Qualification Profil

Personal Data:

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Born 1964
Nationality German

Education

March 2004 May 2007	**Executive MBA** (Master of Business Administration) (part-time, English) University of Applied Science for Economy & Management (FOM) Frankfurt Specialisation in Marketing & Sales and Financial Management Master Theses: Sourcing Strategies to Achieve Effectiveness
Sept. 1989 July 1994	**Dipl.-Ing. Elektrotechnik / Nachrichtentechnik** (German engineering diploma, equivalent to Master of Science) University of Applied Science Friedberg-Giessen / Germany Degree as Diplom-Ingenieur Telecommunications Engineering

Foreign Languages
- English - spoken and written fluently
- French - basic communication

Certifications and advanced Trainings
- Prince2
- ITIL v2 + v3 + ITIL4
- ISO 27001 / BSI Grundschutz / KRITIS
- Scrum Master
- GxP / GMP
- SAP ERP 6.0 – Integration Business Processes
- SAP HANA – In Memory Data Management
- CIO Leadership Excellence Program at WHU Otto Beisheim School of Management

Professional Competences and Strengths

Out of more than 35 years working experience in the IT and telecommunications industry, I gathered a broad spectrum of IT knowledge, IT best-practice solutions and innovations. This contains a wide range of experience from IT security through to telecommunications solutions and server virtualization up to business process integration into SAP. But also, trends such as Digitalization, BYOD, Big Data, DevOps, SAP HANA, IoT, Industry 4.0 and Cloud IT are no strangers to me.

My Core Competences and Activities
- Division Manager up to 36 international distributed people
- Leading multi culture, multi language projects with up to 50 people
- Budget responsibility up to 5 Million Euros and project volumes up to 250 Million Euros
- Establishment, integration, operation and optimization of IT organisations
- Consulting multinational customers in IT matters, both commercial and operational
- Design and implementation of new innovative products and services
- Sourcing of IT Services
- Transition Management
- Intercultural - and Customer Relationship Management
- Implement customer needs into IT processes and solutions, taking into account the alignment of business and technical requirements
- Sales activities to internal customers
- Strong customer service orientation
- Service Level Agreement (SLA) and Contract Management
- Global infrastructure, networks and processes rollouts
- Design of complex interdisciplinary services and processes
- Global IT architecture design
- Preparation of specifications and tendering processes (RFPs)
- Focus on the essentials

User Competences in Software / Tools
- MS-Office, MS-Project, MS-PowerPoint, MS-Access
- JIRA
- VISIO
- SAP ERP 6.0
- User experiences in several reporting, network management and ticket systems

Technical Competences
Good to very good competences in nearly all areas of telecommunication and IT
Very good technical understanding and able to learn quickly new tasks and technologies

Software: SAP ERP 6.0, VMware, Citrix, Applix TM1 (Cognos)

Protocols / technologies: MPLS, IP, VoIP, IP Sec, SDH, ATM, ISDN, SIP, SS7, 4G, GSM, GPRS, UMTS, AAA, OSS

Hardware: Switches/Router (Alcatel, Cisco, Newbridge, Nortel, Siemens), Server (Linux, SUN, Windows), RADIUS, Firewall (Cisco, Nokia, CheckPoint, M5), WAN accelerator (Riverbed, Citix), Load balancer (Linkprove-Radware)

Network management and ticket systems: Jira, SAP Solution Manager XT, e-health (Concord Net-Health - CA), Remedy, Clarify, HP-Openview, CTTS, Spectrum (CA), Valuemation

Competences in Standards and Procedures
- ITIL v2 + ITIL v3 + ITIL 4
- Prince2
- COBIT
- TOGAF
- DevOps
- Scrum
- Kanban
- GxP / GMP
- ISO 9001
- Zero Outage (T-System) (IT Quality Management)
- ISO 2700x + BS 7799 + BSI (IT Grundschutz) + KRITIS (critical infrastructure – German law)
- SOX
- BaFin / MaRisk / CSSF (Luxemburg financial regulator)

References

For projects in Portugal and Brazil
Miguel Ramos – IT Manager at Kabi Portugal and Brazil
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For projects in Asia
Kenneth Chan – Manager IT Coordination and Strategy at Fresenius Kabi / Hong Kong
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For projects general
Friedhelm Gloeckner – Head of Service Design Germany at BT Germany GmbH (at that stage)
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For Interim Management
Dieter Krueck – Senior Manager Datacenter Europe at BorgWarner
dkrueck@borgwarner.com
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For financial / banking projects
Leonard Wagner – Unit Leader / Commerzsystems
leonard.wagner@commerzsystems.com
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For Outsourcing / Migration
Lars Winter – IT Director Provider Management / Techem
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Availability
July 2020

Mobility
Unlimited, national und international

Project List (abstract of my major and challenging projects)

May 2019 – July 2020 : **Director IT / CISO** (Freelancer)
Loancos GmbH (Financial Services / Real Estate / internal IT)

IT Strategy / Security Processes / Outsourcing / Transition / Rollout / Operation
I transferred for Loancos a financial servicer in the real estate area its whole IT from an IT based on own infrastructure into a private cloud and a managed service. Challenge was that the whole IT had to be complaint to the strong BaFin, BAIT and ISO 27001 regulatory. Beside the technical and security design, the processes had to be adopted. Greenfield approach, technology refresh and transformation into private cloud services.

- **o** Definition of the IT strategy and security policies
- **o** RFP, provider selection, contracting and transition
- **o** Transition of the whole IT including network, data center, security, application and IT support to another provider
- **o** Integration of new acquired firms and portfolios
- **o** Advisor of the Board of Directors for all IT matters

March 2018 – April 2019 : **Workstream Leader – Network & Security / Outsourcing / Transition / Operation** (Freelancer)
Techem Energy Services GmbH (Energy Management/ internal IT)

IT Outsourcing / Nearshore / Offshore / Transition / Rollout / Operation / BAU
Transition of IT services and 100+ site migrations form a German outsourcing provider to an Indian outsourcing provider. Data Center based in Sweden. Greenfield approach, technology refresh, transformation in cloud services, e.g. Win10, O365, Azur, Z-Scaler, SD-WAN, Web ACD etc.

- **o** Multi culture and multi-language project
- **o** Migration of 100+ sites
- **o** 3rd party coordination
- **o** Target-Operating-Modell (TOM)
- **o** SLAs and OLAs
- **o** Transition Management
- **o** Operation of IT services

Jan. 2017 – Feb. 2018 : **Senior Management Consultant – Outsourcing / Transition Management** (Freelancer)
Commerzbank AG / Commerz Systems (global ICT provider) (DAX 30)

IT Outsourcing / Extern Offshore / Captive Nearshore / Change Management
Transformation of approx. 1500 persons and 800 products from the Commerzbank to Commerz Systems (including captive nearshore) and downstream to an external offshore partner (India)

- **o** Provider selection (RFP)
- **o** Processes between Commerzbank, Commerz Systems and external offshore partner
- **o** Target-Operating-Modell (TOM)
- **o** SLAs and OLAs for external and internal services
- **o** Portfolio Management
- **o** Transition Management

July 2016 – Dec 2016 : **Senior Management Consultant – Process Optimisation** (Freelancer)
Deutsche Telekom (global ICT provider) (DAX 30)

Optimisation of IT operations processes in an agile environment
Deutsche Telekom – Qivicon (Smart Home) was on the step from a start-up to a million-consumer organisation. Therefore, the processes needed to be adjusted to be more sustainable and scalable.
Challenge: combination of agile (DevOps) and classic ITIL based processes and methods.
Additional goal: achieve an ISO 9001 and a Zero Outage certification (T-System).

- **o** Process optimisation, governance and KPIs for agile methods in combination with ITIL processes
- **o** SLAs and OLAs for external and internal service providers
- **o** Implementation of a Service Management Tool (JIRA Service Desk) for Incident, Problem and Change Management
- **o** Preparation for cloud-based solutions in combination with Docker
- **o** Disaster Recovery und Back-up
- **o** Successful ISO 9001 and Zero Outage certification

April 2016 – June 2016 : **Senior Project Manager –Rollout in a Digitalisation Project** (Freelancer)
BT Germany GmbH (global ICT provider) / Commerzbank AG (DAX30)

Worldwide rollout of video and collaboration systems for Commerzbank AG
Temporary assistance for a personnel shortage. Outsourcing project about the rollout and operation of 2900 video and collaboration systems worldwide.

- **o** Steering internal and external support staff
- **o** Ordering, shipping, rollout and installation coordination

Dec. 2015 – March 2016 : **Project Manager – Disaster Recovery Plan** (Freelancer)
Randstad Germany GmbH (temporary labour agency)

Disaster Recovery Plan (DRP)
The Randstad DRP was 5 years old. Many changes have been happened in the meanwhile on IT as well on Business side. Therefore, the DRP needed be reviewed, updated and adjusted to the today requirements.
- **o** GAP analysis between Business Continuity Plan and IT setup
- **o** Update, adjust and test of backup and recovery strategy

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Oct. 2015 – Nov. 2015 : **Senior Project Manager – Infrastructure Outsourcing** (Freelancer)
Credit Suisse – Luxembourg (IT of global banking group)

Preliminary study - Infrastructure Outsourcing and Improvement
The responsibility and complexity of CS Lux IT have been increased but the available resources were limited. Therefore, a new opportune solution shall be found but in compliance with strong Luxembourg regulatory (CSSF) requirements.
- **o** Evaluation of sourcing and improvement possibilities (outsource extern or intra group, additional staff or a mix)
- **o** Feasibility studies
- **o** Business Cases
- **o** Outsourcing of hosting services

April 2015 - Aug. 2015 : **Interim Manager / Senior Project Manager – Master Data Management** (Freelancer)
Boehringer Ingelheim (global metical and pharma group) / IBsolution (SAP consulting)

Leading a SAP Master Data Management (MDM) and 3rd Level Support team
Leading a MDM development and 3rd level nearshore team on behalf of IBsolution, drive global MDM projects.
- **o** Motivator for team and customer
- **o** Several international MDM development and rollout projects based on SAP MDM
- **o** Negotiation and contract management for new projects and services
- **o** Ensure that SLAs are fulfilled
- **o** Integration and management of a nearshore team in Bulgaria

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Jan 2015 – April 2015 : **Senior Project Manager – Bank System Migration** (Freelancer)
Commerzbank AG (DAX 30)

Bank System development and migration
Development and migration of a bank system for own promissory notes (EffCom Passiv +) within the scope of the integration of the Frankfurter Hypothekenbank in to the Commerzbank
- **o** Leading the development and migration of the system
- **o** Process and business analysis
- **o** Connection of the system to 15 other bank system interfaces
- **o** Steering of a 50+ project member team

June 2014 – Dec. 2014 : **Senior Project Manager – IT Outsourcing** (Freelancer)
Deutsche Boerse AG (DAX 30, one of the largest exchange organisations worldwide)

Managing a 250 Million Euro tender for In/Outsourcing IT services
Germany's largest transaction bank (dwp bank) asked Deutsche Boerse to give an offer to operate their whole IT. (i.e. from applications via client support, Cloud IT, network and mainframe to SAP and IT security)
- **o** Due Diligence
- **o** Design of IT processes
- **o** Technical design and support concept
- **o** Tender (RFP) response

Sept. 2014 – Nov. 2014 : **Project Manager – Communication Solution** (Freelancer)
Spital Region Oberaargau (Swiss regional hospital, health centre and nursing home)

Development of a future proven and collaboration solution
Development and Design of a future proved telecommunication, unified communication and collaboration solution
- **o** Collection to-day and future requirements
- **o** Evaluation of possible technical solutions
- **o** Decision matrix
- **o** Preparation of request for proposal (RfP)

Sept. 2013 - May 2014 : **Interim Manager - IT Service Delivery Europe** (Freelancer)
BorgWarner IT (internal IT provider, global automotive group (Fortune 500))

Key aspects of activities:
- **o** Ensuring delivery and support of IT services and infrastructure 7000 user / 26 locations / 16 countries
- **o** Manager of 36 people in 11 countries
- **o** IT Budget ~1,4 Million Euros
- **o** Manager of 1st and 2nd level support groups
- **o** Interface between customers and IT
- **o** Single Point of contact for all infrastructure and service teams
- **o** Mentor and executive coach

Projects

Optimising of the Service Organisation
Alignment of the IT service organisation to ITIL, Implementation of new Information system and incident tool (see below)
- **o** Implement clear vision, mission and key principles
- **o** Change of the methodology
- **o** Change Management (new rolls, tasks and responsibilities)

European Service Desk
Transformation from serval of local help desks to a centralised European Service Desk

Rollout of new Service Desk Tool
Integration of new ITIL based ITSM service desk tool (SCSM / Microsoft)

Service Catalogues
Implementation of a service catalogue into the organisation

Emergency Handbook
Creation and implementation of an IT Emergency Handbook

Windows 7 rollout
Rollout of Win7 clients at 7000 office and production PCs in 26 sites /16 countries

WAN migration
Migration of the European WAN to another provider

Quality Management
Implementation and improvements by 8D reports and SLA reporting

International Policies
Synchronisation and updating of IT policies (22) for the whole company

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July 2013 - August 2013 : **Interim Process Manager** (Freelancer)
Merck (global chemical and pharmaceutical group (DAX30))

New structure of a Shared Service Centre Organisation
Merck merged the IT staff of their subsidiaries into regional IT Shared Service Centres
- **o** Reorganisation of the Regional Shared Service Centre Germany
- **o** Integration of approx. 60 IT staff into a new organisation
- **o** Design of organisation structure
- **o** Change Management
- **o** Design and changes of processes
- **o** Integration of new roles

July 2011 - June 2013 : **Director IT - Supply Coordination**
Fresenius Netcare (global IT provider mainly to support Fresenius business segments)

Key aspects of activities:
- **o** Ensuring delivery and support of IT services worldwide
- **o** Staff function for whole IT Operations
- **o** Manager of project teams with up to 25 world wide distributed team members
- **o** Ensuring compliance
- **o** Contract and Service Level Agreements (SLA) negotiations, on customer and provider side
- **o** Vendor steering and vendor relationship management
- **o** Advise customers and Senior Management in strategic IT topics and customised solutions
- **o** Project Manager and member of various IT projects and committees for innovative topics
- **o** Development, commercial evaluation, technical design, implementation and service management for IT and telecommunications solutions and services
- **o** Innovation Management
- **o** Improvement and harmonisation of global IT processes

Projects

Global IT inventory for consolidation:
Collection of IT infrastructure and server-based systems to identify Synergies in over 350 sites / 60 countries

Disaster Recovery [DR]
Review, updating and implementing the DR plan for Fresenius

Business Service Monitoring
Analyse and development of a business service-oriented monitoring by considered existing tools.

System oriented Alert Tool
Design and build of a system oriented Alert Tool for better information in case of failures

Application Audit
Due to German law, at all software and applications with which you are able to control staff working time and behaviour must the control function be switched off or if not possible, the S/W and their risks must be known and approved by the work counsel.

Clinic management software in South Africa
Fresenius run a clinical management S/W which should be rollout in approx. 60 clinics in South Africa as well. But due to the distance to the data centre in Germany where the S/W is hosted the performance was bad.
- **o** IT Audit and performance analyses in South Africa
- **o** Recommendations for improvements
- ✓ Successful rollout of pilot clinics

Emergency Monitoring
Development of an emergency monitoring concept for the case of a total outage of the infrastructure.
- **o** Review of existing solutions
- **o** Development of revised concept
- **o** Implementation of improvements

Leading in supporting and consulting in several operation topics, projects and advisories:
- **o** Unified Communication (Lotus Notes Same Time, Share Point)
- **o** BYOD - Bring your own device
- **o** Telepresence - Video Conference Systeme
- **o** Mobile Strategy
- **o** Cloud Computing
- **o** Big Data
- **o** SAP Systems / SAP HANA
- **o** BI Applications
- **o** IT Security
- **o** E-Learning
- **o** Service Desk

Sept. 2005 – July 2011 : **Director International Telecommunications**
Fresenius Netcare (global IT provider mainly to support Fresenius business segments)

Key aspects of activities:
- **o** Ensure connectivity and communication of Fresenius subsidiaries within the Fresenius global Wide Aria Network (WAN), approx. 260 sites / 54 countries
- **o** Budget and P&L responsibility for approx. 5 Million Euros
- **o** Develop, execute and manage sourcing strategies of ICT services
- **o** Definition, development, commercial evaluation, technical design, initiation and service management of ICT solutions and services
- **o** Conception, support and integration of SAP, ERP, Citrix and other business critical connectivity solutions
- **o** Development, integration and improvement of IT-processes e.g. support, security, SOX, GxP, Quality Management
- **o** Price, SLA and contract negotiations with customers and vendors
- **o** Marketing, account and sales activities
- **o** Integration of international processes accordantly to ITIL
- **o** Development of service designs and service catalogues for all Fresenius Netcare offered IT services

Projects:

Global WAN sourcing strategy with cost reduction:
Development and execute a WAN Sourcing strategy tailored for the Fresenius Global Network with approx. 260 sites in 54 countries
- ✓ Cost reduction approx. 25%
- ✓ Project used as case study for my MBA master theses

Global WAN
As Department Head responsible for the Fresenius Global Network (Voice and data) 260 sites in 54 countries - operational and commercial
- **o** Implementation of a new WAN sourcing strategy (see above.)
- ✓ Operation of a network with low outage rate and high customer satisfaction

Integration of Kabi France
As an example of bigger integration:
Integration of Fresenius Kabi France with 16 sites in France
The challenge, because of new applications, those were hosted in Germany but used in France, was a higher performance of the network required but the cost should be not higher as before.
- **o** Creation of a new technical and operative concept
- **o** Call for tender of the network and negations with providers
- **o** coordination of the implementation teams
- ✓ Cost reduction of 20% against operation by Kabi France
- ✓ Approx. ½ FTE reduction at Kabi France IT
- ✓ Successful implementation without any impact on business site.
- ✓ This implementation improved the reputation of my team and myself and helped to create new orders

Network optimisation Kabi Portugal
IT audit with subsequent optimisation of the whole network, backup, IT security and performance
- **o** Installation of firewalls, WAN accelerators and backup tools
- ✓ Significant improvement of IT security, performance and availability

Rollout of SAP ERP
Project management for rollout of SAP ERP in Brazil, Chile and Netherlands

Cisco maintenance contract + cost reduction 30%
New global service contract for approximately 400 Cisco devices and development and implementation of a new maintenance strategy
- ✓ Faster exchange of devices in case of failure
- ✓ Cost reduction approx. 30%

Pandemic Plan
Development of a pandemic plan for IT operation
- ✓ Successful acceptance by auditors
- ✓ Pandemic plan integrated into the Fresenius global pandemic strategy

Integration of a new business segment with 30 % cost reduction
Integration of a Fresenius acquired company (APP)
The challenge – the timely provision at Thanksgiving was absolutely required!
- **o** Integration of the IT Team in to the global organisation
- **o** WAN migration of 11 sites in USA and Canada.
- **o** SAP ERP system migration for IBM data centre USA into the data centre of Fresenius in Germany
- **o** Due diligence processes
- **o** Tendering process and negotiations with network providers
- **o** Coordination of international implementation team
- ✓ Timely provision without any significant complications.
- ✓ Integration of U.S. network team into the global team
- ✓ Performance improvements, higher availability, and integration into the global network + cost saving of 30%
- ✓ With this project, we won the second price of a global award for the best cooperation between Fresenius subsidiaries

Business process analyses and blueprints in SAP
All business processes of Fresenius Metical Care were reviewed, optimised and checked for possible standardisation.
My roll - Project Manager for business continuity and IT security in all areas
- **o** Business process analyse and business impact analyses
- **o** Creation of blueprints in SAP

Evaluation and implementation of world wide used audit software
Challenge was to find a software for the world wide acting internal Audit Team, which accelerate the audit procedure and make it more effective

Turn around project: Performance improvement of global BI application
Fresenius rolled out a Business Intelligent (BI) application (Applix TM1, Cognos today). The performance outside of Europe was so bad that the application was not usable. The issue was escalated to me.
- **o** Performance tests and analyse the onsite in Asia (China, Hong Kong and India)
- **o** Problem identification, development and implementation of a technical solution (mix of Citrix with distributed server and WAN accelerators)
- ✓ Recovery of customer satisfaction
- ✓ Ensure the further rollout of application

Business critical application
Consulting and support for rollout and operation of a drug approval application. The application includes document management, knowledge base, complaint management and process flow.
✓ Successful rollout of the application - worldwide

Master Data Management glancing in SAP
Defending rules and clean-up of Master Data in SAP for Fresenius Kabi

Integration of Salesforce.com in SAP
Interfaces and Data synchronisation Salesforce / SAP

Implementation of Incident, Problem and Change Management based on ITIL
Definition and integration of Incident, Problem and Change Management based on ITIL and adapted to the Fresenius organisation
o Integration of the processes in the IT Organisation especially the service desk (SAP Solution Manager XT)
o Design and adaptation of the ticket system to the processes and requirements
o Building a Knowledge Database
✓ Faster suppression
✓ Clear guidelines
✓ Less disruptions

IT Due Diligences and IT Audits
Execution of global IT due diligences and audits at 30 sites / 18 countries:

More Positions

2005	BT Germany	Project Manager
2004 – 2005	BT Germany	Service Design Authority
1999 – 2004	Global One (nowadays Orange)	Head of Customer Service Management Germany
1997 – 1999	TMI (subsidiary of Telecom Italia)	Manager Field Service
1996 – 1997	MFS-Worldcom (nowadays Verizon)	Service Engineer – Global Voice and Data Services
1996 – 1996	RWE	Project Manager - Electronic Safety Systems
1994 – 1996	RWE	Project Manager – Electronic Projects
1992 – 1994	University Friedberg	Tutor
1987 – 1989	Dt. Telekom	Team Leader Telecommunication Technicians
1986 – 1987	Arbeitewohlfahrt	Civilian Service
1986 – 1986	Dt. Bundeswehr	Telecommunication Soldier
1984 – 1986	Dt. Telekom	Telecommunication Technician
1983 – 1994	Entrepreneur	Courier- and transport services
1980 – 1983	Dt. Telekom	Telecommunication Technician Trainee