



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**

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
- 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; archiving of data from the legacy systems; decommissioning of the legacy systems

Contact Data

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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

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

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- 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 application development to the 2 service partners and the establishment 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
- Insourcing of the IT company to the ZSE group
- Digital transformation of ZSE group, focus on Sales
- Setup of a pilot project for the Smart Meter rollout
- 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

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- 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
- Transition of the IT services from the branch office
- 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
- Setup of Offshore Services in India for ABAP programming
- Design & implementation of the SAP R/3 architecture
- Conception and realisation of the SAP R/3 operating model

Sept. 1996 –
May 2001

Manager SAP Services South

Hewlett-Packard GmbH – HP Consulting

- Responsibility for 20 SAP consultants
- Presales activities for the HW sales
- 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

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- 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

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 Demand Management
- Business Process Optimisation
- Integration / Insourcing / Outsourcing

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- Program / Project / Portfolio Management
- Performance Management
- Asset & Life Cycle 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

Cycling

Golf

Music

References

References are available on request

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