151 1970 2801

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24576 Bad Bramstedt

## LINKS

**LinkedIn** [www.linkedin.com/in/kai-hankeln-12a093138](https://www.linkedin.com/in/kai-hankeln-12a093138)

## PREVIOUS FUNCTIONS

- Chief Executive Officer (CEO)
- Chief Operating Officer (COO)
- Executive Director
- Managing Director
- Chairman & Supervisory Board-Member
- PR- and Marketingmanager
- Health Consult/manager

## MANAGEMENT AND BUDGET RESPONSIBILITY

- Responsibility for EUR 5bn revenue
- Management of 67k employees and 100 managers

## SKILLS

- Offensive & communicative
- Courageous
- Networker
- Target oriented

## PROFOUND KNOWLEDGE

- CEO & COO
- Hospital turnarounds
- Corporate transformation and development
- Reporting authority CFO & COO
- Formation and development of companies
- M&A
- Post Merger Integration
- Lobbying
- Board experience

## SUCCESS STORIES

- Various acquisitions & takeovers e.g. RHÖN-KLINIKUM
- Various successful new foundations e.g. Blumenburg
- Group restructuring to KGaA
- Transformation of company culture
- Restructuring e.g. in the context of privatization LBK HH from 0 % to 13 % Ebitda margin
- Reorganisation of a very large municipal hospital

## LANGUAGES

- German (Native Speaker)
- English, Fluent in writing and speaking

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Work Experience

03/2024 -  
current

**Hankeln Advisory GmbH** i.G. | www.hankeln-advisory.de

Start up preparation | 03/2024 - 05/2024

**Founder & CEO | 06/24 - current**

01/2007 -  
02/2024

**Asklepios Kliniken GmbH und Co. KGaA** | Hamburg | www.asklepios.com

Private clinic operators | EUR 5,5bn revenue | 67k employees | 100 managers

**Group managing director | 07/2012 - 02/2024**

**Chief Executive Officer | CEO | since 2016**

- Responsibility for the Group divisions Construction, Legal Division, Purchasing, IT, Human Resources, M&A, Marketing & Corporate Communications, Nursing, Auditing, Strategy
- Management of the Group holding company & Management of the subgroup (operational responsibility for Northern and Eastern Germany)
- Responsibility as reporting authority for CFO and COO
- Development of the new business areas
- Realignment of the entire Group along the entire value chain
- Establishment of lobbying activities (Board of Management of CDU Wirtschaftsrat, BDPK - Board of Management)

**Responsibilities:** Revenue up to EUR 5,5bn | 67.000 employees and 100 managers

**Results:**

- Successful acquisition of RHÖN-KLINIKUM AG
- Margin development of entire Group & Post-Merger-Integration
- Complete group restructuring to KGaA
- Very good acquisitions in M&A (Meierhofer IT, Samedi, EAP, Rhön)
- Development of new business areas (Care Bridge, Purchasing, Mind District)
- Transformation of corporate culture

**Executive Director | Asklepios Klinik Nord | 01/2007 - 06/2012**

- Renovation and construction / expansion of hospitals (approx. 1.600 beds)
- Expansion to include a psychiatric unit at Wandsbek (approx. 110 beds)
- Basic refurbishment of the hospitals Heidberg and Ochsenzoll
- Corporate development and establishment of new business areas
- Development of the market in Schleswig-Holstein
- Preparation of the construction master plan and acquisition of subsidies,
- Subspecialisation of psychiatry and expansion of somatics into a maximum care provider

**Responsibility:** revenue up to EUR 200bn | management of 2.500 employees

**Results:**

- Refurbishment as part of LBK privatization - from 0 % to 13 % margin
- Complete structural refurbishment of the three sites
- Increase in revenue from EUR 170 million to EUR 206 million

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**01/1999 – 01/2007**     **Rheumaklinik GmbH** | Bad Bramstedt | www.klinikumbadbramstedt.de  
Hospital and rehabilitation clinic with 880 beds | EUR 42 Mio. million revenue | 1.000 employees

- Managing director
- Restructuring and development into a group structure
- Foundation and development of the subsidiary Gedis mbH for all services
- Expansion of the Reha Zentrum Berliner Tor GmbH through acquisition of additional facilities
- Outsourcing of service areas, QM certification
- Founding of the 4-K Association of municipal clinics (5.000 employees and EUR 250 million revenue)
- Foundation of the Association of North German Rehabilitation Clinics (VNR)
- Management of the subsidiaries

**Responsibility:** Revenue up to EUR 42 million | 1000 employees

**Results:**

- Doubling of the equity ratio
- Achievement of an almost complete debt reduction
- Turning a deficit of EUR -1,18 million p.a. into a profit of EUR +2,5 million p.a.

**01/1999 – 01/2007**     **Reha Zentrum Berliner Tor GmbH** | Hamburg | Managing director

**01/1999 – 01/2007**     **Gedis mbH** | Bad Bramstedt | Managing director

**01/1997 – 12/1998**     **Reha-Zentrum Gyhum GmbH** | Gyhum | *PR- & Marketingmanager*

**08/1991 – 12/1996**     **Deutsche Angestellten Krankenkasse** | Winterberg etc. |  
*Health consultant / manager*

Work Experience

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## Education

- 01/2005 - 05/2009** State-certified business economist | Institut für Lernsysteme | Wolfenbüttel  
Focus: Marketing & Distribution  
Topic of the thesis: Products in the hospital – with advertising strategies out of the regulated and budgeted market
- 06/1996 - 01/1999** **Healthcare Planner** | University Bielefeld | Bielefeld
- 08/1995 - 05/1996** **Health consultant /-manager** | Deutsche Angestellten Krankenkasse | Soest
- 08/1990 - 12/1990** **Social Insurance Employee** | Deutsche Angestellten Krankenkasse | Winterberg
- 09/1987 - 06/1990** **Administrative assistant for local government** | Gemeindeverband Sauerland-Nord | Meschede
- 06/1987** **Advanced technical college entrance qualification** | Kaufmännische Schulen des HSK | Brilon

## Certificates

- IT-Skills** SAP | ERP-Systeme | Microsoft Office | Agfa Orbis | M-KIS
- Languages** German (Native Speaker)  
English (Fluent in writing and speaking)

## Further details

- Substitute service** Administrative Manager | Technisches Hilfswerk | Hallenberg-Hesborn | 01/1988 - 01/1996
- Interests** Ski Alpin, Mountainbiking, Golf, Fitness (running)
- Other offices** Member of the Executive Board of the BDPK 11/18 – 02/24,  
Member of the Presidium of the CDU Wirtschaftsrates,  
Member of the Executive Board of the CDU Wirtschaftsrates 06/19 – lfd.,  
Member of the Supervisory Board of MediClin AG 05/2019 bis 02/2024,  
Member of the Supervisory Board of RHÖN-KLINIKUM AG 08/2020 bis 02/2024, Chairman of the Supervisory Board of Asklepios Klinik Stadtroda 03/2013 bis 02/24, Member of the Supervisory Board of Asklepios Kliniken Hamburg GmbH 12/2017 bis 04/2020