Curriculum Vitae

Contact Data

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Objective

Interest in new challenges in an international executive and leadership environment in combination with strong business and strategic orientation to successfully accompany companies in critical phases of growth and transformation.

Personal Information

Nationality:	German
Date of Birth:	13. May 1962
Gender:	male
Marital Status:	married, 2 children

Professional Experiences

September 2020 – present

Management Consulting, Coaching & Interim Management
Freelancer

- 07/2023 – present: **Strategy Consultant** at npower Business Solutions UK
  - Development of the digitalization strategy
  - Revision of the Innovation Management Process
  - Review of the current IT Service Management setup (organization and processes), as well as development of an optimized approach for the IT operation model

- 06/2023 – present: **Strategy Consultant** at a regional energy supplier in Bavaria
  - Auditing of the current business model "Regionaler Strommarkt"

- Development of options for action to optimize the business model in terms of growth and digitalization

- 11/2022 – 06/2023: **Program Director** at npower Business Solutions (nBS) UK
  - Responsible as the Programme Manager for the overall program (Business & IT) in the context of a B2B business transformation
  - Reporting to the Senior Leadership Team of nBS (Steering Committee)
  - Team: approx. 120 project staff in 4 separate projects
    Objective: Archiving of data from the legacy systems, migration of data related to customer debts and credits from the legacy systems into the production system, decommissioning of the legacy systems as well as the implementation of new system functionality for the required back bills of 11 rebilling models

- 09/2022 – 12/2022: **Strategy Consultant** at Infosys Consulting GmbH
  - Business Development for the segment "Grid Operation" in the energy industry Germany
  - Analysis of the current focus topics in connection with the implementation of the energy transition
  - Development of value propositions for the grid business
  - Revision of the sales strategy

- 02/2022 – 08/2022: **Strategy Consultant** at Bayernwerk AG
  - Definition of the digitalization strategy as part of the overall corporate strategy process
  - Development of an implementation concept for the digitalization strategy and governance
  - Revision of the innovation management process
  - Implementation and facilitation of the "Digitalization Board"

- 06/2021 – 01/2022: **Interim CIO** at Bayernwerk AG
  - Reporting to the CFO of Bayernwerk AG and to the central IT of E.ON SE
  - Responsibility for the Business IT of the entire BAG group with >3.500 end devices at approx. 110 locations in Bavaria
  - Management of the IT department with 24 internal employees plus several partner companies
  - Focus topics:
    - Support of the BAG internal reorganization program and the rollout of various E.ON group applications
    - Implementation of Enterprise Architecture competencies
  - Onboarding and familiarization of the newly hired CIO

- <u>11/2020 – 08/2021:</u> **Strategy Consultant** at Obsidian IT Strategy GmbH
  - Collaboration in various projects in the energy industry
    - o Conceptual design and implementation planning for the cloudification of a complex IT architecture and the decommissioning of the related legacy systems
    - o Review of IT architectures (EAM)
    - o Review of RFP documents
    - o Validation of Business Cases for transformation projects
    - o Coaching of consultants in relation to energy industry

April 2003 – August 2020	**Vice President Technical Transformation Management UK** E.ON Digital Technology GmbH

- <u>09/2019 – 08/2020:</u> **VP Technical Transformation Mgmt. UK**
  - responsible as program manager for the entire IT module (>10 separate IT projects and project budget ca. 70m£)
  - Reduction of the yearly IT OPEX costs E.ON & Npower from currently 225m£ to 110m£ in 2023
  - Transformation of the existing IT landscapes into a new 3-pillar business strategy including a startup company for B2C
  - Migration of all E.ON and Npower customers from their legacy IT applications to the 2 new key applications for B2C and B2B
  - Carve-out of the new B2B business from the current Npower IT architecture and combine it with E.ON's B2B business
  - Technical Enablement for the startup of the new B2C including the design and implementation of the future IT service delivery
  - Conception of the Decommissioning for the entire E.ON and Npower legacy IT (applications and infrastructure) to finish till end of 2021 (Npower) & end of 2022 (E.ON)
  - Design of the entire end-state IT architecture for E.ON UK
  - Conception of the re-platforming activities for all IT capabilities needed to run the future 3-pillar E.ON business
  - Transformation of the current IT operating model into a new way of working and new culture
  - Implementation of Change management to support the cultural change for workforces
  - Team building activities to increase motivation for this disruptive transformation

- <u>03/2019 – 08/2019:</u> **Interims CIO** at E.ON UK PLC
  - reporting to the CIO of E.ON SE and to the CEO of E.ON UK PLC
  - 120 internal employees + 40 contractors; ca. 130 m€ Budget
  - Implementation and stabilization of service delivery after outsourcing of entire application management and application development services to Infosys
  - Optimizations in the organizational structures and responsibilities after outsourcing (huge reduction in head count from 360 internal / 330 external down to 120/40)

- Reskilling / upskilling of the internal team to get ready for supplier coordination and management
- Preparation of the upcoming transformation related to the Innogy acquisition from E.ON (in UK the company Npower)

- <u>10/2017 – 03/2019:</u> **VP Application Sourcing Management**
  (E.ON Business Services GmbH)
  - reporting to E.ON SE CIO
  - responsible as program manager for 6 business related transition projects (3 x Germany / Romania / Hungary / UK)
  - tender process including contract negotiations finished with 2 strategic sourcing partners (Infosys & Wipro) in 02/2018
  - transition of Application Management Services and Application Development (last one in UK only) to service providers including offshore delivery from India
  - central program budget: ca. 23 m€
  - E.ON group wide ca. 700 applications in scope
  - more than 300 people from 18 different nations worked together
  - collaboration with an experienced global consulting partner
  - upskilling and training concept for employees in the retained IT organizations
  - stakeholder management to senior executives in Business and IT in all affected countries

- <u>01/2016 – 09/2017:</u> **CIO** at Západoslovenská energetika a.s.
  (member of E.ON SE group)
  - reporting to E.ON SE CIO and to ZSE CEO
  - 75 internal employees + 40 contractors; ca. 18 m€ Budget
  - insourcing of E.ON Business Services Slovakia to ZSE Group (implementation of 3rd Energy Package in Slovakia)
  - conception and organization of team building activities
  - implementation of a performance management and employee motivation system (like reskilling/upskilling concept according to new job descriptions and role requirements)
  - digital transformation for ZSE Group, particularly Sales
  - setup of pilot for Smart Meter Rollout in Slovakia
  - implementation of 2nd Generation of IT Infrastructure outsourcing based on localized sourcing conception
  - participation in E.ON group wide working teams like redefinition of the cloud strategy for E.ON group

- <u>01/2014 – 12/2015:</u> **Head of Business IT CEE**
  - responsible for Business IT and IT Services in Central East Europe (CZ, HU, RO, SK)
  - 400 internal employees and ca. 100 m€ IT Budget
  - member of supervisory board in the local CEE EBS subsidiaries
  - member of steering committees related to strategy, change and innovations like digitizing or smart metering

- 04/2010 – 12/2015: **Managing Director E.ON Business Services Slovakia** and local **Business IT manager for ZSE group & EKWES**
  - 72 internal employees; ca. 18 m€ Budget
  - transformation of Demand / Domain organization to Business IT
  - insourcing of ZSE CIO department to E.ON IT
  - outsourcing of the entire IT Infrastructure to HP and T-Systems

- 10/2007 – 03/2010: **Managing Director E.ON IS Italia**
  - start-up of E.ON IS Italia (foundation process)
  - transfer of IT services from the branch office into the subsidary
  - integration / insourcing of Endesa Italy IT into E.ON IS Italia

- 01/2007 – 12/2007: **Branch Manager E.ON IS** – Office in Milano

- 11/2005 – 12/2006: **Managing Director E.ON IS Romania**
  - start-up of E.ON IS Romania
  - integration of E.ON Moldova IT into E.ON IS Romania

- 04/2003 – 10/2005: **Head of Integration Management**
  - start-up of the new unit "Integration Management – IT Infrastructure"

  - insourcing of IT Infrastructure Services for new E.ON acquisitions
  - data center consolidation conception (from 23 to 2)

June 2001 – March 2003

Director of Customer Competence Centre
Tech Data IT GmbH

- development and management of the Customer Competence Center for Tech Data Europe (25 internal employees and 40 externals)
- technical IT program manager for European wide R/2 -> R/3 migration
- setup of offshore delivery services for SAP ABAP development
- design and implementation of a new SAP R/3 architecture
- conception and realization of a new SAP R/3 operating model

September 1996 – May 2001

Manager of SAP Services South
Hewlett-Packard GmbH – HP Consulting

- management of the unit SAP services in South Germany / Bavaria (20 employees)
- presales activities for large SAP solutions (big data)
- strategy and design of SAP landscapes and architecture
- conceptions of SAP operating models (SAP Basis)
- management of projects related to SAP implementations

July 1987 – August 1996	**Support Specialist and Senior Consultant** Softlab GmbH
	▪ first and second level support for product used in computer-aided software engineering (CASE tool: MAESTRO)
	▪ building up a new service location for technical application support in UK / London
	▪ quality assurance for release and product management
	▪ system programmer for IBM mainframe connectivity
	▪ design and implementation of data warehouse solutions (repository and reporting system)
	▪ SAP HR consulting (analyze, conception and implementation incl. ABAP programming)

March 1986 – June 1987	**System Specialist and Programmer** CTM GmbH
	▪ installation and configuration of CTM specific Operating System
	▪ application support and development for material and order management processes

Education

1986   **Technical College for Information Technology, Munich**
computer scientist in economics

1983   **Chamber of Commerce, Passau**
office administrator

1980   **Specialized Secondary School, Passau**
advanced technical college certificate

1978   **Secondary Modern School, Hauzenberg**
intermediate high school certificate

Methodological Competences

- Process Analyses (Business / IT)
- Business Potential Analyses
- International Program & Project Management
- SWOT Analyzes
- Business Case & TCO
- Presentation & Moderation Techniques
- Interview & Workshop Methods

Professional Skills

- IT Governance
- IT Strategy Development
- Business & IT Transformation
- Change Management
- Cross-cultural leadership of teams
- IT Service Management / ITIL
- Utility Processes in Retail and Distribution
- Business Demand Management
- Business Process Optimization
- Integration / Insourcing / Outsourcing
- Program / Project / Portfolio Management
- Performance Management
- Asset & Life Cycle Management

Special Personal Strengths

- Excellent international experiences due to 14 years in long-term assignments (Slovakia, Italy, Romania, UK) and project activities (Switzerland, USA, India, …)
  - ➢ cross-cultural management
  - ➢ particularly **CEE countries** → well networked to stakeholders / highly accepted
- Distinct entrepreneurship and leadership skills
- Excellent communication and networking skills
- Excellent experience in team building and employee motivation

Languages

German – native speaker

English – business fluent

Slovakian – beginner

Italian – beginner

Personal Interests

Hiking

Jogging

Cycling

Golf

Music

References

References are available on request