



Curriculum Vitae

Personal Information

Name: Klaus Lichtenauer
Date of Birth: 13. May 1962
Nationality: German

Objective

Interest in new, also international challenges in combination with a strong business and strategic orientation to successfully accompany companies in critical phases of growth, reorientation or digital transformation.

Professional Experiences

Sept. 2020 – present **Management Consulting, Coaching & Interim Management
Freelancer**

01/2026 – present: **Interim Management** / Bayernwerk AG

- Clearing Manager for the Redispatch billing process
- Product owner in the BizDevOps team for an internally developed Redispatch application designed to manage and improve the quality of the billing activities
- Supporting and coaching of the process owner throughout the entire Redispatch billing process

10/2024 – 12/2025: **Program Management** / Bayernwerk AG

- Review of the existing billing process for Redispatch 2.0
- Rollout of a revised process with new roles and responsibilities
- Implementation of a higher level of automation through the development of new applications / tools

07/2023 – 06/2024: **Strategy & CTO** / npower Business Solutions UK

- Development & implementation of the digitalisation strategy
- Review of the current IT operating model and the development of optimisation approaches and their implementation
- Technical Program Director (CTO) for the implementation of digitalisation and business growths initiatives

06/2023 – 08/2023: **Strategy Consultant** / regional energy supplier

- Audit of the current business model "Regionaler Strommarkt" in Bavaria

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- Development of options for optimising the business model in terms of growth and digitalisation

11/2022 – 06/2023: **Program Director** / npower Business Solutions UK

- Responsibility for the overall program (Business & IT) as part of a B2B business transformation
- Approx. 120 project team members in 4 separate projects
- Reporting to the senior leadership team
- Objective: Implementation of new system functions for chargebacks in 11 billing models; migration of required customer data to the production system; decommissioning of the legacy systems

09/2022 – 12/2022: **Strategy Consultant** / Infosys Consulting GmbH

- Business development for the segment “Grid Operation” in the German energy industry
- Development of value propositions for the grid business with a focus on the Energy Transition & review of the Sales strategy

02/2022 – 08/2022: **Strategy Consultant** / Bayernwerk AG

- Definition of the digitalisation strategy as part of the overall corporate strategy process
- Development of an implementation concept for the digitalisation strategy and governance
- Revision of the Innovation Management process
- Implementation and facilitation of the “Digitalisation Board”

06/2021 – 01/2022: **Interim CIO** / Bayernwerk AG

- Responsibility for Business IT with 24 employees of the BAG group with >3.500 end devices at approx. 110 locations
- Reporting to CFO of BAG and to central IT at E.ON
- Supporting the internal BAG reorganisation program and the rollout of various E.ON group systems
- Development of Enterprise Architecture competences
- Onboarding and familiarisation of the newly appointed CIO

11/2020 – 08/2021: **Strategy Consultant** / Obsidian IT Strategy GmbH

- Conception for the cloudification of a complex IT architecture and the decommissioning of the affected legacy systems
- Review of IT architectures (EAM)
- Review of RFP documents
- Coaching of consultants in relation to the energy industry

April 2003 –
August 2020

Vice President, CIO & Managing Director
E.ON Digital Technology GmbH

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09/2019 – 08/2020: **Vice President** / Transformation Management UK

- Responsible as IT program manager for the IT module in E.ON Business Transformation UK
- Project budget approx. 70 m€ and >10 separate IT projects
- Objective for IT: Reduction of IT OPEX in E.ON and Npower from 225 m€ to 110 m€ in year 2023
- Transformation of the existing IT landscapes of E.ON UK and Npower into the new 3-pillar business strategy
 - Development of B2C startup E.ON Next based on the Kraken Technology architecture and the migration of ~8 m customers from the E.ON and Npower legacy systems
 - Bundling of the new B2B business in npower Business solutions based on the IT architecture Gentrack / Junifer
 - Consolidation of the solution business and migration of its services to MS Dynamics
- Implementation planning for the decommissioning of the complete E.ON and Npower legacy systems
- Transformation of the existing IT operating models into the new 3-pillar structure

03/2019 – 08/2019: **Interim CIO** / E.ON UK PLC

- Reporting to E.ON SE CIO and to CEO der E.ON UK PLC
- 120 internal + 40 external employees, ~130 m€ IT budget
- Stabilisation of the service processes post outsourcing
- Optimisation of the IT organisational structure and responsibilities, driven by the staff reduction (690 -> 160)
- Preparation for the upcoming transformation that emerged with the merger E.ON and Innogy (Npower in the UK)

10/2017 – 03/2019: **Vice President** / Application Sourcing Management

- Reporting to E.ON SE CIO
- Responsible as program manager for 6 transition projects (3 x Germany, Romania, Hungary / UK)
- Management of the tendering process including contract negotiations with 2 strategic service partners
- Transition of application support and development to the 2 service partners and the setup of Offshore Services in India
- Central program budget approx. 23 m€
- Transfer of approx. 700 applications of the E.ON group
- Team consisted of more than 300 people from 18 nations
- Upskilling and training for remaining IT staff on provider and service management
- Stakeholder management to the senior executives of the business and IT organisations in the countries concerned

01/2016 – 09/2017: **CIO** / Západoslovenská energetika a.s. - Slovakia

- Reporting to E.ON SE CIO and to ZSE CEO
- 75 internal + 40 external employees; ~18 m€ IT budget

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- Insourcing of the IT company to the ZSE group
- Digital transformation of ZSE group, focus on Sales
- Implementation of the “2nd Generation IT Infrastructure Outsourcing” based on localised sourcing concepts
- Participation in E.ON working groups such as the realignment of the cloud and hosting strategy for the E.ON group

01/2014 – 12/2015: **Head of Business IT** / Business IT CEE

- Responsible for Business IT and IT Services in the countries of the Central and Eastern Europe region (CZ, HU, RO, SK)
- 400 internal employees and approx. 100 m€ IT budget
- Member of the supervisory board in the IT companies in CEE
- Member of steering committees for strategy and innovation measures such as digitalisation and smart metering

04/2010 – 12/2015: **Managing Director** / E.ON Business Services Slovakia

- 72 internal employees and approx. 18 m€ IT budget
- Management of Business IT services for the ZSE group
- Insourcing of the ZSE CIO organisation into the IT company
- Outsourcing of IT infrastructure services to HP and T-Systems

10/2007 – 03/2010: **Managing Director** / E.ON IS Italia

- Foundation and management of the local IT company
- Integration of Endesa Italy IT into E.ON IS Italia

01/2007 – 12/2007: **Branch Manager** / E.ON IS – Büro Mailand

- Foundation and Management of the IT branch office

11/2005 – 12/2006: **Managing Director** / E.ON IS Romania

- Foundation and management of the local IT company
- Integration of E.ON Moldova IT into E.ON IS Romania

04/2003 – 10/2005: **Head of Integration Management**

- Insourcing and centralisation of IT infrastructure services for new Europe-wide E.ON acquisitions
- Conception of the consolidation from 23 to 2 Data Centres

June 2001 –
March 2003

**Director of Customer Competence Centre
Tech Data IT GmbH**

- Startup and management of SAP R/3 Customer Competence Centres for TD Europe (25 internal / 40 external employees)
- Technical IT program manager for the European wide SAP R/2 → R/3 Migration
- Design & implementation of the SAP R/3 architecture
- Conception and realisation of the SAP R/3 operating model

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- Sept. 1996 – May 2001 **Manager SAP Services South**
Hewlett-Packard GmbH – HP Consulting
- Responsibility for 20 SAP consultants
 - Conception of SAP operating models & SAP architectures
 - Technical project leader for SAP implementations & migrations
- July 1987 – August 1996 **Senior Consultant**
Softlab GmbH
- 1st and 2nd Level Support for the CASE product MAESTRO
 - Startup and support of the service centre in UK/London
 - System programmer for IBM mainframe connectivity
 - Design and implementation of a Data Warehouse Solution
- March 1986 – June 1987 **Organisation Programmer**
CTM GmbH
- Installation & configuration of CTM specific Operating Systems
 - Application support & development for material management

Education

- 1986 **Technical College for Information Technology, Munich**
Computer Scientist in Economics
- 1983 **Chamber of Commerce, Passau**
Office Administrator
- 1980 **State Specialised College, Passau**
Advanced technical college certificate
- 1978 **State Secondary Modern School, Hauzenberg**
Intermediate school leaving certificate

Methodological Competences

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

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Professional Skills

- IT Governance (international management models)
- IT Strategy Development
- Business & IT Transformation
- Change Management
- Cross-cultural leadership of teams
- IT Service Management / ITIL
- Processes in the energy industry with focus on retail and distribution
- Business Process Optimisation
- Integration / Insourcing / Outsourcing
- Program / Project / Portfolio Management
- Performance Management

Special Personal Strengths

- Excellent international experience due to 15 years in long-term assignments abroad (Slovakia, Italy, Romania, UK) and various international project activities such as Switzerland, USA, India, ...
 - Cross-cultural management
 - Good networking with stakeholders and high acceptance
- Strong entrepreneurial spirit and leadership qualities
- Excellent communication and networking skills
- Excellent experience in team building and employee motivation

Languages

German – native speaker

English – business fluent

Italian – beginner

Personal Interests

Hiking

Jogging

Golf

Music

References

References are available on request

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